EFFECT OF STRATEGIC FORESIGHT ON ORGANIZATIONAL PERFORMANCE IN FOOD PROCESSING COMPANIES IN MERU COUNTY

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DECLARATION AND RECOMMENDATION

Declaration

I declare this thesis is my original work and has not been presented in any other university.

Sign: ……... Date: ……

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Recommendations

This thesis has been submitted for examination with our approval as university supervisors

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DEDICATION

I hereby dedicate this thesis to my father, mother, brother and sister for their unwavering support on my master's degree.

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Am grateful to the almighty God for making it possible to pursue an MBA degree at this point in time. The supervisory advice provided by Dr. Felix Chesigor, PhD and Rosemary Muriithi, has been helpful in developing the document. Additionally, the support from my family has been immense particularly praying, counseling and being present, whenever I need them. The academic support in terms of ensuring that plagiarism, APA and general thesis guidelines have been checked by the library staff, has been of great relevance towards documenting quality work. Every lecturer that has taken their time offer scholarly advice on how I could improve on various parts the thesis, is also much appreciated.

ABSTRACT

Despite the existence of processing companies in Kenya, there have been increased imports of processed food products, while exports of food and beverages, have declined. The study examined the influence of strategic foresight on organizational performance of food processing companies in Meru County. The specific objectives determined the influence of trend analysis practices, scenario planning practices, horizon scanning practices, and back casting practices on the organizational performance of food processing companies in Meru County. The three theories of the study were, contingency, resource-based view, and strategic choice theories. The research design was descriptive while the target population comprised of 78 food processing companies in Meru County. The respondents were 97 directors, 121 operations managers, 99 quality assurance managers, 116 compliance managers, 132 marketing managers, and 121 risk managers. The respondents were sampled through a simple random method, and the sample size was determined through Slovin's formula. This led to 78 directors, 93 operations managers, 79 quality assurance managers, 90 compliance managers, 99 marketing managers, and 93 risk managers. Directors answered open- and closed-ended structured questionnaires, while the managers answered closed-ended questionnaires. A pilot test was conducted in 8 processing companies in Tharaka Nithi County. The information from the questionnaires was analyzed using SPSS software version 27. Descriptive statistics such as frequencies, percentages, mean, and standard deviation were conducted. Thereafter, Pearson correlation and multiple regression analysis were done. The study found that strategic decision-making was slow due to weak market intelligence systems, poor training in resource allocation, and underused technology. Managers relied on intuition rather than structured protocols, lacking training in effective strategy implementation. The study recommends enhancing training in market analysis, better use of existing technology for planning, exposure to external corporate interactions, and bringing in experts to provide refresher courses on strategic management and back casting.

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

GDP	Gross Domestic Product
EU	European Union
IMF	International Monetary Fund
KeMU	Kenya Methodist University
KAM	Kenya Association of Manufacturers
KNBS	Kenya National Bureau of Statistics
NACOSTI	National Commission for Science, Technology & Innovation
OECD	Organization for Economic Co-operation and Development
OPSI	Observatory of Public Sector Innovation

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

As a company sets out to provide different products and services, unexpected events may arise that cause a swift change in their core operations. Therefore, the ability of the management to set strategies that are based on foresight is essential. Strategic foresight is the process of examining possibility of diverse futures happenings to be adequately prepared through policy establishments, for any change that may take place (International Monetary Fund [IMF], 2021). The study assessed different types of strategic foresights, such as trend analysis practices, scenario planning practices, horizon scanning practices, and back-casting practices (Matti et al., 2025; Observatory of Public Sector Innovation [OPSI], 2021). These types of strategic foresights were selected since they were recommended by United Nations Development Programme (UNDP, 2018) in their foresight manual for corporates.

Trend analysis practices is defined as the process of examining different sets of data to note any patterns that may be present and that can be used to determine the possibility of a certain future taking place (Grove et al., 2023). Scenario planning practices is the process of considering different futures and not just a single future that may face an organization to be more prepared through policymaking (OECD, 2025). Horizon scanning practices is the systematic detection of any possible early signs of a major event happening, to enable the managers to make decisions that may be relevant in managing risks and taking advantage of the opportunities (Streit et al., 2021). Back casting practices is a method of

strategic planning that starts with a vision of the ideal future state and then works backward to identify the actions and solutions required to realize that vision (Matti, 2025). The four elements are techniques used to develop strategic foresights and to ensure that the desired organizational performance is achieved.

Organizational performance is the process of delivering products and services to the target clients, with the aim of satisfying their demands and superseding their expectations within the shortest duration of time (Gutterman, 2023). Profitability, productivity, efficient teamwork, time management, and accountability were the main performance indicators that were assessed in this study. In attainment of organizational performance, the food processing companies are concerned with not only their profitability but also having the ability to remain sustainable within a foreseeable duration of time. This was encouraged through efficient teamwork, time management, and accountability measures from the workforce of the companies. Nevertheless, food processing companies at global, regional and local context were noted to struggle with performance.

Globally, processing companies in Spain have closed down due to wrong trend analysis of the operations (European Union [EU], 2023). Furthermore, there have been increased operational costs in manufacturing companies in Belgium due to poor scenario planning by the managers (Tukamuhabwa et al., 2024). Regional companies that have specialized in processing food products in Nigeria have faced increased losses due to the risky environment caused by Boko Haram operations. Furthermore, most processing companies in Tanzania have missed out on big business opportunities due to inefficient horizon scanning (Liberty Sparks, 2025).

Locally in Kenya, processing companies, having failed to make major scenario plans, continue experiencing unpredictable moments such as the rise of Gen Z movements (Muga, 2024). These movements have been making it hard to operate within the suburbs of the major towns and cities in Kenya. Additionally, poor back casting skills by the managers of processing companies have resulted in increased cost of operations due to tough regulatory measures from the government (Kenya Association of Manufacturers [KAM], 2021).

Meru County, Kenya. It is within the geographical coordinates of 0.3557° N, 37.8088° E and located on the slopes of Mount Kenya, within the former Eastern province. According to the County Government of Meru (2023), the existence of fertile volcanic soils and permanent rivers characterizes the county as agriculturally based. This is with a concentration of coffee, tea, and pyrethrum as cash crops and other subsequent food crops like maize, sorghum, millet, beans, and vegetables. The presence of such farm products has supported the increased number of processing companies whose purpose is to ensure that raw materials are turned into finished food products that the population can consume.

Notably, based on the recent census statistics, KIPPRA (2021) revealed that MSMEs, where processing firms were categorized, experienced 46.7% access to the physical market, a 7.3% rate of survival, and 11.4% fair competition when selling their products. This therefore shows that processing companies in Meru have faced challenges related to unfair competition, low survival rates, and low market access. Other concerns that have affected the processing companies in the county include shortages of resources and rapidly changing regulatory frameworks (Gitonga, 2023; Mwito, 2024). These concerns have made it difficult for the companies to operate effectively in Meru County, prompting the sudden closure or scaling down of operations.

1.2 Statement of the Problem

The performance of processing companies is such a critical component of the economy of the nation. This is because they provide adequate processed products that can be sold locally and internationally to improve the Gross Domestic Product [GDP] of a specific nation (Grove et al., 2023). Therefore, in coping with changing business demands, strategic managers are supposed to develop clear strategic foresights that seek to understand the market through trends and foresee the position of their companies based on different scenarios for planning purposes (Kalra et al., 2023).

However, despite the existence of processing companies in Kenya, there has been increased import of processed food products from 10.04% in 2021 to 10.19% in 2022 on the one hand (Kenya National Bureau of Statistics [KNBS], 2023). The imports of machinery and equipment for processing have equally declined from 14.35% in 2021 to 11.49% in 2022. In the same line of thought, there has also been a decline in imports of industrial supplies for processing raw materials from 49.2% in 2021 to 47.27% in 2022 (KNBS, 2023). On the other hand, the percentage of exports of food and beverages from Kenya declined from 46.4% in 2020 to 43.1% in 2021 and remained constant at 43.1% in 2022 (Kenya National Bureau of Statistics [KNBS], 2023).

A report by Kenya Association of Manufacturers (KAM,2024) links this imbalance to increased inflation and unfavorable regulatory measures from the government. The long-term impact has been low capacities to import machinery or industrial supplies so as to process more raw materials by the processing companies. As it currently stands, 20-50% of food supplies from local farmers go to waste since the present food processing companies have no adequate capacities to process huge raw products (Kenya Association

of Manufacturers [KAM], 2024). Therefore, the study examined the influence of strategic foresights such as trend analysis, scenario planning, horizon scanning, and back-casting on organizational performance of food processing companies in Meru County.

1.3 Purpose of the Study

To examine the influence of strategic foresight on the organizational performance of food processing companies in Meru County.

1.4 Specific Objectives

i. To determine the influence of trend analysis practices on organizational performance of food processing companies in Meru County.
ii. To explore the influence of scenario planning practices on organizational performance of food processing companies in Meru County.
iii. To determine the influence of horizon scanning practices on organizational performance of food processing companies in Meru County.
iv. To investigate the influence of back casting practices on organizational performance of food processing companies in Meru County.

1.5 Research Hypothesis

H_o1: Trend analysis practices have no significant influence on organizational performance of food processing companies in Meru County.

H_o2: Scenario planning practices has no significant influence on organizational performance of food processing companies in Meru County.

H_o3: Horizon scanning practices has no significant influence on organizational performance of food processing companies in Meru County.

H_o4: Back casting practices has no significant influence on organizational performance of food processing companies in Meru County.

1.6 Significance of the Study

Customers who engage directly with the food processing companies may get insights into the major predicaments that have affected these organizations. The information may be suitable in promoting patience when the customers place their demands on the structure of different products and services. The customers may also get full information on the strategic management foresights that the processing companies have established to ensure that their demands are met in due time.

The staff may find the usefulness of the study through gaining a platform on understanding the various strategic foresights other processing companies in the global and regional arenas have established. These practices may as well be adopted in their present companies to spur growth. A staff in an organization is important towards implementing the formulated strategies, hence suitable for noting the possibility of success of certain strategies in specific areas of operations.

The management, who were the respondents of the study, may get a rare platform to speak out about the predicament they go through when formulating strategic foresights that are unique to a specific company. Therefore, through the study, other managers leading such an important role may get firsthand information on the various strategies that have been working and those that have not been working insofar as the processing companies are

concerned. Using this information may enable them to filter previously implemented strategies that were not aligned with the strategic foresight foundation.

Future researchers with an interest in strategic management practices in companies may gain insights on various strategic foresights that have been implemented, such as trend analysis, scenario planning, horizon scanning, and back-casting. Therefore, they may use the information as a building block in the strategic management field or other social science studies. Additionally, the determination of the influence that strategic foresight has on organizational performance, within the context of food processing companies, may be useful in adding new knowledge in strategic management.

1.7 Scope of the Study

Meru County was the precise location of the current study and addressed the influence of strategic foresight on organizational performance of food processing companies. Specific influences that variables such as trend analysis practices, scenario planning practices, horizon scanning practices, and back-casting practices had on organizational performance were addressed in the study. Furthermore, since strategic foresight was mainly done by senior management in an organization, the study included respondents such as directors, operations managers, quality assurance managers, compliance managers, and risk managers. They were issued with structured questionnaires that contained both open- and closed-ended questions.

1.8 Limitations of the Study

Dealing with strategic foresights meant that the study mainly involved the management team members who make organizational policies. Therefore, dealing with the management

required proof beyond a reasonable doubt that the data collection process was to be used for academic and not for commercial purposes. Therefore, to ensure that the management was assured of the final destination of the results, the researcher got authorization from KeMU, ethical clearance, and NACOSTI. Additionally, the impact that government regulations have on different companies is different, promoting diverse strategies from the management to curb the impact of such regulations. The transfer of one or more of the management team members may be such a type of strategy to ensure there is job rotation in different company branches. Therefore, when collecting data, the available manager may be newly transferred, hence with limited information on current strategic management practices in place. The study thus put across questions that addressed general strategic foresights of a specific food processing company and not a specific branch, per se. This was to promote high responses without the restriction of job transfer of the management team members.

1.9 Assumptions of the Study

The assumptions of the study were that there were distinctive roles in operations, quality assurance, compliance, and risk management in the food processing companies. Further, the management team respondents provided information as truthfully as possible. Another assumption was that there were clear strategic management processes that made it possible for the processing companies to analyze trends that were present in the market.

1.10 Operational Definition of Terms

Back casting Practices- is a method of strategic planning that starts with a vision of the ideal future state and then works backward to identify the actions and solutions required to realize that vision (OECD, 2025).

Horizon Scanning Practices- is the systematic detection of any possible early signs of a major event happening, to enable the managers make decisions that may be relevant in managing risks and taking advantage of the opportunities (Streit et al., 2021).

Organizational Performance- is the process of delivering products and services to the target clients, with an aim of satisfying their demands and supersede their expectation within the shortest duration of time (Gutterman, 2023).

Scenario Planning Practices- is the process of considering different futures and not just a single future that may face an organization to be more prepared through policy making (Organisation for Economic Co-operation and Development [OECD], 2025).

Strategic Foresight Practices- is the process of examining possibility of diverse futures happenings to be adequately prepared through policy establishments, for any change that may take place (International Monetary Fund [IMF], 2021).

Trend Analysis Practices- is defined as the process of examining different set of data to note any patterns that may be present and which can be used to determine the possibility of a certain future taking place (Grove et al., 2023).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the theoretical review, which encompasses the contingency, resource-based view, and strategic choice theories. Thereafter, an empirical review of past studies on each independent variable is given, while conceptual and operational frameworks conclude the chapter.

2.2 Theoretical Review

The three theories that were used in the study included the contingency theory in guiding trend analysis practices, the resource-based view theory in guiding scenario planning practices, and the strategic choice theory in guiding horizon scanning practices and back-casting practices.

2.2.1 Contingency Theory

Fielder (1967) was considered the main developer of the contingency theory, which stated that when it comes to leadership, there is no best way to do it or make decisions. What was needed was continuous improvement of decisions while ensuring that risks were minimized as opportunities were being optimized and capitalized. According to Fielder (1967), it was important for the strategic managers to make decisions based on available resources, structures of the institutions, and the environment that surrounds them to attain optimality. Therefore, the ability to be labelled as a good strategic manager was based on the specific

context in which strategies were made and the available support system in place (Hammed et al., 2024).

