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THE ROLE OF FORESIGHT IN DISCOVERING AND EXPLOITING SOCIAL OPPORTUNITIES
- ANALYTICAL RESEARCH AT THE MINISTRY OF LABOR AND SOCIAL AFFAIRS

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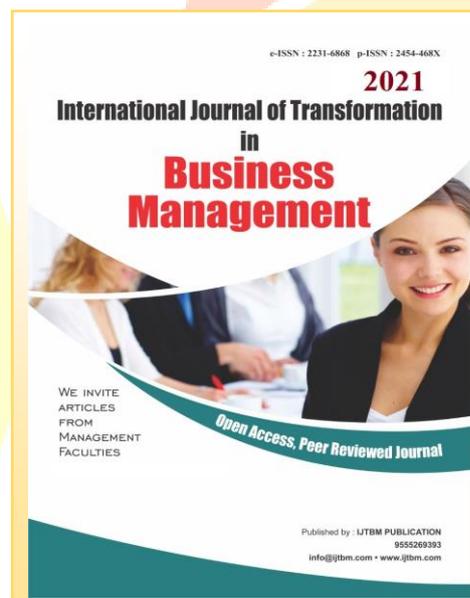
ABSTRACT

The research aims to study the extent of the impact of foresight as an independent variable in discovering and exploiting social opportunities in small and medium-sized enterprises as an analytical research in the Ministry of Labor and Social Affairs. Through field coexistence in this ministry, the research problem became clear with questions, the most important of which were: What is the size of the gap for the Ministry of Labor and Social Affairs to adopt foresight and social opportunities and know the extent of its commitment and interest in them, and then clarify the form of the link or not between foresight and social opportunities, and indicate the size of the impact of foresight On the social opportunities in the organization in question (Ministry of Labor and Social Affairs), and for the purpose of achieving the objectives of this research, a hypothesis was prepared that determines the nature of the relationship between the independent and respondent variable, and for the purpose of identifying the nature of the relationship between the variables, the research adopted a set of main hypotheses.

   For the purpose of testing the research hypotheses, the research was applied to an intentional sample of officials of three formations associated with the Ministry of Labor and Social Affairs, and to obtain the necessary information through a questionnaire form prepared for this purpose, distributed to a sample of (265) members representing general managers, department officials and people and their assistants in The research organization reached a set of conclusions, the most important of which was: There is a role for foresight in enhancing the organization's ability to discover and exploit social opportunities. While the research concluded with a set of recommendations related to its variables, the most important of which are: intensifying the effort by adopting and adhering to foresight to be one of the core capabilities that characterize the leaders of the organization in question to direct and support the social role they play by discovering and exploiting social opportunities to serve the Iraqi society, and other recommendations related to future studies.

Keywords: Foresight, social opportunities.

INTRODUCTION

   Foresight represents the possibility of seeing future trends through the survey process for a group of factors of a dynamic nature in the past and the present, so it represents the organized scientific discretion that aims to create a number of predictions with specific conditions to clarify basic perceptions about the conditions of a particular society, or for a group of societies during a period of time.   Specific, by focusing on the specific and diagnosed variables that can be predicted to change, and therefore it is represented by future mechanisms to understand past and present experiences and to identify the various challenges facing the organization, it enables to increase the ability to analyze and raise the level of awareness of the leaders of the organization of the opportunities surrounding them and work to exploit them, and give them creativity and insight by predicting them (ie, social opportunities) and investing them optimally.

And because the organization under study is one of the organizations whose activities are mostly social, it seeks through these activities to recognize social opportunities and seek them to create social value, by stimulating positive social change or meeting social needs.

This research came as an attempt to know the role of the organization's future foresight in the process of discovering, identifying and exploiting social opportunities, for one of the governmental organizations, the Ministry of Labor and Social Affairs, and within its activity in supporting medium and small projects, through four sections: The first topic dealt with the research methodology, and the second topic dealt with the framework Theoretical research, and the third topic included the practical side of the research, while the last topic was devoted to the conclusions and recommendations reached by the research

THE FIRST TOPIC: RESEARCH METHODOLOGY

1) **Research problem**: Based on the two main research variables (forecasting and social opportunities) and to define the research problem more accurately, it was important to ask the following question: Does foresight have an impact on the organization's discovery and exploitation of social opportunities?