In the context of trend analysis, being able to identify possible patterns that enabled the strategic management to make decisions provided an ambience for success. This was because having market intelligence could not guarantee improved performance unless the management was able to analyse and implement the details to lead to enhanced productivity. Furthermore, optimizing resources, reducing waste, and supporting clear decision-making patterns on viable strategies. Additionally, Chebwai and Kinyuru (2024) indicated that historical data could be a powerful tool that explained volatility to constitute management methods to curb sudden increments in price, particularly in the processing companies. Further, contingency theory supported product analysis by the management to enhance improvements based on consumer demands and market competition rates (Matti et al., 2025).

The trend analysis was also founded on contingency theory based on the angle of strategic planning processes that reduced risk and increased revenue, especially in processing companies. International Monitory Fund (IMF, 2021) argued that being in a position that had to do with making decisions required current information that supported quality choices with minimum strategic risks. Vaisshnsve and Thasneem (2024) proclaim that identification of trends helped in improvement of the company's performance through noting areas of weakness and allocating adequate resources, once the historical performance of the company was assessed. This helped the company to focus on areas of weakness, leading to better performance. Additionally, it was noted that technical and comparative analyses were important for future planning.

The criticism of contingency theory from Shala et al. (2021) pointed out that its subjective approach in interpretation made it hard to contextualize the theory in most organizations. However, previous studies such as Costa et al. (2020) had successfully applied the theory to processing companies based on the typical characteristics and experience level of the management.

2.2.2 Resource-Based View Theory

Resource-based view theory was developed by Wernerfelt (1984) who relied upon Penrose (1959) contributions, and it informed scenario planning practices. This theory pointed out that there were both tangible and non-tangible resources within an organization. Sufficient usage of these resources worked to the competitive advantage of the organization against others in the same industry. According to Wernefelt (1964), the decision to use the resource was based on the human capital in place at an organization and the provision of information to them. The resources considered as tangible were physical structures and other assets that supported the operations of an organization. Non-tangible resources included the skills that the human capital possessed, market share, and goodwill (Ogutu et al., 2023). A combination of these resources provided a much-needed support system to not only make sufficient decisions but also efficiently implement them in the desired structure.

In the context of scenario planning, the theory advocated for critical examination of current organizational assets by the strategic managers when considering different futures ahead of them (European Union [EU], 2023). This was because the ability to thrive in a specific future had to do with the adequacy of resources to manage the business demands of a specific chosen future. According to Abson et al. (2023), organizational policies that supported usage of resources could only thrive when in line with regulations in a specific

industry. Therefore, in relation to the processing industry, the scope of resource utilization in a specific strategy was based on government policies and economic conditions (Al-hadrawi et al., 2024).

Furthermore, the resource utilization decision was also based on consideration of geopolitical variations that exist, technological developments, and scenario scanning made on risk exposures in a business segment. According to Schirmer et al. (2023), companies must develop strategic foresights that involve combining organizational assets and motivating knowledgeable staff in scenario planning. Additionally, Bava (2023) revealed that analyzing the scenarios, such as resource allocation, risk evaluation, and internal control, played a significant role in ensuring that finances were well utilized. Further diving into financial resources, Bava (2023) indicated that good annual budgeting of the company must follow some principal goals like long-term, short-range, interaction, and follow-up.

Resource-based view theory was limited due to the fact that at times resources may be hard to be identified and accurately measured (Gerhart & Feng, 2021). This was because some resources, such as the skills of staff, may become hard to quantify, particularly when they had been advancing more skills in their personal time. Other resources, such as goodwill, may be overvalued or undervalued. Nevertheless, this weakness did not necessarily affect the current study since in scenario planning more attention was accorded towards tangible resources.

2.2.3 Strategic Choice Theory

Child (1972) developed strategic choice theory and, in the current study, informed horizon scanning practices and back casting practices. The theory posited that the behavior

portrayed in an organization was mainly influenced by the management decisions as compared to only what was happening in the environment that surrounded them. Therefore, the choices that were made gave the organization a sense of direction and showed what processes were made even in the midst of external demands (Lee, 2024).

In the context of horizon scanning, the theory noted that having a system that was able to pick up signals of a possibility of a major event could only make a difference if the management made decisions. These strategic decisions enabled the organization to make a choice on what to do, how risk was managed, and the methods used to take advantage of the opportunities, particularly in the context of an industrial change (Munga, 2024). To be able to do so, different approaches, such as periodic review or consistently monitoring the happenings of the environment, were done. On the one hand, if the possibility of an event was intriguing with higher opportunities, it could raise interests among the managers, prompting a more focused scanning in a single area (Okwemba & Njuguna, 2021). On the other hand, if the possibility of an event was abrupt with possible risks, the ad hoc method of scanning was used to ensure that the sudden changes were explored and strategies on how to maneuver the situation were provided.

According to Rodríguez-Gómez et al. (2023), different stages of development of organizational products were detected by the use of signals that were chosen from horizon scanners. This meant that the development made from the horizon scanning was easier to manage, leading to better strategic management in manufacturing companies. Wechie (2023) indicated that many companies scanned how future markets could be developed to increase the level of competitiveness. Therefore, the major factor that led to better performance was scanning the environment and making decisions to understand potential

gaps in the market. Alinda et al. (2023) noted that prediction practices can sustain companies towards increased performance.

These practices may include forecasting on sustainable operations to link the firm and environment in promotion of workforce balance and activities. According to Mdasha et al. (2023), following auditing laws while carrying out the process while identifying problems related to the performance. Further, the study found that environmental audits liked being keen when identifying the problem, and coming up with environmental campaigns increased assets within the organization, which positively affected its performance.

In the context of back casting, the strategic decisions made as a result of envisioning the desired future were a direct consequence of clarity on the intended goal. The desired goal compelled the behavior of the organization based on sustainable and actionable plans set. According to Ronner et al. (2022), the management also sets a course on engaging with the employees on the desired strategy implementation pattern with consistent progress monitoring. In the long term, the established vision was achieved not because it was guaranteed based on the environment the organization operates in but because the strategic decision-making pattern had influenced every action of the organization. Furthermore, through a strategy of backward integration, Oshodi (2022) revealed that firms were able to add value to the available local materials. Additionally, through the strategy of backward integration, the processing organizations were able to track the experiences of different staff when implementing strategies.

2.3 Empirical Review

In the empirical section, studies that expedite trend analysis practices, scenario planning practices, horizon scanning practices, and back-casting practices have been explored. The explanations are provided in sections 2.3.1 to 2.3.4.

2.3.1 Trend Analysis Practices and Organizational Performance

Globally, Siswanto et al. (2025) examined how competitiveness in business increased when there was data-based decision-making and trend analysis in the market in Indonesia. The study adopted a quantitative research design to examine the relationship between market trend analysis, data-driven decision-making, AI, and business competitiveness. The study used an online survey to collect data, which were later distributed to managers involved in decision-making. The results showed that market trend analysis had a positive impact on business performance. It was also noted that product sales volume helped to predict future demand by analyzing how business was performing previously.

Additionally, Siswento et al. (2025) indicated that market analysis helped in decision-making and setting of realistic goals. This was because when previous trends were analyzed, they were able to understand the growth rate of the organization. Furthermore, the study also found it was necessary for a business to analyze changes in product prices; this was useful to understand which products were in higher demand over the previous years, hence improving competitiveness. However, Siswanto et al. (2025) failed to assess the various methods to analyze customer feedback and their effectiveness to understand their strategic needs.

Regionally, Hammed et al. (2024) examined how trend analysis and causal effect influenced Nigeria's sectorial performance and financial flows. The study used monthly data that ranged from the first month of 2008 to the tenth month of 2022. Additionally, the Toda-Yamamoto causality test was used to check whether there was a relationship between trend analysis and the performance of various sectors, such as food processing in Nigeria. According to Hammed et al. (2024), when trend analysis was implemented in various organizations, such as in food processing, there was increased revenue and general performance. Furthermore, it was noted that analyzing the internal flow of the organization played an important role in ensuring that resources are located effectively in different departments. Additionally, analyzing external flow enhanced proper communication and collaboration between customers and supply partners, thus improving organizational performance. Notably, Hammed et al. (2024) did not consider analysis of volatility as a form of trend analysis.

Locally, Mwangi et al. (2024) examined how Kenya's corporations, especially commercial state ones, were affected by financial performance when there were strategic analysis practices, tracking, and financial reporting. Through a descriptive research design, the study targeted ninety individuals who were sampled to obtain seventy-five participants. Raw data used in the study was collected by use of surveys and auxiliary measurements. The results showed that financial reporting and analysis had a positive impact on how corporations performed in Kenya. It was also noted that analyzing the financial report showed how money flows in the organization, which positively influences budget planning.

Additionally, Mwangi et al. (2024) indicated that using ROI to analyze financial performance shows if the organization is making a profit, hence improving decision-

making. Notably, analyzing strategic trends helped commercial corporations to understand future impacts; this improved financial performance by minimizing risks that may occur. However, Mwangi et al. (2024) did not assess how the analysis of cash flow statements supported the organizations to track their expenditure patterns due to the capital.

2.3.2 Scenario Planning Practices and Organizational Performance

Globally, Al-hadrawi et al. (2024) did a study to examine how performance in a competitive business was influenced when strategic scenario planning was implemented. The study used a simple random method to sample professors at an Iraqi university and obtained seventy-five of them. Seventy-five questionnaires were administered to the sampled respondents, where only sixty-six of them were answered and used as a sample size. The results pointed out that scenario planning positively influenced financial performance by boosting organizational effectiveness. However, the study indicated that scenario planning helped to shape the company by identifying areas that are more competitive.

Additionally, scenario analysis influenced companies such as those involved in processing by analyzing future risks that may occur. By understanding these risks, organizations came up with strategies that will overcome them. Al-Hadrawi et al. (2024) noted that for a company to have better financial performance, there is a need for evaluating scenarios regularly. However, Al-Hadrawi et al. (2024) did not point out the need for frequent analysis of main factors that defined the future to improve competitive and financial flow in processing companies.

Regionally, Danzaria et al. (2024) examined how Nigeria's environment of businesses can be changed when there is organizational response and scenario planning. The study adopted the funnel method to analyze scenario planning from different areas. The results finding showed that scenario planning positively influenced business performance by changing its environment. Notably, many businesses in Nigeria faced unplanned risks, and the best solution to overcome them was the use of scenario planning. Additionally, the results found that scenario planning influenced companies to adapt to the change of culture; this was brought up when the organization shifted its environment. However, it was noted that scenario planning increased the creativity of staff promoting innovations, leading to a better future for the organization. Danzaria et al. (2024) noted that scenario planning promoted good conversation between staff of the organization. Nevertheless, Danzaria et al. (2024) failed to include analyzing supply chain as a form of scenario analysis method.

Locally, Chebwai & Kinyuru (2023) examined how Kenyan firms that had specialized in the making of seeds were performing when influenced by strategic planning. Through a mixed-methods research design, the study targeted all registered seed firms found in Kenya, which were sampled by use of purposive technique to obtain fifty of them. Qualitative and quantitative data were collected by use of questionnaires, which were administered to senior managers of the sampled firms. The results finding showed that there was a positive relationship between strategic scenario planning and performance. Further, Chebwai & Kinyuru (2023) noted that these firms strategized their plans by defining challenges affecting the organization. This in turn helped the companies come up with clear objectives, which enabled them to attain their intended goals. However, since

Chebwai & Kinyuru (2023) concentrated only on seed companies, there was a need to explore other companies in processing operations in Meru County, Kenya.

2.3.3 Horizon Scanning Practices and Organizational Performance

Globally, Grove et al. (2023) explored how United States of America companies can benefit from strategic foresight. The study reviewed different articles, journals, and documents under strategic foresight that were published in previous years. The results that related to processing companies showed that understanding future tendencies enhanced positively the performance of these institutions. According to Grove et al. (2023), for a company to have a better understanding of future strategies, there is a need to implement horizon scanning.

Further, it was noted that many companies were affected by changes with weak signals that were difficult to identify, but with the help of horizon scanning, these signs were identified and the organization overcame them. Additionally, the use of horizon scanning companies in the United States of America tracked unprepared events that were likely to occur and affect their performance. Further, the study noted that forecasting helped companies to identify and analyze the uncertainties, like the evolution of artificial intelligence, hence enhancing competitiveness. However, Grove et al. (2023) did not explore possible future partnerships as part of horizon scanning.

Regionally, Wechie (2023) examined how Nigeria's companies with an orientation of manufacturing in river states were performing under the influence of environmental scanning. Through a survey research design, the study targeted one hundred and fourteen companies and sampled to obtain eighty-nine of them. Questionnaires were administered

to managers to collect primary data, and eighty-two percent of them responded. Wechie (2023) found out that a major factor that can lead to better performance of the companies is by scanning the environment of the competitor, which helps to understand potential gaps in the market.

Further, it was noted that many companies have been scanning their economical, technological, and political environment, which led to increased competition in the company. However, Wechie (2023) failed to include how cultural trends as a way of horizon scanning would lead to better performance of companies. Additionally, since the study concentrated on the companies involved in manufacturing, the current study would explore further companies involved in processing in Meru County.

Locally, Sekere et al. (2023) explored how Kenya's small and medium manufacturing enterprises were performing when they were influenced by environmental scanning. Through a cross-sectional descriptive design, the study targeted six hundred and twenty-two memberships of the manufacturing enterprises in Kenya. The study adopted a stratified random sampling technique to obtain two hundred and forty-three managers. Structured questionnaires were administered to the sampled population and later collected, having an eighty-point-one percent response rate. The results finding showed that environmental scanning positively influenced the performance of small and medium manufacturing enterprises found in Kenya.

Further, Sekere et al. (2023) noted that by understanding the environment of the company through scanning, it will be easier for the management to track the revenue growth. Additionally, many manufacturing companies in Kenya made decisions quickly due to better, deeper knowledge of organizational structures, which positively affected how they

performed. Nevertheless, most companies scanned the needs of customers and the market, leading many of them to attain their goals. However, Sekere et al. (2023) failed to include that scanning potential weaknesses of the competitors will lead to better performance.

Nyagaki et al. (2021) assessed how commercial-based public organizations were performing as a result of the environmental scanning effect. One hundred and twenty-nine staff were included through the method of census to answer questionnaires. A positive influence on performance was discovered on performance when there were environmental scanning operations. Notably, it was noted that not all stakeholders were involved in the decision-making process, particularly in the context of formulating strategies that would be beneficial in the process of horizon scanning. However, the nature of the commercial-based public organizations assessed by Nyagaki et al. (2021) was not distinguished as to whether they were processing or manufacturing firms.

2.3.4 Back casting Practices and Organizational Performance

Lee (2024) explored how South Korean organizational capabilities would be enhanced through ensuring that the future was foreseen in a balanced and proactive manner that supported the orientation of policies. Back casting was one of the organizational capabilities considered, while others included modelling and forecasting. The findings connoted that the organizations had been oriented on conducive strategic approaches that involved tangible planning, which was in support of back casting. Among all the capabilities, benchmarking and back casting have the highest impact, whereas forecasting has the lowest impact on proactiveness in the formulation of organizational policies.

Regionally, Abson et al. (2023) examined how back casting was bridged with strategic planning to enhance priorities of stakeholders in different landscapes. The study pointed out that as a result of enduring various negative impacts, it required proactiveness on strategic planning by diverse stakeholders. Therefore, practicing the back casting approach enabled collective envisioning of what to expect and the strategies that can be used to attain the future that is desired. While considering Ethiopia as a point of focus, Abson et al. (2023) indicated that different organizations had set manageable strategies that supported smallholders' growth. This meant that some of the priorities were accorded to food crop production and processing coffee. Therefore, integration of back casting in the process of strategic planning enabled profiling of different preferences of stakeholders. However, Abson et al. (2023) did not elucidate more on workforce planning techniques used as part of back casting strategic foresights.

Musungu and Twalib (2023) explored how Kenya's cement industry was performing under the influence of backward strategy. The study used a descriptive survey design, where eight cement manufacturing companies were the target population. Additionally, the census sampling method was used to obtain all of them as the sample size. Notably, the data used in the study were collected by use of questionnaires, which were distributed to the top managers of the selected companies and later collected. The findings collected showed that backward integration positively influenced how the cement industry was performing. Therefore, there was a need for every manufacturing industry to improve on backward integration strategy, which in turn improved their performance.

Musungu and Twalib (2023) noted that, through imagining the goals of the company and adopting a backward integration strategy, companies will be able to eliminate unnecessary

usage of money, leading to efficiency of manufacturing companies. Further, proper integration of backward strategy improved the relationship between the cement manufacturing industry and the community surrounding it, which positively improved their performance. However, Musungu and Twalib (2023) did not consider risk management as part of the backward integration strategy. Further, they concentrated on a cement manufacturing company, while the current study will concentrate on processing companies.

2.4 Summary of Gaps

A review of studies had provided a chance for the study to point out various shortcomings that were used to expand the body of knowledge insofar as the variables of the study were concerned. The study had explored various studies, like Hammed et al. (2024), Mwangi et al. (2024), and Siswanto et al. (2025), among others, on trend analysis. However, Siswanto et al. (2025) failed to assess the various methods to analyze customer feedback and their effectiveness to understand their strategic needs. Hammed et al. (2024) did not consider analysis of volatility as a form of trend analysis. Mwangi et al. (2024) did not assess how the analysis of cash flow statements supported the organizations to track their expenditure patterns due to the capital.

The study had examined studies such as Al-hadrawi et al. (2024), Chebwai & Kinyuru (2023), Danzaria et al. (2024), Kimathi (2022), and Van der et al. (2024), among others, on scenario planning. Nevertheless, Al-hadrawi et al. (2024) did not point out the need for frequent analysis of main factors that defined the future to improve competitive and financial flow in processing companies. Danzaria et al. (2024) failed to include analyzing supply chain as a form of scenario analysis method. Chebwai & Kinyuru (2023)

concentrated only on seed companies; hence, the need to explore other companies in processing operations in Meru County, Kenya. Kimathi (2022) did not include middle-level staff in the study to explain their involvement in scenario planning by the management.

The study had explored various studies, such as Grove et al. (2023), Nyagaki et al. (2021), Okwemba and Njuguna (2021), Sekere et al. (2023), and Wechie (2023), among others, on horizon scanning. That notwithstanding, Grove et al. (2023) did not explore possible future partnerships as part of horizon scanning. Wechie (2023) failed to include how cultural trends as a way of horizon scanning would lead to better performance of companies. Additionally, since the study concentrated on the companies involved in manufacturing, the current study would explore further companies involved in processing in Meru County. Sekere et al. (2023) failed to include that scanning potential weaknesses of the competitors will lead to better performance. The nature of the commercial-based public organizations assessed by Nyagaki et al. (2021) did not distinguish whether they were processing or manufacturing firms.

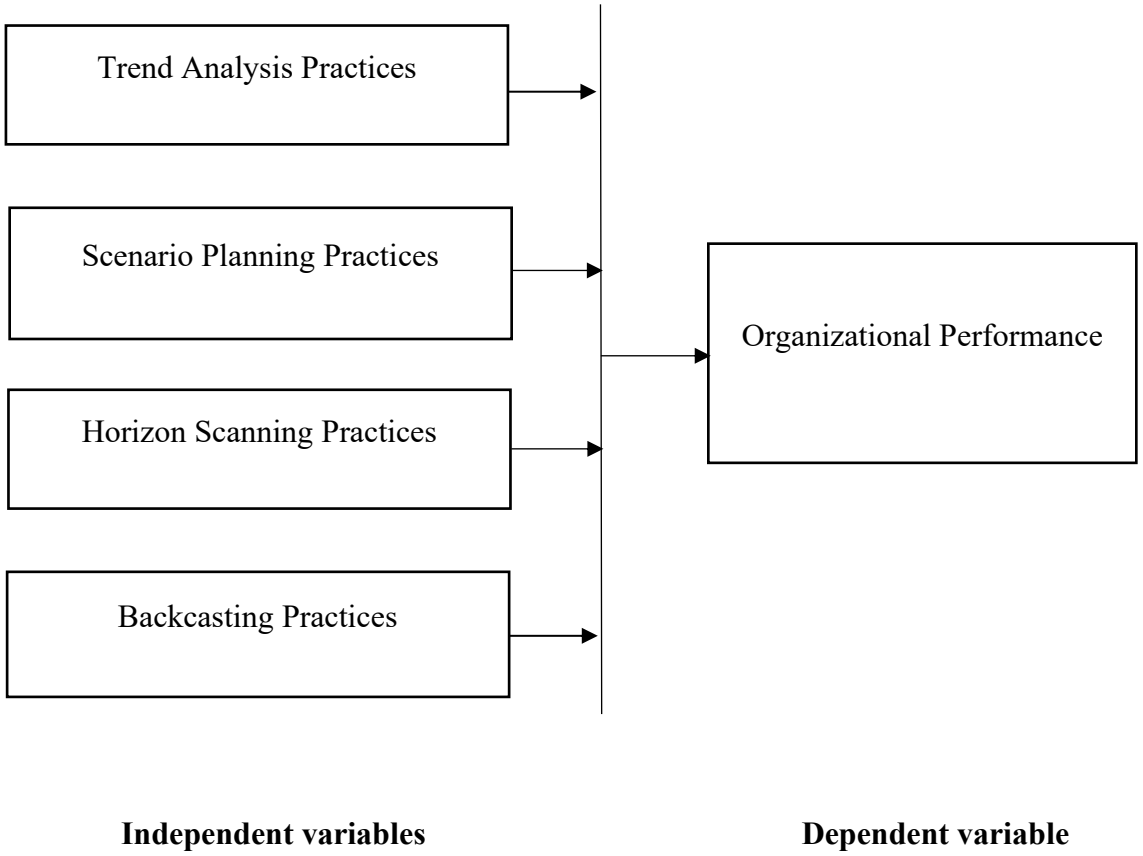
The study had investigated various studies, such as Abson et al. (2023), Musungu and Twalib (2023), and Ronner et al. (2022), among others, on back casting. However, Abson et al. (2023) did not elucidate more on workforce planning techniques used as part of back casting strategic foresights. Musungu and Twalib (2023) did not consider risk management as part of the backward integration strategy. Further, they concentrated on a cement manufacturing company, while the current study will concentrate on processing companies.

2.4 Conceptual Framework

The influence that strategic foresight had on organizational performance is indicated in Figure 2.1. The strategic foresight variables included trend analysis practices, scenario planning practices, horizon scanning practices, and back casting practices. They constituted the independent variables, while the dependent variable was the organizational performance.

Figure 2.1

Conceptual Framework

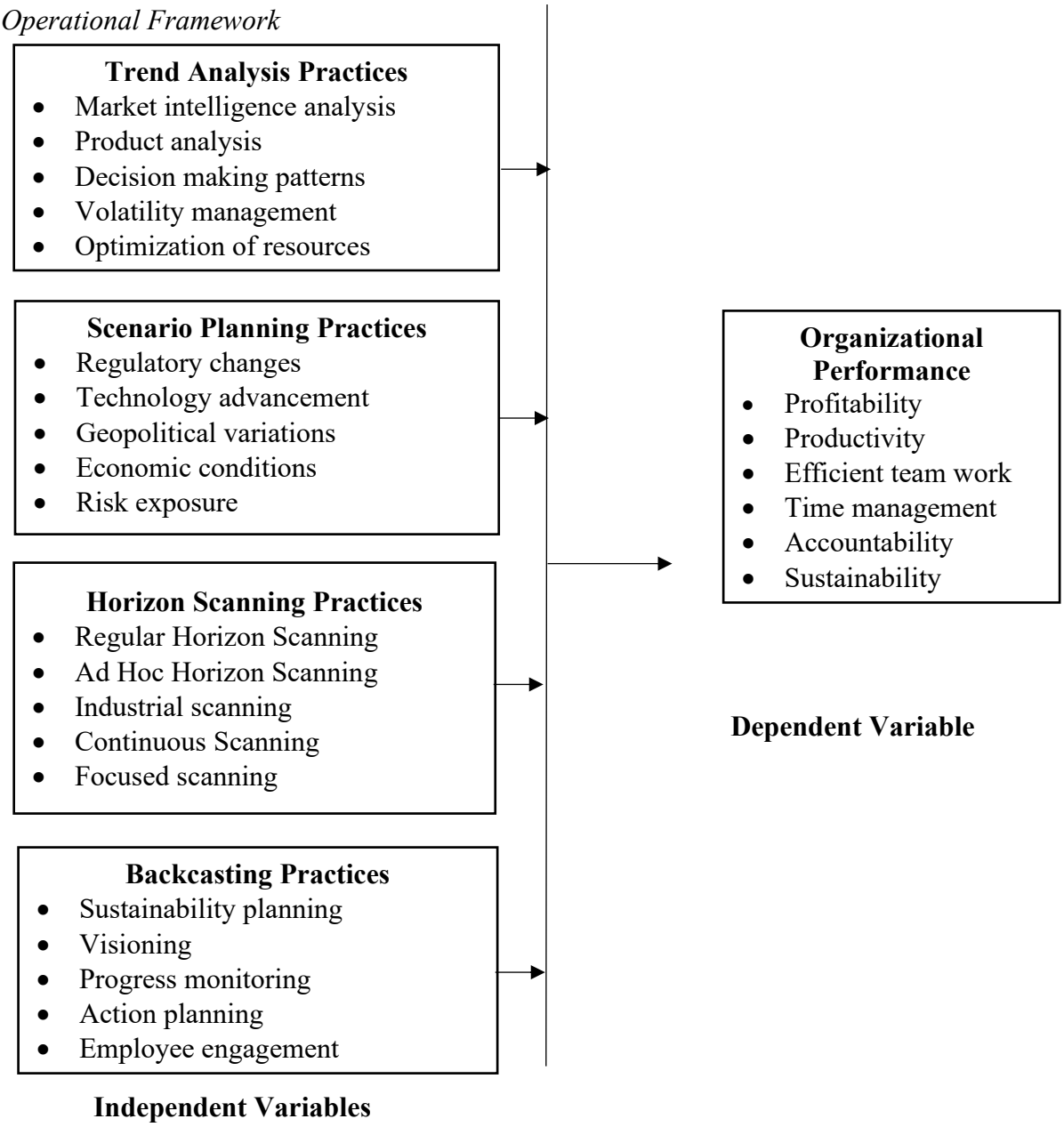


2.5 Operational Framework

Figure 2.2 contains the variables with their indicators as unique to the current study.

Figure 2.2

Operational Framework



2.5.1 Trend Analysis Practices

In the process of identifying notable patterns in a food processing company, quality analysis of market intelligence was required to filter out invaluable data that may not enhance customer taste and preference. This ensured that resources that were only optimally utilized for viable objectives, were enhanced to promote astute decision-making patterns among customers (Siswanto et al., 2025). Furthermore, management of volatility through considering the possibility of price increment in the future enabled the organization to analyze the current cost of production to improve the tastes and preferences of the customers (Streit et al., 2021).

2.5.2 Scenario Planning Practices

The ability to ascertain different courses of action towards the operations of an organization required developing policies based on changes noted in regulations and economic conditions (Organisation for Economic Co-operation and Development [OECD], 2025). This was because aligning various strategies to the government policies and what was happening in the market was a considerate factor towards enhancing organizational performance. Furthermore, the possibility of geopolitical variations and exposure towards certain risky operations enabled the organization to identify the possibility of losses or inefficiencies and hence develop shock-absorbing policies. Additionally, the ability of the organization to keep in touch with technological changes provided an ambience towards reducing costs and enhancing productivity.

2.5.3 Horizon Scanning Practices

In lieu of establishing stable structures and systems to accommodate expected changes, horizon scanning called for industrial scanning to note patterns that exposed the operations

to risks or possible opportunities (Matti et al., 2025). Therefore, it was done regularly to accommodate periodic review or continuously to ensure that all trends are monitored. At times, specific interests were focused scanning to note how a notable trend was used for the greater good of the organization (Nyagaki et al., 2021). Other times, sudden unexpected changes in environment, hence causing crises, were scanned through the ad hoc method. All these methods of scanning were examined in this study.