According to the above, the following questions were formulated that support the main research problem:

A- What is the extent of the gap for the Ministry of Labor and Social Affairs to adopt foresight and social opportunities in the research sample?

B- Is there a correlation between "foresight" and "social opportunities" in the research sample?

C- Is there an influence relationship for the variable "foresight" on "social opportunities" in the research sample?

2) **The importance of the research**: The importance of the research shows its importance by addressing important vocabulary and topics, and this can be listed through the following points:

a. Seeking to link the research variables (foresight and social opportunities), which are of great importance in our current era in the service sector, specifically social.

b. Enlightening leaders and those interested in strategic issues with the importance of the matter and encouraging them to exploit the mental capabilities of the strategic leader as a result of his foresight, especially among successful social organizations in order to achieve distinction in the social aspect.

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c. Benefit from other social organizations in particular that aspire to build the capacity to discover and exploit social opportunities, unique to others and not covered by the research.

3) **Research Objectives:** This research seeks to achieve a set of basic objectives, the most important of which are the following:

a. To show the size of the gap for the Ministry of Labor and Social Affairs to adopt foresight and social opportunities and to know the extent of its commitment and interest in them.

b. To clarify the correlation or not between foresight and social opportunities in the organization under study.

c. To show the size of the impact of foresight on social opportunities in the organization.

4) **Research Methodology**: In this research, the researcher relied on the descriptive analytical approach to accomplish the requirements of the research and to answer the questions of the research problem in order to achieve the objectives of the research.

5) **The limits of the research**: The limits of the research were represented by three types:

a. **Human limits**: a number of officials in the upper, middle and lower management (general managers and their assistants, department managers and their assistants, the people's official and their assistants) in the researched organization (Ministry of Labor and Social Affairs).

b. **Scientific limits**: In conducting the research, the researcher adhered to the limits of its variables (foresight and social opportunities).

c. **Spatial limits**: limited to the activity of loans for small and medium enterprises applied in the Iraqi Ministry of Labor and Social Affairs in the province of Baghdad exclusively.

6) **Hypothetical model for research**: Figure (1) shows the hypothesis and the correlation and influence relationships between the current research variables, which are (the independent variable - foresight) and (the dependent variable - social opportunities).
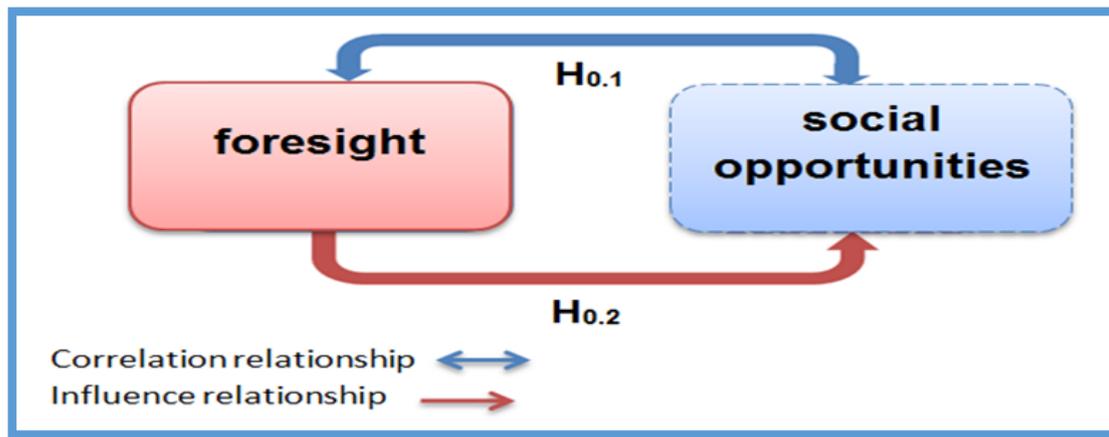
Figure (1) The hypothesis of the research

Source: Prepared by the researchers

7) **Research Hypotheses**: according to research problem and its questions, and taking into account the achievement of the research objectives and its hypothetical model, the researcher formulated the following hypotheses:

❖ The first main hypothesis (the correlation hypothesis) H0.1: There is no statistically significant correlation between foresight and social opportunities at the level ($\alpha \leq 0.05$) in the research sample.