2.5.4 Back casting Practices

The process of envisaging the future and then setting up strategies to attain the organizational vision was measured through indicators such as sustainability planning, visioning, progress monitoring, action planning, and employee engagement (Karla et al., 2024). That is through establishing clear strategic plans that withstood the test of time; development of quality visionary strategies; keeping assessment of the milestones made to be sure the organization is on the right course; and establishing novel actions that involved employees in the formulation and implementation of the strategic foresights (Musungu & Twalib, 2023).

2.5.5 Organizational Performance

In attainment of organizational performance, the food processing companies were concerned with not only their profitability but also having the ability to remain sustainable within a foreseeable duration of time. This was encouraged through efficient teamwork, time management, and accountability measures from the workforce of the companies.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology is addressed in this chapter, which comprises the design, location, target population, sampling technique, instruments of data collection and procedure, data analysis, diagnostic test, and ethical considerations.

3.2 Research Design

A research design is the intended plan used to collect and analyze data by the study. It provides clarity on how the data was collected, from whom, and the type of instruments to be used (Lim, 2024a). In the examination of the influence that strategic foresights had on organizational performance, descriptive research design was used (Shinija, 2024). In this design, data was collected systematically to describe the various characteristics of the population in question. According to Shinija (2024), descriptive research design was used to determine what trends had been taking place in processing companies, when scenario planning was most sustainable to promote organizational performance, how horizon scanning was implemented, and where back casting was most applicable to sustain organizational performance of processing companies.

3.3 Target Population

The study targeted 78 food processing companies that operated within the jurisdiction of Meru County (Appendix III). A total of 686 management team members involved in strategic foresights were included in the study. They included 97 directors, 121 operations managers, 99 quality assurance managers, 116 compliance managers, 132 marketing

managers, and 121 risk managers (Appendix III). The directors, being the most senior board members of the management, were directly involved in providing the direction on the various strategic foresights to adopt. Their involvement provided information on the critical strategy formulation process.

The operations managers were involved in coordinating different departments to ensure smooth running of operations. Therefore, being at the center of operations, they were relevant in pointing out how the blending of operational demands was done with the suggested strategic foresights. Quality assurance managers whose role involved ensuring that the processing companies produce quality products and services were also included. This was to ensure that their opinion with regard to the actualization of the strategic foresights was done in accordance with the laid-down processes and the output level is within the standard quality.

Compliance managers whose role was to ensure that the processing companies adhered to laid-down government regulations were included to explain how strategic foresights developed were blended with the external environment's stakeholders. The presence of marketing managers was also critical to take into account for the marketing methods implemented and to decide whether a processing company's strategies were viable or not. Risk managers were also included to provide the methods used to avoid or minimize risk, as strategies were being laid by the management team.

3.4 Sampling Procedure

A sampling procedure is the process involved in the determination of the samples to represent the population (Raifman et al., 2022). The respondents were sampled through a

simple random method. This was a method that allowed the population in question to get an equivalent opportunity to be included in the study. Therefore, to ensure that the study was as fair as possible, simple random methods were used

3.4.2 Sample Size

The sample size of the population was determined through Slovin (1960) sampling formula, which was as stated:

$n=N/1+N(e)^2$

where:

n=sample size

N=target population

e=margin error (0.05)

a) Directors sample calculation:

$$n = \frac{97}{1 + 97(0.05)^2}$$

$$n = 78$$

b) Operations managers' sample calculation:

$$n = \frac{121}{1 + 121(0.05)^2}$$

$$n = 93$$

c) Quality assurance managers' sample calculation:

$$n = \frac{99}{1 + 99(0.05)^2}$$

$$n = 79$$

d) Compliance managers' sample calculation:

$$n = \frac{116}{1 + 116(0.05)^2}$$

$$n = 90$$

e) Marketing managers' sample calculation:

$$n = \frac{132}{1 + 132(0.05)^2}$$

$$n = 99$$

f) Risk managers' sample calculation:

$$n = \frac{121}{1 + 42(0.05)^2}$$

$$n = 93$$

The entire sample size was 532, comprising 78 directors, 93 operations managers, 79 quality assurance managers, 90 compliance managers, 99 marketing managers, and 93 risk managers. The sample population in various processing companies was provided in Table 3.1.

Table 3.1

Sampled Population

Managers in Processing Companies	Target Population	Sample Size	Sampling Technique
Directors	97	78	Simple random method
Operations managers	121	93	Simple random method
Quality Assurance Managers	99	79	Simple random method
Compliance managers	116	90	Simple random method
Marketing managers	132	99	Simple random method
Risk managers	121	93	Simple random method
Total	**686**	**532**	

3.5 Data Collection Instruments

The study collected data using two different structured questionnaires. The first open- and closed-ended questionnaire was administered to the directors (appendix II). The second closed-ended questionnaire was issued to all other respondents (appendix III). The questionnaires contained open- and closed-ended questions on an ordinal Likert scale whereby 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree, and 5 is strongly agree. The questionnaires had different sections beginning with the background information, trend analysis, scenario planning, horizon scanning, back casting, and organizational performance. Each of the sections contained 3-5 closed-ended questionnaires and 1-4 open-ended questions.

3.6 Pilot Study

In conducting a pilot test, 10% of the sample size was considered; hence, a total of 8 processing companies in Tharaka Nithi County were sampled through the random sampling method. The pilot study's respondents were issued with the questionnaires similar to the one used for the current study. 8 directors, 9 operations managers, 8 quality assurance managers, 9 compliance managers, 10 marketing managers, and 9 risk managers. The purpose of the pilot study was to ensure that the questionnaire has adequacy in terms of content and clarity for the sampled population.

3.6.1 Validity

The study examined construct, criterion, and content validities (Roy et al., 2023). When testing construct validity, the questions that were asked in the questionnaires were founded on the indicators of each variable. This was so that the questionnaire could measure trend analysis, scenario planning, horizon scanning, and back casting effectively through sub-elements that measure them directly. Furthermore, according to Lauwaert (2023), criterion validity was guaranteed by comparing the outcome with the results of a questionnaire that had been previously tested and proved valid. If the results were in any way different, explanations were provided. A content validity test was done by examining the accuracy of the questions to underpin the strategic foresight concept. This was done by consulting an expert to provide their opinion of the questionnaires that are in line with accurate concepts (Lim, 2024b).

3.6.2 Reliability

Internal consistency of the questionnaires was examined as a measure of the reliability test. According to Jugessur (2022), one of the methods of maintaining internal consistency is

the Cronbach alpha method, which points out that when the value is between 0.7 and 1, the questionnaire is considered reliable. Therefore, the questionnaire feedback provided from the pilot test respondents was examined for reliability through the Cronbach coefficient before being distributed to the study' sampled population.

3.7 Methods of Data Collection

The process of collecting data commenced once the researcher was approved by the postgraduate of KeMU to proceed. Other validations, such as NACOSTI and ethical clearance, were applied, and once granted, data collection began. Since the data collection involved collecting data from the management, the researcher personnel undertook the process of data collection without the help of research assistants. The researcher headed towards the sampled processing companies and sought to speak with the managers. After a brief introduction, the researcher proceeded to seek their approval to distribute the questionnaires to the respondents. Upon being granted approval, the researcher first sought the consent of the respondents before issuing them with the questionnaires. After they agreed, they were required to fill in the questionnaires within a period of 15-20 minutes. If they could not take part, they were then granted two days, after which the questionnaires were collected. After the data collection exercise, the respondents were appreciated, and their responses were stored in a safe place.

3.8 Methods of Data Analysis

The information from the questionnaires was sorted and cleaned for input in SPSS software version 27. Descriptive statistics such as frequencies, percentages, mean, and standard deviation. Thereafter, linear analysis such as Pearson correlation was done for hypothesis

testing, and multiple regression analysis such as model summary, analysis of variance, and regression coefficients was done. The results were presented using tables and figures. The overall model of the study was:

$Y = \beta_1 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$

Where:

Y = Organizational Performance

βi = Coefficients to be estimated

β_1= Constant

$\beta_1 X_1$= Trend Analysis Practices

$\beta_2 X_2$= Scenario Planning Practices

$\beta_3 X_3$= Horizon Scanning Practices

$\beta_4 X_4$= Back-casting Practices

e = Error term

3.9 Diagnostic Tests

Diagnostic tests were done since the data set in consideration was being subjected to inferential analysis. Therefore, various regression assumptions on normality, linearity, autocorrelation, multicollinearity, and heteroskedasticity were done.

3.9.1 Normality Test

Any data that was subjected to analysis had to flow from a point of reality and hence considered symmetrical. This meant that both sides had to be equal as evidence that it had been drawn from a normally distributed population, rather than an abnormal population.

The Kolmogorov-Smirnov test, which is a nonparametric test, was done (Khatun, 2021). If the significance value was more than 0.05, the data was considered normal.

3.9.2 Autocorrelation Test

Durbin Watson was used to test autocorrelation, which was a determination of how strong the characteristics of strategic foresight are against being absorbed by the data set of the organizational performance. In a more simplified manner, strategic foresight was supposed to influence the organizational performance, and not organizational performance influencing strategic foresight.

3.9.4 Multicollinearity Test

The study also ensured that the strength of trend analysis, scenario planning, horizon scanning, and back casting was reliable to maintain their stability against influencing each other (Tsagrisa & Pandis, 2021). Therefore, it was expected that each of the strategic foresight variables could still interact with others in its original form and not be absorbed by others. A variance inflation factor value of less than 5 and a tolerance value of more than 0.2 were an indication that the strategic foresight variables were strong enough and not affected by multicollinearity (Tsagrisa & Pandis, 2021).

3.9.5 Heteroskedasticity

Scatter plots were used in testing of heteroskedasticity. According to Shinkyu (2023), it determines if the variance of errors in a regression model violated the assumptions of linear regression by being constant across all levels of the strategic foresights. The study thus checked on the residuals of the scatter plot to make sure that they were equally distributed and not clustered at any point of the entire plot.

3.10 Ethical Considerations

Ethical standards that were maintained in the study included confidentiality of the respondents. This was through not asking them personal details that may reveal their names. Furthermore, approvals such as from postgraduate and NACOSTI were provided in the study as evidence that due processes of data collection were followed. Strict measures of protecting data were employed to prevent unauthorized personnel from accessing the data. This was through specifying the researcher as the main person handling data collection, analysis, and reporting. Any information that was lifted from previous studies was cited, and the full details were provided in the reference section. Further, any time before questionnaires were issued to the respondents, they were required to provide their consent. Any of them that did not agree to take part in the study were forced to do so and hence not engaged further in any related activity of the data collection process.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the influence of strategic foresight on the organizational performance of food processing companies in Meru County. This section covers response rate, reliability results, background information, descriptive statistics, interview results, diagnostic tests, inferential statistic results, and multiple regression results.

4.2 Response Rate

The study sampled various directors and managers from various processing companies in Meru County are indicated in Table 4.1.

Table 4.1

Response Rate

Population	Sampled	Response	Percentage
Directors	78	62	79%
Operations managers	93	79	85%
Quality assurance managers	79	65	82%
Compliance managers	90	78	87%
Marketing managers	99	83	84%
Risk managers	93	77	83%
Total	532	444	83%

Table 4.1 shows that 62(79%) of the directors and 382(83%) of the managers returned fully completed questionnaires, representing a response rate of 444 (83%). A survey with a 50% response rate is average, that with between 60% and 70% is adequate, and that with over 70% is excellent (Wu et al., 2022). Therefore, a response rate of 444 (83%) was considered

excellent and hence adequate for the analysis and conclusions of the study. Further, Sataloff and Vontela (2021) stated that a response rate that exceeds 60% is adequate for study analysis and conclusions, which qualifies the 88% of this study as sufficient and reliable for analysis and conclusions of the study. The process of data collection was done within an environment and on days that respondents were present for various activities. Further, the data collection agents had ensured that they established a rapport with the respondents, something that made them feel at ease. Therefore, the interaction patterns that the data collection agents have with the respondents were a determining factor towards a successful data collection process (Taherdoost, 2021).

4.3 Reliability Results

The study conducted a pilot test at Tharaka Nithi County to test for the reliability of study instruments. Table 4.2 provides the results.

Table 4.2

Reliability Results

Variables	Cronbach's Alpha Coefficients
Trend Analysis	0.875
Scenario Planning	0.912
Horizon Scanning	0.769
Back casting	0.841
Organizational Performance	0.839
Average	0.847

The results in Table 4.2 show that the Cronbach's alpha coefficient for trend analysis is 0.875, scenario planning is 0.912, horizon scanning is 0.769, back casting is 0.841, organizational performance is 0.839, and the average Cronbach's alpha coefficient is 0.847. Since all the variables had a Cronbach's alpha coefficient of above 0.7, it was evident that

the items used in this study were reliable. Reliable questionnaires indicated that the findings of the study were based on a foundation of credibility since the tools used to gather data were found to have the ability of measuring consistently.

4.4 Demographic Information

4.4.1 Demographic Information of Managers

The demographic information of the managers is presented in Table 4.4.

Table 4.3

Demographic Data of Managers

Job position	Frequency	Percent
Operations manager	79	21
Quality assurance manager	65	17
Compliance manager	78	20
Marketing manager	83	22
Risk manager	77	20
Total	382	100
Level of Education		
PhD	10	3
Master's Degree	21	5
Bachelor's Degree	317	83
Diploma	34	9
Total	382	100
Work experience		
More than 15 years	86	23
10-14 years	107	28
5-9 years	76	20
4-5 years	54	14
1-4 years	38	10
0-12 months	21	5
Total	382	100

According to Table 4.3, 83(22%) marketing managers 79(21%) operations managers, 78(20%) compliance managers, 77(20%) risk managers, and 65(17%) quality assurance managers responded to the study. In regard to their level of education, the majority of the respondents, 317(83%), had bachelor's degrees, followed by 34(9%) who had diplomas and 10(3%) who had PhDs. Liberty Sparks (2025) found out that manufacturing companies in Tanzania were also headed by qualified and experienced management members The finding was that the food processing companies were headed by knowledgeable and experienced professionals, tasked in the role of making clear strategic decisions.

In terms of the respondents work experience, 107(28%) had worked as managers for 10 to 14 years, 86(23%) had worked for more than 15 years, and only 21(5%) had worked for less than 12 months. Rodríguez-Gómez et al. (2023) discovered that the combination of experience and educational background solidified the decisions made from the perspective of both technical explicit and tacit knowledge.

The results imply that managers were proficient in their undertaking with most of them having accumulated training through formal education systems and experience level in their management roles. They were thus well placed to offer strategic foresights and support the organizational vision and mission.

4.4.2 Demographic Information of Directors

The directors were required to provide their data on their education qualification and their work experience. The results are provided in Table 4.4.

Table 4.4

Demographic Data of Directors

Education Qualification	Frequency	Percentage	Cumulative Percent
PhD	7	11	11
Master's Degree	24	39	50
Bachelor's Degree	29	47	97
Diploma	2	3	100
Total	62	100	
Work Experience			
More than 15 years	13	21	21
10-14 years	22	35	56
5-9 years	11	18	74
1-4 years	9	15	89
1-12 months	7	11	100
Total	62	100	

According to Table 4.4, the majority of the respondents, 29(47%), had bachelor's degrees, 24(39%) had master's degrees, and 2(3%) had diplomas. In regard to work experience, 22(35%) had worked for 10 to 14 years, 13(21%) had worked for more than 15 years, and only 7(11%) had worked for 1 to 12 months. It is this conclusive that the directors heading food processing companies were educated and experienced to make sound decisions related to strategic foresights. In comparison to a study by Wechie (2023) having a highlight educated and experienced leader in manufacturing companies was directly correlated with increased performance. Tukamuhabwa et al. (2024) also indicated that blending education and experience enabled the managers combine both their expertise and intuition to make sound judgments and analyze strategic foresight data.

The results imply that the directors were equally trained and skilled, just as the managers were. Having quite a number with masters' degree meant that they had relevant leadership relevant in offering overall direction to their companies.

4.5 Results of Organizational Performance of Food Processing Companies

The responses from the questionnaire issued to the managers as the primary respondents is indicated in Table 4.5. SD=Strongly Disagree; D=Disagree; N=Neutral; A=Agree; SA=Strongly Agree.

Table 4.5

Organizational Performance of Food Processing Companies- Managers

Statements	SD	D	N	A	SA	Mean	Std Deviation
The company rewards consistent profitability in departments	145(38%)	118(31%)	43(11%)	41(11%)	35(9%)	2.22	1.304
Employee productivity is enhanced through in-job training	10(3%)	12(3%)	16(4%)	241(63%)	103(27%)	4.09	0.817
Efficient team work between the management and the staff has increased the performance of the company	0(0%)	20(5%)	298(78%)	50(13%)	14(4%)	3.14	0.573
Time management is keenly monitored to avoid idleness	3(1%)	5(1%)	35(9%)	114(30%)	225(59%)	4.45	0.784
There are accountability measures put into place to reduce staff fraud and resource wastage	36(9%)	31(8%)	214(56%)	52(14%)	49(13%)	3.12	1.046
There are sustainability programs in place to ensure the company is a going concern.	8(2%)	10(3%)	15(4%)	237(62%)	112(29%)	4.20	0.654

The respondents were in general agreement that time management was keenly monitored to avoid idleness (Mean=4.45). They also agreed that there were sustainability programs in place to ensure the company was a going concern (Mean=4.20); and employee productivity was enhanced through in-job training (Mean=4.09). The same respondents had neutral agreement about efficiency of team work between the management and the staff, increasing the performance of the company (Mean=3.14); and accountability measures put into place reducing staff fraud and resource wastage (Mean=3.12). They were equally in disagreement that the company rewarded consistent profitability in departments (Mean=2.22).

From the results presented time management was noted not to be an issue in food processing companies. This is because 225 (59%) of the respondents strongly agreed and 114 (30%) agreed, at a standard deviation of 0.784. Adding to that, sustainability of programs and staff training were other positively responded output. The same results on the negative perspective, noted 145 (38%) strongly disagreeing and 118 (31%) disagreeing, with the statement that the company rewards consistent profitability in departments. Therefore, based on organizational performance, it could mean that time management was highly regarded since it increased efficiencies within the departments but at the same time the efforts of individual employees were not recognized.

This was a misbalance with most strategic foresight was concerned, since the companies treated their staff similar to machines with less human recognition of their efforts. In agreement, Alkhafaji (2024) noted that making it a priority to strengthen internal team work efforts of the staff, should incorporate humane treatment of the staff to enhance the growth of companies. Further, Gerhart and Feng (2021) indicated that non-public

companies were noted to fall short of being insensitive mainly stemming to lack of policies that can support individual effort.

The responses from the questionnaire issued to the directors as part of respondents is indicated in Table 4.6.

Table 4.6

Organizational Performance of Food Processing Companies- Directors

Statements	SD	D	N	A	SA	Mean	Std Deviation
Profitability has increased due to frequent analysis of business trends	5(8%)	2(3%)	4(6%)	27(44%)	24(39%)	4.02	1.152
Productivity has improved due to quality horizon scanning	2(3%)	5(8%)	42(68%)	7(11%)	6(10%)	3.08	0.635
There is efficiency developed due to team work between the management and staff	1(2%)	3(5%)	5(8%)	33(53%)	20(32%)	4.03	1.008
Less time is wasted when implementing a strategic plan since its formulation has been developed by all management members.	21(34%)	23(37%)	10(16%)	6(10%)	2(3%)	2.15	1.129
Accountability measures have reduced poor spending patterns and operational costs in this company.	3(5%)	5(8%)	44(71%)	6(10%)	4(6%)	3.05	0.789
The management ensures that there is consistency in performance to increase the chances of being sustainable for a long time.	0(0%)	1(2%)	2(3%)	46(74%)	13(21%)	4.15	0.539

The respondents were in general agreement that the management ensured that there was consistency in performance to increase the chances of being sustainable for a long time (Mean=4.15). They also agreed that profitability had increased due to frequent analysis of business trends (Mean=4.02); and there was efficiency developed due to team work between the management and staff (Mean=4.03).

The same respondents had neutral stance about the improvement of productivity due to quality horizon scanning (Mean=3.08); and accountability measures reducing poor spending patterns and operational costs in their company (Mean=3.05). They were however in disagreement that less time was wasted when implementing a strategic plan since its formulation had been developed by all management members (Mean=2.15).

The directors were in belief that continuous performance (13(21%) strongly agreeing and 46 (74%) agreeing) and analyzing business trends ((24(39%) strongly agreeing and (27(44%) agreeing) contributed effectively towards increasing departmental efficiency. Nevertheless, horizon scanning and accountability, still remained a challenge. Furthermore, they were in contrary to the fact that the implementation of organizational strategies was done in a timely manner (21(34%), strongly disagreed, and 23 (37%) disagreed). This could have been interpreted that probably, the consultation was not from all management members.

In a nutshell, the results implied that even through there was general agreement on the effort to sustain performance through analyzing business trends, it was a difficult to include the opinion of all the managers, if time was to be sustained. The neglect to include them, led to poor accountability with some of environmental scans like Horizon being taken for granted. However, Mdasha et al. (2023) noted that the top management in large

manufacturing firms, were accountable in offering strategic insights but Munga (2024) disagreed with Mdasha et al. (2023) that at times, this may not be religiously followed to external influence like inflation, forcing the management to adopt old models that may omit some crucial steps and environmental scanning methods, especially within the Kenyan space.

Therefore, the need of involvement of all management in strategic planning and strong policies of accountability was needed. Still, there could be an element of lack of conflict resolution mechanism since Kimathi (2022) indicated that departmental conflicts were causal agents of biased strategic planning processes in companies.

Response to the Open-ended Question

The question on how strategic foresights enhanced organizational performance, was responded to by the respondents who indicated that strategic foresights had enhanced sustainability of operations through risk management while other respondents indicated that lack of awareness and training had caused omission of important environment scanning such as horizon scanning, which was not common.

4.6 Results of Trend Analysis on Organizational Performance

The responses from the questionnaire issued to the managers in regards to trend analysis, as the primary respondents, is indicated in Table 4.7. SD=Strongly Disagree; D=Disagree; N=Neutral; A=Agree; SA=Strongly Agree.

Table 4.7

Trend Analysis on Organizational Performance- Managers

Statements	SD	D	N	A	SA	Mean	Std Deviation
We have systems to enable the company make accurate market intelligence analysis	5(1%)	22(6%)	270(71%)	64(17%)	21(5%)	3.22	0.644
Analysis of products to match customer preferences	15(4%)	27(7%)	22(6%)	126(33%)	192(50%)	4.19	1.079
Decision making is structured in a manner that allow employee participation	149(39%)	87(23%)	37(10%)	48(13%)	59(15%)	2.41	1.485
Volatility management is done based on threat level to the company	6(2%)	39(10%)	51(13%)	132(35%)	154(40%)	4.05	0.995
All managers have undergone training on how to optimize resources	0(0%)	22(6%)	272(71%)	67(18%)	21(5%)	3.23	0.634

The results indicated in Table 4.7 indicate that respondents were in agreement that every developed product was analyzed to ensure it matched with the customer taste and preferences (Mean=4.19). for instance, 92(50%) of the respondents strongly agreed and 126(33%) agreed. Further, they also agreed that volatility management was done based on threat level to the company (Mean=4.05). It was thus notable that the companies aligned various food products with what their clientele wanted and ensured that operational risk was effectively managed. In the line of thought, they had two neutral opinions that all managers had undergone training on how to optimize resources (Mean=3.23).

It can be deduced that there was lack of in-depth training with regards to how resources should be optimized and spread of explicit knowledge on market intelligence system within most companies. In comparison, Observatory of Public Sector Innovation (2021) discovered that strategic foresight which was a critical element of strategic management was implemented through the provision of learning programs by the management to its work force. This is with an aim of including them as part of decision makers (Mean of 2.41). Therefore, the fact that the current study's findings noting that the employees being hardly involved in decision making, could be interpreted as a major point of weakness that requires urgent attention.

The responses additionally, were that there were systems to enable the company make accurate market intelligence analysis (Mean=3.22). Therefore, from these responses by the managers working at food processing companies, it is notable that there were some attempts to increase this knowledge but from a neutral stand which Grove et al. (2023) disagreed by noting that the management effort to popularize strategic tools in support to market intelligence, was at a higher scale within the companies but from an international perspective.

In a nutshell, the results imply that there may be structural changes incorporated to satisfy customer needs but highly let down by systems that would have been efficient in gaining market insights.

The responses from the questionnaire issued to the directors as part of respondents is indicated in Table 4.8.

Table 4.8

Trend Analysis on Organizational Performance- Directors

Statements	SD	D	N	A	SA	Mean	Std Deviation
The company conducts quality market intelligence analysis	26(42%)	16(26%)	4(6%)	6(10%)	10(16%)	2.32	1.502
Products are analyzed to determine on their ability to satisfy the demands of the consumers	3(5%)	2(3%)	5(8%)	17(27%)	35(52%)	4.13	1.166
Decision making patterns are made within a known strategic timeframe	0(0%)	3(5%)	46(74%)	10(16%)	3(5%)	3.21	0.604
Volatility management is ensured to manage strategic risk	2(3%)	4(6%)	6(10%)	23(37%)	27(44%)	4.11	1.042
There is an optimization of resources to ensure value addition of raw materials	0(0%)	4(6%)	44(71%)	11(18%)	3(5%)	3.23	0.612

The results reveals that there were different products analyzed to determine on their ability to satisfy the demands of the consumers (Mean=4.13). Additionally, volatility management was ensured to manage strategic risk that emanated from increased prices (Mean=4.11). They however had two neutral opinions that optimization of resources ensured value addition of raw materials was attained at minimum cost (Mean=3.23). Additionally, they were also neutral that decision making patterns was made within a known strategic timeframe (Mean=3.21). In total disagreement, they indicated that the company did not

conduct quality market intelligence analysis to establish possible strategic opportunities and risks (Mean=2.32) (26(42%) directors strongly disagreed and 16(26%) disagreed).

It is an indication that the process of product assessment was agreed upon by the management to be able to mitigate risks linked to pricing within the companies (27(44%) strongly agreed and 23(37%) agreed). Nevertheless, the timelines taken to arrive at a strategic decision was not assured nor did the quality market intelligence effective towards acknowledging opportunities and risks Just like the current study, Mwito (2024) noted that companies were able to utilize strategic foresights to manage rapid and unwarranted change of prices of their products, as a method of attracting clients. Additionally, the absentia of market intelligence, it negatively affected the process of strategic plans and strategic foresight (International Monetary Fund, 2021).

Response to the Open-ended Questions

The responses to the training methods offered by the management to staff on analyzing different trends included four themes that included on the job training, e-learning, and workshops. On-job training is where a staff is allowed to perform a task with close supervision by the manager. Therefore, the respondents indicated that it was actually done by allowing the staff to practice daily at their work stations on what trends existed and how that could be interpreted to benefit the organization. There was also the use of online training materials to add specific knowledge to the staff on critical strategic foresight process in what is currently happening in the business scope.

The knowledge extended through online course, sharpened their skills with regards to market data interpretation, a critical element in strategic planning process. In some other

companies that had space, they allowed their staff to attend workshops that can enable them listen from experienced industrial experts. The knowledge oozed from the experts included that related to how they could interpret data in the food industry. Seminars and direct interaction between the supervisors and the staff, were also mentioned by Rooner (2022) specifically in gaining insightful trend analysis skills in the agricultural sector.

The responses provided on different trend analysis conducted in this company to promote strategic foresight included market, technological, policy and social trend analysis.

4.7 Results of Scenario Planning and Organizational Performance

The responses from the questionnaire issued to the managers in regards to scenario planning, as the primary respondents, is indicated in Table 4.9. SD=Strongly Disagree; D=Disagree; N=Neutral; A=Agree; SA=Strongly Agree.