❖ The second main hypothesis (impact hypothesis) H0.2: There is no statistically significant effect of anticipating social opportunities at the level ($\alpha \leq 0.05$) in the research sample.

8) **Research Scale**: The two researchers designed the questionnaire to be the research tool (the search scale), and it relied on the criteria mentioned in the sources mentioned in table (1), and as follows:

• The sources listed in Table (1) were relied upon in designing the scale for the foresight variable.

• As for the criteria adopted in designing the scale for the social opportunities paragraphs, the researcher faced the problem of the scarcity of measures related to social opportunities due to the novelty of the research topic, which necessitated the use of foreign research. Several international standards have been used in previous studies to measure the dimensions of this variable, which have been adapted in line with the Iraqi environment first and the trends and requirements of research secondly.

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Table (1) shows the sources of standards adopted in the design of the research scale

variable	paragraphs	The Source
Foresight	1-5	What has been agreed upon by: (Obaid, 2015), (Ismail, 2020), (Gupta, 2019).
Social opportunities	6-10	What has been agreed upon by: (Sarif et al., 2013), (Al-Abadi and Al-Jubouri 2017)

Source: Prepared by the researchers

9) **Testing the validity and reliability of the questionnaire**:

A- **The stability of the search tool**: to identify the consistency of the paragraphs of each variable of the scale (the search tool), the "Alpha Cronbach" coefficient was calculated for the two search variables, and finally measured its total value, as in the following table:

Table (2) Reliability coefficients for the search variables using Cronbach's alpha test

Variable	Paragraphs	Cronbach's alpha coeff.
Foresight	1-5	0.807
social opportunities	6-10	0.859
Total Cronbach's alpha coeff.		0.894

Source: Prepared by the two researchers with the benefit of the SPSS program

It is clear from Table (2) that the values of Cronbach's alpha coefficient for the research variables (the research tool) ranged between (0.807-0.859), which are acceptable values for the purposes of the current research, while its value in relation to the foresight variable amounted to (0.707), and for the social opportunities variable It was (0.859), and in general, the value of the total alpha-Cronbach coefficient for the research tool (scale) was equal to (0.894), which is a high and very acceptable value for the purposes of the current research.

B- **Validity of the research tool**: to examine and test the validity of the scale (the research tool), as the scale (the research tool) was presented to 23 arbitrators (from the faculty members in the faculties of administration

and economics) in several Iraqi universities, for the purpose of expressing their views on the validity of the content of the scale and its affiliation Its statements and their consistency and their suitability for measurement, in addition to examining the clarity of its paragraphs, as their opinions, observations and suggestions were taken into account, and the required modifications were made, and the agreement on the entire paragraphs of the scale (the research tool) was equal to approximately 92%, and the arbitrators' opinions about the apparent honesty were considered evidence of the validity of the tool search.

10) **Description of the research community and its sample**: The research community included the departments of the Ministry of Labor and Social Affairs concerned with the activity of small and medium loans, while the research sample was a deliberate (intentional) sample numbering (265) individuals represented by general managers, department managers, people's officials and their assistants in these departments, because they are Most people know how to perform the aforementioned activity at the level of these departments, as (265) questionnaires were distributed and (260) were retrieved, with a response rate of (98.1%).

THE SECOND TOPIC: THEORETICAL FRAMEWORK

A- Foresight:

Strategic foresight relates primarily to the organization's future planning, and the discovery of alternatives, and this requires the creative skills of all disciplines that meet the needs of the organization, and a commitment to the organization's future vision, and foresight is defined as the ability to think about the unclear and undefined forces that shape the future, and reflects the ability of foresight. For the individual, to think based on invisible and unconscious forces, but on the other hand, they contribute to the future of the organization, and foresight distinguishes between what the organization can avoid and what it can control (Alhamadi, 2020: 2).