Table 4.9

Scenario Planning on Organizational Performance- Managers

Statements	SD	D	N	A	SA	Mean	Std Deviation
Any changes in regulation are immediately implemented	11(3%)	16(4%)	308(81%)	12(3%)	35(9%)	3.08	0.720
Our company has invested in latest technology advancement	10(3%)	21(5%)	18(5%)	153(40%)	180(47%)	4.24	0.958
Geopolitical variations enable the management to reduce risks	154(40%)	133(35%)	9(2%)	61(16%)	25(7%)	2.14	1.280
There are experts in the company to	5(1%)	10(3%)	273(71%)	68(18%)	26(7%)	3.32	0.771

provide informed information							
There is a chain of command to manage the risk exposure of operations.	3(1%)	8(2%)	14(4%)	218(57%)	140(36%)	4.29	0.691

The results indicate that the respondents were in agreement that there was a chain of command to manage the risk exposure of operations (Mean=4.29). They also agreed that on investments made by their companies in regards to latest technology advancement to improve efficiency (Mean=4.24). Nevertheless, they were no sure whether there were experts in the company that provided informed information on how economic conditions affected the operations (Mean=3.32). Further, they were also unsure on the immediate implementation of regulatory changes (Mean=3.08). Furthermore, they were in disagreement that geopolitical variations enabled the management to reduce risks within the scope of operations (Mean=2.14).

Therefore, having 140(36%) of the respondents strongly agreeing and 218(57%) agreeing that there was a chain of command to manage the risk exposure of operations, indicated that the management members of food processing companies took seriously their operations with emphasis on always following the laid down policies and regulations. There were efforts made to modernize the operations within the companies, since they operations were dealing with direct food processing. However, the management noted that it took more time to make changes despite a change of regulations. What this means is that, there may be a problem since the very risk, they have been avoiding could be seen when they did not immediately adhere to changes required by regulations. Siswanto et al. (2025) suggested that this could have been as a result of cost implications that were perceived, in the midst of struggling economy.

The companies were also noted that they tried hiring economic experts but their role was ineffective since the very economic conditions they were recruited to foresee through implementing strategic tools and manage on time, still affected their companies. This was emphasized by geopolitical vagueness as recently witnessed in Kenya. There are previous studies like Vaisshnave and Thasneem (2024), and Wechie (2023), that have concentrated in explaining how internal capacities blend with external awareness but from a corporate set-up.

The results imply that having a realistic plan that could respond to a sudden market or politically instigated crises, was not just a one -day affair but continuous effort. Therefore, as far as the results stood out, it indicated that most food processing companies had not yet adequately prepared themselves to handle different foreseen disruptions.

The responses from the questionnaire issued to the directors as part of respondents is indicated in Table 4.10.

Table 4.10

Scenario Planning on Organizational Performance- Directors

Statements	SD	D	N	A	SA	Mean	Std Deviation
Regulatory changes are promptly implemented	2(3%)	4(6%)	40(65%)	10(16%)	6(10%)	3.23	0.838
We have incorporated technology advancement	2(3%)	3(5%)	45(73%)	7(11%)	5(8%)	3.16	0.772
Geopolitical variations are incorporate in different strategic plans established	28(45%)	20(32%)	2(3%)	9(15%)	3(5%)	2.02	1.235

The economic conditions are considered to ensure that strategic plans are clear	2(3%)	3(5%)	5(8%)	29(47%)	23(37%)	4.10	0.970
The staff have been trained on how to identify risky exposures in the operations	4(6%)	2(3%)	6(10%)	24(39%)	26(42%)	4.16	1.011

From Table 4.10, it is agreeable that the staff had been trained on how to identify risky exposures in the operations (Mean=4.16). Further, the economic conditions were considered to ensure that strategic plans were clear and expectant of possible risks from the economy (Mean=4.10). In rather a neutral stand, the regulatory changes were promptly implemented to reduce fines from the government (Mean=3.23). Additionally, they had incorporated technology advancement such as financial models to maximize on scenario planning (Mean=3.16). In disagreement geopolitical variations were incorporate in different strategic plans established (Mean=2.02).

Interpreting the results provided, revealed that the food processing company staff had undergone vigorous training on how they would identify risks encountered in operations. On this, 26(42%) of the respondents strongly agreed and 24 (39%) agreed, placing an emphasis that risk was no longer a management issue but a corporate concern to eradicate it, in the best way possible. This had to begin with training on what risk is, how an individual actions could cause and how to avoid it or at least minimize it. It through such an aspect that the managers aligned with strategic foresights plans on any perceived problem at hand or coming from the economy.

However, in the process of formulating strategies, the respondents noted that technological alternatives were hardly used nor geopolitical aspects considered in the process. For instance, 28(45%) of the respondents strongly disagreed and 20 (32%) disagreed that geopolitical variations were incorporated in different strategic plans established. This is such a major flaw noted which could plunge the entire company to a crisis when they least expected it. Sharing the same sentiments, Danzaria et al. (2024) revealed that lack of taking attention, led to increased cost of operations due to increasing budgetary allocation to activities that were not planned, in an attempt to contain the predicament.

For example, in Kenya, the recent consistent demonstration, have forced the companies to reinforce their security measures, adding to general operational costs, which could have been foreseen through geopolitical analysis. Additionally, Al-hadrawi et al. (2024) established that there was improved performance among corporates that invested in advanced technologies and had strategies in place to absorb market shocks.

Response to the Open-ended Questions

The response on how customers feedback was incorporated in scenario plans developed, included providing feedback regularly, identification of different trends, and allowing the marketing team to be present when formulating scenario strategies for their input on recommendations provided by the customers. The results agree with Baya (2023) who noted that the incorporation of customer feedback was necessary in ensuring that possible trends going on in the market are noted on time for effective provision of sustainable solutions. Additionally, Gitonga (2023) indicated that close collaboration with team members that have direct contact with target clientele, improved efficiency since the developed strategies are anchored on the customer's expectations and no other factors.

In the second question, the responses provided on the communication patterns in place to incorporate the middle level management in scenario plans, included creating regular strategic management meetings, linking strategic decisions with digitalization and providing an environment such as workshops where the managers have to work with other team members in testing different scenario plans. Munga (2024) indicated that in evolving business environment, digitalization is not only a luxury but a necessity in strategic management, for consistent performance in different business cycles.

4.8 Descriptive Statistics of Horizon Scanning on Organizational Performance

The responses from the questionnaire issued to the managers in regards to horizon scanning, as the primary respondents, is indicated in Table 4.11. SD=Strongly Disagree; D=Disagree; N=Neutral; A=Agree; SA=Strongly Agree.

Table 4.11

Horizon Scanning on Organizational Performance- Managers

Statements	SD	D	N	A	SA	Mean	Std Deviation
Regular Horizon Scanning is implemented in this company	16 (4%)	10 (3%)	279 (73%)	57 (15%)	20 (5%)	3.14	0.730
Ad Hoc Horizon Scanning is conducted	11 (3%)	21 (5%)	10 (3%)	143 (37%)	197 (52%)	4.15	0.927
The company has partnered with other organizations	103 (27%)	221 (58%)	11 (3%)	42 (11%)	5 (1%)	2.02	0.926
Continuous Scanning is encouraged to increase efficiency	5 (1%)	36 (10%)	26 (7%)	183 (48%)	130 (34%)	4.03	0.969
Demanding changes in the business market enable focused scanning	14 (4%)	7 (2%)	307 (80%)	45 (12%)	9 (2%)	3.06	0.558

The results show that on the one hand, the respondents agreed that ad hoc horizon scanning was conducted to contain a perceived threat (Mean=4.15) and there was evidence of continuous scanning to increase efficiency (Mean=4.03). The same respondents had neutral opinions that regular Horizon Scanning was implemented in this company (Mean=3.14) and demanding changes in the business market enabled focused scanning to underpin the opportunities that can be derived (Mean=3.06). Nevertheless, they disagreed that the company had partnered with other organizations to ensure that any industrial developments were communicated (Mean=2.02).

The suggestions insinuated that there were ad hoc and continuous scans made to manage risk and enhance efficiency. On the prior (ad hoc) 197(52%) managers strongly agreed and 143 (37%) agreed while on the continuous scanning, had 130(34%) of the respondents strongly agreeing and 183 (48%) agreeing. This could be interpreted that the management was efficient in conducting regular environmental scanning but having 103(27%) strongly disagreeing and 221 (58%) disagreeing on the ability of the company to partner with other organizations to ensure that any industrial developments were communicated, is a concern raising factor.

This was because, the management could have taken their time and invested resources to ensure that environmental scans were conducted, but the absentia of collaboration with other industrial players, could mean that their environmental scans could be biased, exposing the company to unexpected situation. This situation could have been noted through information sharing by other industrial players. The results when compared with previous study, provide two scenarios, whereby Rodríguez-Gómez et al. (2023) emphasized on the importance of horizon scanning but Chebwai and Kinyuru (2024) noted

that partnership was the easier form of information gathering point to support horizon scanning.

The results implied that horizon scanning without real-time data, exposed the companies to a situation that they did not foresee not have any control on how to avoid it. For instance, the existence of ofloxacin in maize, which is a common occurrence in food processing companies, can be avoided by gaining information from other industrial players on what is causing it and how to avoid it. Furthermore, being able to collaborate with other leaders, led to enhanced innovation boosting efficiency and productivity.

The responses from the questionnaire issued to the directors as part of respondents is indicated in Table 4.12.

Table 4.12

Horizon Scanning on Organizational Performance- Directors

Statements	SD	D	N	A	SA	Mean	Std Deviation
There are regular horizon scanning to monitor early signs of change	2(3%)	1(2%)	44(71%)	11(18%)	4(6%)	3.23	0.734
The are policy measures on how sudden change of business are done	14(23%)	38(61%)	2(3%)	7(11%)	1(2%)	2.08	0.929
Industrial scanning is one of the methods used in the company	4(6%)	3(5%)	5(8%)	27(44%)	23(37%)	4.02	1.109
Management is motivated to continuously keep on scanning the environment	2(3%)	3(5%)	7(11%)	23(37%)	27(44%)	4.13	1.016
Focused scanning is mainly done with the help of experts	0(0%)	3(5%)	45(73%)	10(16%)	4(6%)	3.19	0.765

The results in Table 4.12 reveal the response pattern by the respondents on various statements. Most of them agreed that the management was motivated to continuously keep on scanning the internal and external environment (Mean=4.13). They also agreed that industrial scanning was one of the methods used to ensure that the operations of the company were in line with the current happenings in the industry (Mean=4.02). They were neutral in terms of existence of regular horizon scanning to monitor early signs of change as a means of identifying the strategic opportunities in the market (Mean=3.23) and the execution of focused scans with the help of experts in a specific field to ensure efficiency in strategic plans (Mean=3.19). However, there were policy measures on how sudden change of business demands mainly from a crisis were supposed to be scanned through ad hoc horizon (Mean=2.08).

Based on the agreement by that 27(44%) of the respondents who strongly agreed and 23 (37%) who agreed, that the management was motivated to continuously keep on scanning the internal and external environment, is a positive indication of the management's proactiveness in implementation and safeguarding the interest of strategies to the core. This also show that there were working systems in place to ensure that the main agenda that included aligning food processing companies with industrial trends is achieved. However, when 14(23%) of the respondents strongly disagreed and 38 (61%) disagreed that there were policy measures on how sudden changes in business demands, were supposed to be scanned, raises critical concerns on weak policy support system.

This is because, generally when policies are established, they are supposed to be effective in daily operations but when specific segments of the policies are avoided, it leads to increased dissatisfaction and shows lack of commitment to the cause of attending to market

changes. Echoing the results, Matti et al. (2025) indicated that the ability of an organization to adapt quickly to changing situation, was directly correlated with strategic foresight practices in place. Therefore, according to Okwemba, J. A., & Njuguna, N. (2021), when there was not response plan to a crisis, it demonstrated poor resilience to long-term engagements.

Response to the Open-ended Questions

The response to the question asking the respondents to describe the training offered to the management to acquire skills of how to effectively perform quality horizon scans. The directors noted that the managers received vigorous training on how to collect, analyze data and report market-based data and conduct of environmental scans to be in technical know-how. The managers were also reported having received digitalization skills that were essential in interacting with technology to boost organizational performance. This was in terms of both hardware and software management, just as the report from OECD (2025) noted to be a consistent practice. On the second question, when asked to explain how horizon scanning affected organizational performance in this company, they indicated that it enabled the company note any emerging risks and opportunities to propel decision making.

4.9 Descriptive Statistics of Back casting on Organizational Performance

The responses from the questionnaire issued to the managers in regards to back casting, as the primary respondents, is indicated in Table 4.13. SD=Strongly Disagree; D=Disagree; N=Neutral; A=Agree; SA=Strongly Agree.

Table 4.13

Backcasting on Organizational Performance- Managers

Statements	SD	D	N	A	SA	Mean	Std Deviation
Sustainability planning is implemented to increase effectiveness	11(3%)	15(4%)	272(71%)	47(12%)	37(10%)	3.22	0.786
Organizational vision is mainly communicated to staff to align with it	13(3%)	15(4%)	27(7%)	179(47%)	148(39%)	4.13	0.950
Progress monitoring is part of the management's role to improve productivity	16(4%)	5(1%)	27(7%)	144(38%)	190(50%)	4.26	0.977
Managers have undergone training on how to effectively plan on various actions	197(52%)	69(18%)	20(5%)	46(12%)	50(13%)	2.22	1.513
Employee engagement is encouraged through	26(7%)	15(4%)	261(68%)	66(17%)	14(4%)	3.10	0.769

The results note that progress monitoring was part of the management's role to improve productivity (Mean=4.26) and organizational vision was mainly communicated to staff to align with it (Mean=4.13). In a rather neutral stand, the respondents indicated that sustainability planning was implemented to increase effectiveness of the operations (Mean=3.22), and employee engagement was encouraged through communication and mentorship programs (Mean=3.10). However, in disagreement, the managers had not

undergone training on how to effectively plan on various actions that could be implemented (Mean=2.22).

The management was proficient enough to support the progress monitoring as supported by 190 respondents (57%) who strongly agreed, and 144 respondents (38%) who were in agreement. They also consistently communicated the vision to the staff and indication that the management, were willing to not only head the food processing companies, but do so, in the most reliable manner. They were very much involved in playing the ambassadorial role towards communicating the vision and monitoring the progress in various departments. Therefore, as far as this study was concerned, most companies were at least aligned with their vision due to strong management system.