Foresight is the possibility of anticipating the currents of change that can provide opportunities or threats to the organization, by examining the business environment and interpreting social and demographic trends, as the future cannot be predicted with a high degree of certainty, and so that it can be realized depending on the variables of the current time, and the development of contingency plans for adaptation. With it, the ability to foresee will allow the organization to answer questions such as: What are the technological changes that may affect its offerings? Do the future needs of customers

require different products (and/or services)? (Maccoby, 2015: 20).

According to (Heiko et al., 2014), some studies consider strategic foresight as an effective tool for making decisions, and on this basis, the basic characteristics of foresight are classified into three main points, as follows (Al-Ibrahimi, 2018: 431):

- Knowledge building leads to the development of a strategic intelligence vision based on multidisciplinary foundations, to look into the alternative future.

- Building relationships will govern the building of effective social relationships based on cooperation and negotiation, between individuals and those with special interests.

- That decision-making based on participation and action, will lead to the achievement of coordination between stakeholders and their agents, and thus, the formation of future policies and strategies.

To achieve success through foresight, the following is required (Mahmoud and Harbi, 2019: 82-83):

- ❖ "The presence of a conscious mind and innovative imagination and the creativity it carries to draw pictures and identify the expected risks that may threaten the organization before they occur and what are the opportunities that it will get in the long run".

- ❖ Relying on innovation, strategic evaluation, and proactive formation of the future, since the foresee is able to give alternatives and expected future possibilities in a field, then the decision maker chooses one of the alternatives, while the strategic planner is tasked with developing a plan to achieve that future.

B- Social Opportunities

Social opportunities are defined as "those that, when exploited, will allow entrepreneurs to enhance social value creation" (Hockerts et al., 2010: 104), while (Beugré, 2017) it is the existence of social needs gaps that makes social opportunity relevant and relevant. Meaning, therefore, social opportunities will be characterized by five distinct characteristics: "diffusion; relevance; urgency; accessibility; radicalism" (Beugré, 2017: 152).

(Hockerts et al., 2010) pointed out that it is possible to distinguish four main parts of the process related to social opportunities, which are: firstly, the source of opportunities, secondly, the discovery of those opportunities, thirdly an evaluation of these opportunities, and finally, the exploitation of opportunities from Through Social Entrepreneurship (Hockerts et al., 2010: 103).

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According to (Beugré, 2017: 154), (Jeremy & et al., 2009: 176-175), the theories in perceiving and recognizing social opportunity are determined by the following :

- **Discovery theory**: which assumes "that opportunities are everywhere and need to be discovered by the social entrepreneur in order to realize and exploit them, and that the social entrepreneur is different from other individuals, as he has the ability to search and discover social opportunities only".

- **Opportunity innovation theory**: which asserts that "opportunities do not exist independently of the entrepreneur but arise through the actions, reactions and behaviors of entrepreneurs as they explore new ways to create new products or services, and influential social entrepreneurs will attempt to shape and create a solution to a social need based on resources available, rather than trying to predict what would be the ideal solution and pool the resources to facilitate it".

- **The last (hybrid) theory**: It combines the two theories, "through discovering and creating opportunity at the same time by using the social entrepreneur for his voluntary conviction and perseverance, instead of maximizing profits to realize social opportunities, because the value of this opportunity is difficult to calculate and measure".

THE THIRD TOPIC: THE PRACTICAL SIDE

A- The statistical results of the research sample

This topic specializes in presenting and interpreting the results related to the research variables through the use of some statistical methods. The results related to the research variables contained in the questionnaire will be presented and discussed, based on the answers of the research sample members to the questionnaire paragraphs to identify the differences in their opinions and provide a comprehensive vision of their views about The nature of the two variables, and the five-point Likert scale was adopted in the survey of the opinions of the research sample, as the level of answer ranged between the highest and lowest value (1–5) and at five levels as in Table (3), and the trends of the research sample were analyzed and the arithmetic circles were extracted for this purpose levels), hypothesis means, standard deviations (to estimate the extent of dispersion in the answers around arithmetic means) and indicators of relative importance.

And the hypothetical mean specified with a value of (3) for all paragraphs, dimensions and research variables, if the weighted

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arithmetic mean is greater than the hypothetical mean, the answers tended towards "agreement", "completely agreement" and "availability", but if its arithmetic mean is less than the hypothetical arithmetic mean , the responses tended towards "disagreement", "totally disagree" and "poor availability", in addition to the fact that the level of the answer around the mean is once higher than the hypothesis and another time lower than that of the research sample of (256).

Table (3) Likert five-point scale and the direction of the answer

Scale degrees	Totally agree	Agreed	Neutral	I do not agree	I don't totally agree
Average values	5	4	3	2	1
Categories lengths	4.21-5	3.41-4.20	2.61-3.40	1.81-2.60	1-1.80
Interpretation	Very available	Available	Around the middle	Weak	Very weak
The direction of the answer	The agreement		Not sure	Lack of agreement	

Source: was prepared by researchers based on the results of statistical analysis

Hypothetical mean = (sum of weights / number of alternatives) = $(5 + 4 + 3 + 2 + 1)/5 = 3$

The previous table will be used to find out the weighted arithmetic means for all the paragraphs of the dimensions of the research variables for the purpose of explaining their availability and thus the possibility of answering the questions of the research problem.

1) **The results of the statistical analysis of the first research variable "Foresight"**

From Table (4), which shows the results of the statistical analysis of the foresight dimension, we note the following:

Table (4) the results of the statistical analysis of the foresight paragraphs and the direction of the answer

	Paragraphs	Arith. mean	standard deviation	coeff. of relative variance	The relative importance index	Rank	direction level answer
1	Extrapolating the future of administrative and service work in the long run.	3.64	0.942	0.259	0.728	2	**agree.**
2	Monitor changes that occur in the external environment.	3.66	0.871	0.238	0.732	1	**agree.**
3	Diagnose strategic issues of influence in the future.	3.57	0.974	0.273	0.714	5	**agree.**
4	Diagnose future opportunities and invest them in achieving goals.	3.62	0.908	0.251	0.724	3	**agree.**
5	Possess the ability to benefit from the expertise of employees to deal with future events.	3.6	0.983	0.273	0.72	4	**agree.**
Total variable indices		3.62	0.936	0.259	/	/	**agree.**

Source: Prepared by the researchers and based on the SPSS program

The mentioned table showed that the arithmetic means for all the paragraphs of this dimension were close and ranged between (3.57-3.66), and that the total arithmetic mean in general for this (high level) dimension is (3. 62), which is higher than the standard hypothetical mean of (3), and it was The general standard deviation (0.936) is acceptable and the dispersion of the sample answers is also acceptable in terms of the relative difference coefficient (0.259), which reflects the availability of this dimension and that the direction of the answer level for it was "agreement" and the

consistency of the good research sample in its answers, and this indicates a strong homogeneity in the opinions of the research sample about The content of this dimension, which reflects the organization's tendency to adopt the foundations of foresight in terms of following up the changes that occur in the environment and diagnosing strategic issues and future opportunities and investing them by extrapolating the administrative and service work in the long term and benefiting from the experiences of its employees in dealing with future events. As for the paragraphs:

- The results of the statistical analysis show that paragraph (1) has obtained an arithmetic mean (3.66), which is the highest value in the first dimension. Changes that occur in the external environment) and with a standard deviation (0.871) acceptable in terms of the relative difference coefficient (0.238), which was the lowest value among the rest of the paragraphs, and its relative importance was the highest among the paragraphs of this dimension (0.732), which indicates relative

homogeneity in the agreement of a sample Search around.

- The results also showed that paragraph (5) had obtained the lowest arithmetic mean of (3.57), which is a value that is considered relatively high for the members of the research sample on the paragraph (the organization diagnoses strategic issues affecting its future and trends) with a standard deviation of (0.974) acceptable in terms of the relative difference coefficient (0.273), which was the largest value among the rest of the paragraphs, and its relative importance was the least among the paragraphs of this dimension (0.714), which indicates an acceptable relative homogeneity in the opinions of the research sample about it.