Therefore, the characteristics of paying attention to details was also found by Nyagaki et al. (2021) who noted that consistent clear communication and putting strategies to action, led to improved performance within the corporate sector. However, having 197(52%) of the respondents strongly disagreeing and 69 (18%) disagreeing that the managers had undergone training on how to effectively plan various actions that could be implemented, was a point of weakness. This was because, lack of training, pointed that the methods of monitoring progress were done based on individual's experience rather than laid down protocols. In agreement, Streit et al. (2021) insisted of having a baseline for decision making process within the company hierarchical structure. Having a policy to guide and gaining training on the interpretation of the policy, led to improved performance.

The responses from the questionnaire issued to the directors as part of respondents is indicated in Table 4.14.

Table 4.14

Backcasting on Organizational Performance- Directors

Statements	SD	D	N	A	SA	Mean	Std Deviation
Collaborations between different managers in departments is encouraged	2(3%)	3(5%)	44(71%)	4(6%)	9(15%)	3.27	0.833
Our company is guided by organizational vision	0(0%)	3(5%)	4(6%)	39(63%)	16(26%)	4.10	0.718
There are specific management team members that are tasked in monitoring notable progress	5(8%)	0(0%)	45(73%)	10(16%)	2(3%)	3.06	0.787
The management is directly involved in training of the staff	7(11%)	2(3%)	3(5%)	21(34%)	29(47%)	4.02	1.299
Employee engagement is effectively done	34(55%)	15(24%)	4(6%)	6(10%)	3(5%)	2.06	1.436

The results indicate that in agreement, the respondents noted that their companies were guided by the organizational vision when developing strategic plans (Mean=4.10) and the management was directly involved in training of the staff on how strategic plans could be turned to actions (Mean=4.02). They still have neutral comments with regards to the collaborations between different managers in departments being encouraged to ensure sustainable plans (Mean=3.27) and on specific management team members being tasked in monitoring notable progress on developed strategic plans (Mean=3.06). However, they

objectively disagreed that employee engagement was effectively implemented within the laid down processes and procedures (Mean=2.06).

From the findings, it was noted that there were structures developed to align the strategies with the vision. 16(26%) of the respondents strongly agreed and 39(63%) agreed to this, an indication that every action that was conducted in food processing companies was focused to the vision. In agreement, Schirmer et al. (2023) noted that organizational policies where the vision is stipulated, acted as the constitution of that provided guideline on what to do, when to do, how to do and what are the repercussions of every action. One way the management effected this, was through training the staff on the process involved when arriving at a strategic decision.

There were 29(47%) of the respondents who strongly agreed and 21(34%) agreed with this notion. However, other 79% who were in disagreement that employee engagement was effectively done within the laid down processes and procedures, could be interpretated that there were either no engagements or even if there were, it was in non-official capacity. Ogutu et al. (2023) and Streit et al. (2023), attested that employee engagement was a huge concern since it involved human interactions that had different backgrounds, possessed different temperaments and with individual interests. Therefore, some of the engagement called out for re-alignment to organizational policies.

Response to the Open-ended Question

The responses provided on the problems encountered when implementing the back casting method were lack of clear vision, complex actions that were unattainable, resistance to change, shortages of resources and insufficient communication.

4.10 Diagnostic Tests

The diagnostic tests conducted in the study included normality, autocorrelation, multicollinearity, and heteroskedasticity.

4.10.1 Normality Test

The study used a normality test to guarantee that the data was acquired from a normally distributed population. Table 4.15 provides the normality test results.

Table 4.15

Normality Test

		Trend Analysis	Scenario Planning	Horizon Scanning	Back casting	Org Perfo
N		382	382	382	382	382
Normal Parameters[a,b]	Mean	17.4529	16.0366	16.6623	16.9581	21.2094
	Std. Deviation	2.53513	2.17084	1.97586	2.86591	2.25375
Most Extreme Differences	Absolute	.129	.174	.141	.133	.108
	Positive	.129	.174	.084	.133	.108
	Negative	-.074	-.106	-.141	-.077	-.086
Asymp. Sig. (2-tailed) [c]		.129	.274	.141	.133	.308

a. Test distribution is Normal.

According to Table 4.15, the Asymp. Significance value for trend analysis is 0.129, scenario planning is 0.274, horizon scanning is 0.141, backcasting is 0.133 and organizational performance is 0.308. As a result, since all of the variables had a significance value greater than 0.05, the data included in the study was normally distributed.

4.10.2 Autocorrelation Test

The study employed Durbin Watson to determine whether strategic foresight has an impact on organizational performance or whether there was an anomaly. Table 4.16 displays the results.

Table 4.16

Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.876[a]	.768	.335	2.21441	1.451

a. Predictors: (Constant), Backcasting, Horizon Scanning, Scenario Planning, Trend Analysis

b. Dependent Variable: Organizational Performance

A positive correlation is indicated by the Durbin-Watson value of 1.451, which falls between 0 and 2, as seen in Table 4.17. It was therefore an indication that strategic foresights had a moderating but positive impact towards organizational performance and thus not, organizational performance causing the influence.

4.10.3 Multicollinearity Test

The study employed a multicollinearity test to determine how successfully each strategic foresight variable preserved its distinct character. Table 4.17 shows the results.

Table 4.17

Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Trend analysis	.889	1.124
Scenario planning	.927	1.079
Horizon scanning	.958	1.044
Backcasting	.902	1.108

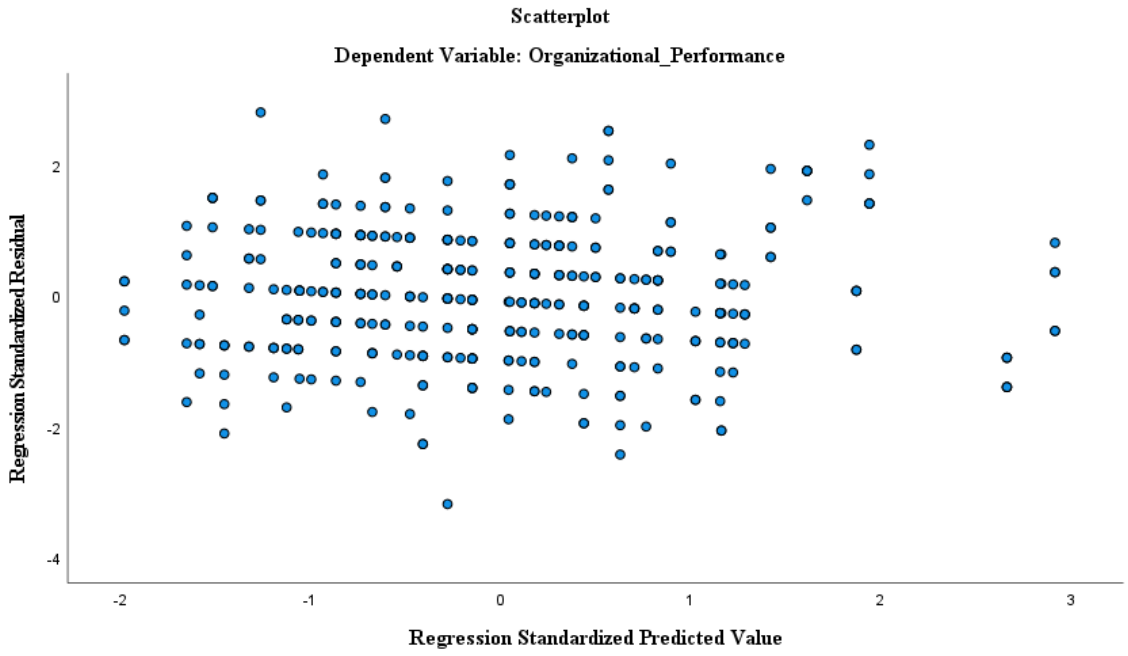
According to Table 4.17, trend analysis has a tolerance value of 0.889 and a VIF of 1.124, scenario planning has a tolerance value of 0.927 and a VIF of 1.079, horizon scanning has a tolerance value of 0.958 and a VIF of 1.044, and back casting has a tolerance value of 0.902 and a VIF of 1.108. Having tolerance of more than 0.1 and variance inflation factor that was less than 10, indicated the stability of the variables.

4.10.4 Heteroskedasticity

Scatter plots were used in testing of heteroskedasticity to make sure that they were equally distributed and not clustered at any point of the entire plot. Figure 4.1 provides the results.

Figure 4.1

Scatter Plot as a Test for Heteroskedasticity



As per figure 4.1, the majority of the residuals were not clustered together, indicating that the data under review was devoid of outliers. This spread indicates a good model fit, with errors randomly distributed.

4.10.5 Linearity Test

Linearity test was conducted to examine the relationship that exists between trend analysis and organizational performance; scenario planning and organizational performance; horizon scanning and organizational performance; and back casting and organizational performance. Table 4.18 indicates the linearity test results.

Table 4.18

Linearity Test

			Sum of Squares	df	Mean Square	F	Sig.
Organizational Performance * Trend Analysis	Between Groups	(Combined)	183.024	11	16.639	3.513	.003
		Linearity	46.042	1	46.042	9.722	.052
		Deviation from Linearity	136.982	10	13.698	2.893	.234
	Within Groups		1752.222	371	4.736		
	Total		1935.246	382			
*Scenario Planning	Between Groups	(Combined)	178.650	10	17.865	3.773	.000
		Linearity	.005	1	.005	.001	.973
		Deviation from Linearity	178.645	9	19.849	4.192	.401
	Within Groups		1756.596	372	4.735		
	Total		1935.246	382			
* Horizon Scanning	Between Groups	(Combined)	223.525	10	22.352	4.845	.111
		Linearity	39.043	1	39.043	8.462	.004
		Deviation from Linearity	184.482	9	20.498	4.443	.336
	Within Groups		1711.721	372	4.614		
	Total		1935.246	382			
* Backcasting	Between Groups	(Combined)	152.907	11	13.901	2.886	.071
		Linearity	8.423	1	8.423	1.749	.187
		Deviation from Linearity	144.484	10	14.448	2.999	.528
	Within Groups		1782.339	371	4.817		
	Total		1935.246	382			

The linearity test provided indicates that the significance value of trend analysis is 0.234; scenario planning is 0.401; horizon scanning is 0.336; and back casting is 0.528. Having

significance values that were greater than 0.05, indicated that there was a trend analysis had a linear relationship with organizational performance.

4.11 Correlation Analysis

As part of linear regression analysis, the study conducted correlation analysis as provided in Table 4.19.

Table 4.19

Correlation Analysis of Strategic Foresight and Organizational Performance

		Org Perf	Trend Analysis	Scenario Planning	Horizon Scanning	Backcasting
Organizational Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	382				
Trend Analysis	Pearson Correlation	.254**	1			
	Sig. (2-tailed)	.003				
	N	382	382			
Scenario Planning	Pearson Correlation	.573	.150**	1		
	Sig. (2-tailed)	.002	.003			
	N	382	382	382		
Horizon Scanning	Pearson Correlation	.412**	.012	.198**	1	
	Sig. (2-tailed)	.000	.811	.000		
	N	382	382	382	382	
Backcasting	Pearson Correlation	.366	.285**	.277	.166	1
	Sig. (2-tailed)	.001	.000	.133	.201	
	N	382	382	382	382	382

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.19 indicate that the correlation coefficient for trend analysis is r = 254 at $\alpha < 0.003$ and a 99% significance level; the correlation coefficient for scenario planning is r = 573 at $\alpha < 0.002$ and a 99% significance level; correlation coefficient for horizon scanning is r =

412 at $\alpha < 0.000$ and a 99% significance level; and correlation coefficient for back casting is r = 366 at $\alpha < 0.001$ and a 99% significance level. Therefore, since the significance value were less, than 0.05, the study identified that there was trend analysis, scenario planning, horizon scanning and back casting had a positive influence on organizational performance.

4.12 Multiple Regression Analysis

The three multiple regression analysis that were conducted included model summary, ANOVA and regression coefficients. With regards to model summary the results are provided in Table 4.20 provides the results.

Table 4.20

Model Summary of the Influence of Strategic Foresight on Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876[a]	.768	.335	2.21441

a. Predictors: (Constant), Backcasting, Horizon Scanning, Scenario Planning, Trend Analysis

b. Dependent Variable: Organizational Performance

Table 4.19 shows that, R is 0.876 and R Square is 0.768 revealing that strategic foresight had a 76.8% influence on organizational performance of food processing companies. The other 23.2% may be attributed to other factors not included in this study. Kimathi (2022) explored how companies in Mombasa that were involved in selling agricultural products performed in the midst of established strategic plans. Through a case study research method, twenty-five managers in operations and production were included in the study. These respondents were interviewed, and their responses were analyzed through the content method. The responses related to strategic foresights noted that it led to a reduction

in the cost of operations, an increment in sales revenue, efficient internal processes, staff growth, and high customer retention.

Further, the study conducted Analysis of Variance test to answer the purpose of the study which examined the influence of strategic foresight on organizational performance of food processing companies in Meru County. Table 4.21 provides the ANOVA test results.

Table 4.21

ANOVA Results of the Influence of Strategic Foresight on Organizational Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1486.590	4	371.645	75.784	.002[b]
	Residual	1848.656	377	4.904		
	Total	1935.246	381			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Backcasting, Horizon Scanning, Scenario Planning, Trend Analysis

Table 4.21 shows that the F statistic is 75.784 and the p-value is 0.002. On the one hand, a p-value that is less than 0.05 indicated that strategic foresight had a statistically significant impact on organizational performance. On the other hand, an F-statistic of 75.784, was considered high providing a basis that the variation explained by the model is much greater than the unexplained variation, further supporting the strength of the relationship. In summary, strategic foresights were noted to have a critical role in improving the organizational performance of food processing companies. This implied that when decisions are being made, strategic foresights should be emphasized in the process of planning.

Additionally, the study had a model which stated that $Y = \beta_1 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$

Where: Y = Organizational Performance; βi = Coefficients to be estimated; β_1= Constant; $\beta_1 X_1$= Trend Analysis; $\beta_2 X_2$= Scenario Planning; $\beta_3 X_3$= Horizon Scanning; $\beta_4 X_4$= Back-casting; e = Error term

To determine the model's coefficients, regression weights were computed, as indicated in Table 4.22.