2) **Results of the statistical analysis of the second research variable (social opportunities)**

From Table (5), which shows the results of the statistical analysis of the social opportunities dimension, we note the following:

Table (5) The results of the statistical analysis of the social opportunities paragraphs and the direction of the answer

	Paragraphs	Arith. mean	stand. devi.	coeff. of relative variance	The relative import. index	Rank	direction level answer
1	Efficiently invest in social opportunities.	3.63	0.902	0.249	0.726	1	**agree.**
2	Inspiring new collaborative ideas and methods to create appropriate social opportunities.	3.62	0.903	0.25	0.724	3	**agree.**
3	Seeking to modify and change complex systems to alternative systems that are more in tune with the reality of society.	3.63	0.919	0.253	0.726	2	**agree.**
4	Encouraging working individuals to discover and schedule social opportunities.	3.53	0.948	0.269	0.706	4	**agree.**
5	The ability to turn social opportunities into valuable benefits at work.	3.5	0.948	0.271	0.7	5	**agree.**
	Total variable indices	3.582	0.924	0.258	/	/	**agree.**

Source: Prepared by the researchers and based on the SPSS program

The mentioned table showed that the arithmetic means for all the paragraphs of this dimension were close and ranged between (3.5-3.63), and that the total arithmetic mean in general for this dimension (high level) is (3.582), which is higher than the standard hypothetical mean of (3), and it was The general standard deviation (0.924) is acceptable and the dispersion of the sample answers is also acceptable in terms of the relative difference coefficient (0.258), which reflects the availability of this dimension and that the direction of the answer level for it was "agreement" and the consistency of the good research sample in its answers, and this indicates a strong homogeneity in the

opinions of the research sample about The content of this dimension, which reflects the sample's opinion that the organization is trying to efficiently invest social opportunities to turn them into valuable benefits for its work, and that in the light of the principle of cooperation, the organization is inspired by new ideas and methods to create social opportunities appropriate for its work, and it is constantly seeking to modify and change complex systems to more alternative systems In harmony with the reality of society, and it encourages its employees to discover and schedule social opportunities that achieve the best benefit. As for the paragraphs:

- The results of the statistical analysis showed that paragraph (1) had obtained an arithmetic mean (3.63), which is the highest value in the first dimension, and it indicates a high level of the research sample members on the paragraph (the organization is trying to invest Social opportunities efficiently) and with a standard deviation (0.902) acceptable in terms of the relative difference coefficient (0.249), which was the lowest among the rest of the paragraphs, and its relative importance was the highest among the paragraphs of this dimension (0.726), which indicates a high homogeneity in the opinions of the research sample about it.

- The results also showed that paragraph (5) obtained the lowest arithmetic mean of (3.5), which is a value that is considered relatively high for the members of the research sample on the paragraph (the organization has the ability to transform social opportunities into valuable benefits for its work) and with a standard deviation of (0.948) acceptable in terms of the coefficient of variation. The relative (0.271), which was the highest among the rest of the paragraphs, and its relative importance was the lowest among the paragraphs of this dimension (0.7), which indicates an acceptable homogeneity in the opinions of the research sample about it.

A- Testing the research hypotheses

This topic deals with testing the hypotheses of the correlation between the research variables included in the main hypothesis of correlation, as well as testing the main hypothesis of influence.

For the purpose of testing the hypotheses of the correlation between the research variables, the researcher used the matrix of simple correlation coefficients "Pearson" for the purpose of verifying the strength of the relationship between the research variables and to test the main hypothesis (first). The amount of change in the value of the "dependent variable" and the percentage of what it interprets from the effect of the independent variable on the dependent

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variable by calculating the coefficient of determination "%R^2."

A- Testing hypotheses of the correlation relationship between foresight and social opportunities

The first main hypothesis (correlation hypothesis) H0.1 states: There is no statistically significant correlation between

foresight and social opportunities at the level ($\alpha \leq 0.05$) in the research sample.