Table 4.22

Regression Coefficients of Strategic Foresight on Organizational Performance

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	6.284	1.480		4.246	.000
	Trend Analysis	.134	.047	.151	2.892	.001
	Scenario Planning	.209	.054	.009	4.140	.000
	Horizon Scanning	.165	.059	.145	2.814	.002
	Backcasting	.111	.042	.014	2.931	.003

a. Dependent Variable: Organizational Performance

Table 4.22 indicates the coefficient for trend analysis (β=0.134), scenario planning (β=0.209), horizon scanning (β=0.165), and back casting (β=0.111). When equated to the equation, Y=6.284+0.134X1+0.209X2+0.165X3+0.111X4. The model means that an increase in each component of strategic foresight increases organizational performance by 0.134, 0.209, 0.165, and 0.111.

Therefore, the model indicated that trend analysis, scenario planning, horizon scanning and back-casting were all important towards improving organizational performance. However, back casting and trend scanning, having the least coefficients require to be strengthened. Strengthening back casting requires the management to be aligned with the organizational

vision, be consistent in monitoring progress and engaging the staff to support sustainability planning. Strengthening trend analysis has to do with assessment of various products, gaining insightful market intelligence and optimizing resources, to support informed decisions. Through such approaches, risk is managed through strategic planning, to steer through a challenging dynamic business environment. The other strategic foresights such as scenario planning and horizon scanning require support to sustain their influence on organizational performance.

4.13 Hypothesis Testing

4.13.1 Trend Analysis

The null hypothesis stated that trend analysis had no significant influence on organizational performance of food processing companies in Meru County. The study tested hypothesis using regression coefficients as pointed in Table 4.21. The significance value was 0.001 which was less than 0.05, supporting the decision to reject null hypothesis. In other terms, trend analysis had a positive influence on organizational performance of food processing companies in Meru County.

Ogutu et al. (2023) did a bibliometric analysis in Poland to examine how management of the processing-based organizations was being sustained by current trends. The study used organizational papers, which ranged from 2015 to 2022, that were corrected from web science. The study analyzed the corrected data using the bibliometrics method. The findings showed that analyzing current trends positively influenced how organizational management performed in Africa.

Additionally, it was noted that analyzing data using bibliometrics helped the organizations understand possible risks (UNDP, 2018). This led the organization to come up with better decisions on how to overcome those risks. Ogutu et al. (2023) noted that when the trend is analyzed, the organization comes up with long-term practices that lead to better success in the future. Furthermore, it was noted that there were an increasing number of publications showing that many organizations had interest in green management practices, hence reducing the number of pollutants in food processing companies.

Alkhafaji (2024) explored the various modern developments, concerns, and trends experienced by the industries related to food processing in Baghdad. It was revealed that coming up with novel foods and processes has been a challenge, particularly due to increased food market competition. This included foods with fewer additives and quality packaging. This was because the strategic preferences of the customers kept on changing, requiring clear strategic plans on how to develop new food products that have both the scientific and commercial characteristics. Notably, the study revealed that through analyzing the current market and clear strategic targets established on who the consumers were, it became easier to satisfy their needs. According to Alkhafaji (2024), fear was a consideration that made it easier for the companies to identify precise limits in the markets and align their strategic goals on how to achieve success.

4.13.2 Scenario Planning

The null hypothesis stated that scenario planning had no significant influence on organizational performance of food processing companies in Meru County. The study tested hypothesis using regression coefficients as pointed in Table 4.21. The significance

value was 0.000 which was less than 0.05, supporting the decision to reject null hypothesis. In other terms, scenario planning had a positive influence on organizational performance of food processing companies in Meru County.

Schirmer et al. (2023) examined how future work can be considered by applying the method of scenario planning in companies to understand the technological training needs of employees. The study adopted various methods of forecasting to analyze different types of scenario planning. Additionally, Fink and Siebe's (2016) method was used to deeply discuss the content of scenario planning, which helped participants to have a deeper understanding.

Furthermore, the study noted that for better forecasting of the future, the company must combine and motivate knowledgeable staff in scenario planning. Additionally, having a better analysis of the scenario, companies would be able to note potential risks and come up with preventive measures leading to a better performance. Schirmer et al. (2023) noted that better scenario planning is made up of four phases, which are field analysis, prognosis, development, and evaluation of the scenario.

Vân der et al. (2024) carried out an analysis in South Africa on how the performance of clients in corporate was influenced by risk transition using scenario analysis and e-scores. Data used in the study were collected from different websites of companies such as those in food processing; they included the latest financial statements and reports. Additionally, the collected data were analyzed by use of the scenario analysis model, which was formed in Excel software to form matric data.

The results finding showed that scenario analysis has a positive impact on how corporations perform. Further, analyzing the scenario helped cooperatives in South Africa understand

which risks may occur in the future. The study established that prices and taxes of carbon in South Africa are determined by the annual scenario analysis; this showed that there was a need for implementing scenario analysis. Further, the study combined various E-scores with the analyzed scenario and found various climate risks that are likely to occur in the future and that might affect the performance of corporates.

4.13.3 Horizon Scanning

The null hypothesis stated that horizon planning had no significant influence on organizational performance of food processing companies in Meru County. The study tested hypothesis using regression coefficients as pointed in Table 4.21. The significance value was 0.002 which was less than 0.05, supporting the decision to reject null hypothesis. In other terms, horizon scanning had a positive influence on organizational performance of food processing companies in Meru County.

Okwemba and Njuguna (2021) explored the performance of Kisumu's Chemelil sugar company under the effect of environmental scanning. The study was based on open system theory and was generally descriptive. There were sixty departmental heads that were issued with questionnaires and selected based on the census method. The study discovered that when the company incorporated environmental scans and strategic practices, performance was enhanced. With regard to environmental scanning, the major concentrates were various analyses related to internal, industrial, and external environments.

4.13.4 Back casting

The null hypothesis stated that back casting had no significant influence on organizational performance of food processing companies in Meru County. The study tested hypothesis

using regression coefficients as pointed in Table 4.21. The significance value was 0.003 which was less than 0.05, supporting the decision to reject null hypothesis. In other terms, back casting had a positive influence on organizational performance of food processing companies in Meru County. Kalra et al. (2024) examined the importance of back casting as a tool in strategic management of organizations that have a goal of establishing a sustainable future.

Through reviewing empirical studies, the study noted that strategic leaders were mainly using target, path, and participatory-oriented approaches. Therefore, Kalra et al. (2024) suggested the need for considering more creative back casting approaches to promote efficiency in organizations. Therefore, there is a need to assess various back casting strategies employed by processing companies.

Ronner et al. (2022) assessed how various agricultural transformations in Uganda and Kenya would be developed through alternative methods of participation. It was discovered that back casting and visioning are major methods that could be used to spur transformation in the agricultural firms, particularly in the process of envisioning the desired future. The study thus suggested the relevance of analyzing previous leanings and scenarios that were sustainable towards intensifying growth.

The report was majorly addressing the STEP-UP project that had been established to add value to mango and banana cropping systems in Kenya and Uganda, respectively. Therefore, it was noted that the critical strategies that were to be implemented to enhance production, processing, and marketing required a back casting approach as a pathway towards stakeholder involvement.

Therefore, since all the variables had a significance value of less than 0.05, it shows trend analysis, scenario planning, horizon scanning, and back-casting had a positive and significant influence on organizational performance in food processing companies.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of the study was to examine the influence of strategic foresight on organizational performance of food processing companies in Meru County. The specific objective was to determine the influence of trend analysis, scenario planning, horizon scanning, and back casting on the organizational performance of food processing companies in Meru County. Descriptive research design was used on a target population of 78 food processing companies in Meru County. Notably, Directors answered open- and closed-ended structured questionnaires, while the managers answered closed-ended questionnaires.

5.2 Summary of Results

5.2.1 Trend Analysis Practices and Organizational Performance

The questionnaires responded to by the managers indicated that 83% were in agreement that every developed product was analyzed to ensure it matched with the customer's taste and preferences. However, other 62% were in disagreement that decision-making was structured in a manner that allowed participation of employees. With the directors, 81% agreed that volatility management was ensured to manage strategic risk that came from increased prices but 68% disagreed that their companies conducted quality market intelligence analysis to establish possible strategic opportunities and risks. The significance value of trend analysis was 0.001 which was less than 0.05, supporting the decision to reject null hypothesis.

5.2.2 Scenario Planning Practices and Organizational Performance

The questionnaires issued to the managers noted that 93% agreed that there was a chain of command to manage the risk exposure of operations but 85% disagreed that geopolitical variations enabled the management to reduce risks within the scope of operations. With the directors, 81% agreed that the staff have been trained on how to identify risky exposures in the operations but 77% disagreed that geopolitical variations were incorporated in different strategic plans established. The significance value of scenario planning was 0.001 which was less than 0.05, supporting the decision to reject null hypothesis.

5.2.3 Horizon Scanning Practices and Organizational Performance

The questionnaires administered to the managers indicated that 89% of them were in agreement that ad hoc horizon scanning was conducted to contain a perceived threat. In addition, 82% agreed that continuous scanning was encouraged to increase efficiency but 85% disagreed that the company has partnered with other organizations to ensure that any industrial developments were communicated. Eighty-one (81%) agreed that the management was motivated to continuously keep on scanning the internal and external environment but 84% disagreed that there were policy measures on how sudden changes in business demands, mainly from a crisis, were supposed to be scanned through an ad hoc horizon. The significance value of horizon scanning was 0.003 which was less than 0.05, supporting the decision to reject null hypothesis.

5.2.4 Back casting Practices and Organizational Performance

The questionnaires issued to the managers indicated that 95% agreed that progress monitoring is part of management's role in improving productivity but 34% disagreed that

the managers have undergone training on how to effectively plan various actions that can be implemented. With the directors, 89% of them agreed that their company was guided by the organizational vision when developing strategic plans. In addition, 81% still agreed that the management was directly involved in training of the staff on how strategic plans could be turned to actions. Nevertheless, 79% disagreed that employee engagement was effectively done within the laid down processes and procedures. The significance value of back casting was 0.000 which was less than 0.05, supporting the decision to reject null hypothesis.

5.2.5 Organizational Performance of Food Processing Companies

The questionnaires issued to the managers revealed that 89% were in agreement on time management as keenly monitored to avoid idleness but 69% disagreed that the company rewards consistent profitability in departments. With the directors 95% agreed that the management ensured that there was consistency in performance to increase the chances of being sustainable for a long time but 71% disagreed that less time was wasted when implementing a strategic plan since its formulation had been developed by all management members.

5.3 Conclusions of the Study

The main conclusion made on trend analysis practices was that it positively influenced organizational performance. The processing companies were noted to have invested in training through on-job training, e-learning, and workshops, to its staff on different methods of analyzing market trends. The management also took time to assess different products to note any abnormality exposing the company to risk. However, the process of

arriving at a strategic decision was rather long due to insufficiency of market intelligence systems and poor training on resource allocation, hence depriving the company a chance to capitalize on opportunities.

On scenario planning practices, the study concluded to having a significant influence on organizational performance. This was mainly because the management took all serious measures in following the laid down policies and regulations. Additionally, the companies had modernized their operations and raised awareness of risk management techniques among the staff through training. Nevertheless, despite investing in technology, its application to formulate and plan for strategies was not effective due to minimal usage.

The study concluded that horizon scanning practices was significant to organizational performance due to the implementation of ad hoc and continuous scanning methods to manage risk. There were working systems that were strategically provided to ensure that the process of strategic management was aligned with the trends that were taking place in the sector. What was noted to lack of partnership with other key stakeholders in various industries and poor policy measures to caution the company from sudden changes in crises. As a direct indication of weak policy support system, the study concluded that there was less enforcement measures emphasized by the management.

On back casting practices, a positive and significant influence was noted mainly due to consistent communication structure of the vision and progress monitoring efforts by the management. That aside, the study discovered that managers were no trained on how to effectively implement strategies that have desirable outcome to the departments. This exposed them to intuition-based management rather than following the laid down

protocols. This concern was depriving the companies of their ability to become leading organizations in the food processing in the nation.

5.4 Recommendations of the Study

With regards to trend analysis practices, the study recommends that there was need to support the training programs on market trend analysis. This could be done by increasing funding, benchmarking and other necessary resources. The study also recommends that the management could consider partnering with experts in trend analysis to provide the training programmes at subsidized amounts. Furthermore, the study recommends the directors to empower the current policies through sensitizing on the managers on the decision-making timelines. This is in realization that the developments within a specific industry are highly dynamic and have high tendency of becoming obsolete. It is recommended that the directors could consider expanding their investments to acquire most recent systems that will provide market intelligence to various departments. They could also consider boosting their internet connectivity to support the access of real-time data.

On scenario planning practices, the study recommends that the directors should consider providing training to the managers on how the technology in place could be used to the advantage of scenario planning. The management could also consider personal initiatives to expand their technical knowledge on the application of various technological tools in decision making. Furthermore, it is recommended that the staff should consider exposure to risks management methods in real time to articulate the learnt lessons in real world application. This may involve implementing some mentorship programs that aim to enhance practical knowledge.

With regards to horizon scanning practices, the study recommends that directors should consider exposing their managers to symposiums and other corporate meetings that will provide a chance for interactions with other managers from different companies. This opens doors for corporate partnership founded on solid professional grounds. The study also recommends that the managers could restructure their work approach to emphasize on the need for policy adherence. They may consider implementing disciplinary measures for the staff that fail to adhere and as well as rewards.

The study recommendations with regards to back casting practices are that, the directors may consider outsourcing experts who will offer refresher courses to the management on the strategic management procedures in support to back casting. This is a very important approach since, it will restore order on how strategies are to be made and implemented within the environment of the organization. It is recommended that there should be clear policies developed on the reporting mechanism to avoid a clash of management role.

5.5 Suggestion for Future Studies

The study examined the influence of strategic foresight on the organizational performance of food processing companies in Meru County. Future studies may consider other companies that are not food processors in other counties as well. In the study four strategic foresights were addressed which included trend analysis, scenario planning, horizon scanning and back casting.

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Supply chain resilience: definition, review and theoretical foundations for further study

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