From Table (6), which shows the correlation between foresight and the dimension of social opportunities:

Table (6): the correlation relationship between foresight and social opportunities

Dependent variable	Foresight	
	correlation coefficient	
Social opportunities	Pearson Correlation	0.699**
	Sig.(2-tailed)	0.000
	N	260
The decision	hypothesis rejected	

Source: Prepared by the two researchers with the benefit of SPSS and Excel

The correlation coefficient between the foresight dimension with social opportunities was (0.699), which is a strong and statistically significant direct correlation at the level of significance (0.05), meaning that there is a statistically significant correlation between foresight and social opportunities at the level ($\alpha \leq 0.05$) in the research sample. And the increased interest in the first (foreseeing) leads to an increase in the discovery and exploitation of social opportunities for the organization in question.

According to the foregoing, we reject the first main hypothesis, and accept an alternative hypothesis, that is, "there is a statistically significant correlation between foresight and social opportunities at the level ($\alpha \leq 0.05$) in the research sample".

B- Testing and analyzing the hypotheses of the effect between the research variables :

The second main hypothesis (effect hypothesis) H0.2 states: There is no statistically significant effect of anticipating

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social opportunities at the level (α≤0.05) in the research sample.

From Table (7), which shows the influence relationship between foresight (X) and the dimension of social opportunities (Y):

Table (7) Determining the impact of foresight on social opportunities

The Ind. Variable	signi. value	The coeff. of determ. R^2	Y=α+β(X)		The Calcu. (F) Value	Free. Degree df)(	THE (F) tab. value
			α	β			
Foresight	0.000	0.489	0.924	0.735	247.134	1	161.45

Source: Prepared by the two researchers, with the benefit of the SPSS program

The calculated (F) value of (247.134), which is greater than its tabular value (161.45), with a significant value (sig) equal to (0.000), which is less than the level of significance (0.05), and this means that there is an effect of the foresight dimension (X) on the responding variable The social opportunity, as the coefficient of determination (R^2) indicates the percentage of difference that explains that foresight (X) contributes to (48.9%) of the changes in the social opportunity (Y), and the remaining percentage (51.1%) refers to other variables, thus expressing the The effect model was accepted, and the regression equation was: **Y=0.924+0.735(X)**

According to the foregoing, we reject the second main hypothesis, and accept an alternative hypothesis, that is, "there is a statistically significant effect of anticipating social opportunities at the level (α≤0.05) in the research sample".

THE FOURTH TOPIC: THE CONCLUSIONS AND RECOMMENDATIONS

A- The conclusions:

1- The results of the analysis showed that there is a high agreement among the members of the research sample that the organization's management (leaders and decision-makers) constantly follow up on the changes that occur in the external environment.

2- The results of the analysis of the research sample showed that the foresight dimension has gained high interest, which clarifies the opinions of the research sample about the interest of the researched organization in the foundations of foresight and its importance in determining the organization's future direction, by extrapolating the administrative and service work in the long term, and benefiting from the

experiences of its employees in dealing with future events.

3- The results of the analysis showed that there is a state of uncertainty (relative dispersion in the agreement) among the members of the research sample that the organization has the ability to transform social opportunities into valuable benefits for its work.

4- The results of the analysis showed that there is a strong correlation with statistical significance between foresight and social opportunities at the level ($\alpha \leq 0.05$) in the research sample.

5- The results of the analysis showed that foresight has a statistically significant effect on social opportunities at the level ($\alpha \leq 0.05$) in the research sample.

B-   The recommendations

1- Increasing the interest of the organization in question in the research variables (foresight, and social opportunities) by consolidating the characteristics of these two variables among its employees.

2- Work to gain the required acceptability foresight at the level of the organization's personnel and make this feature an integral part of the organization's culture and its core capabilities.

3- The process of enhancing the adoption of foresight for the organization will help in building capacities and

capabilities that enable it to develop ideas, plans and future projects, and this is done through the use of the foundations of foresight and monitoring of environmental events in the research organization in line with the change of events facing this organization, and which is reflected in the expansion of the area providing services and future performance.

4- The need to intensify the organization's efforts by constantly following up on the changes that occur in the external environment.

5- The need for the organization to adopt the principle of seeing social risks that arise in society as possible opportunities to create social value for itself and for society through innovation and generation of new services.

6- Work to enhance the ability to discover social opportunities through future foresight methods for social monitoring of problems and gaps that arise in society, and work to exploit them by finding appropriate solutions and treatments in a way that adds value to the work and activity of the organization.

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