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Developing a Strategic Foresight Model for the Management Consulting Industry

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Abstract- ***In an era of discontinuous change, where even large and successful organisations struggle to adapt and ensure long-term survival, this study addresses the critical problem of how management consulting firms can enhance their strategic foresight capabilities. The research explores the role of strategic foresight as a key capability that enables organisations to anticipate disruptions, navigate uncertainty, and proactively manage crises such as inflation and pandemics like COVID-19.***

The study introduces the Strategic Foresight Model (SFM), designed to help organisations not only adapt to change but also develop a future-oriented approach to strategy. This research seeks to resolve the gap in knowledge regarding effective foresight practices in management consulting. Through case studies and interviews with industry professionals, the study identifies key foresight components, including context, capabilities, and proficiency levels.

The findings demonstrate that organisations utilising foresight-driven planning processes are better equipped to manage discontinuous changes, gaining a competitive edge. The research advocates for integrating foresight into strategic decision-making, emphasising the importance of disseminating insights to maximise their practical application. Ultimately, this study contributes to both theory and practice, positioning strategic foresight as a catalyst for innovation and resilience in uncertain environments.

Index Terms— Strategy, foresight, innovation, culture, change

I. LITERATURE REVIEW

Exploring the literature is essential to build the foundation of a theoretical framework in order to tackle the research question through exploration and understanding the definition and the context of strategic foresight.

The research on strategic foresight is used by scholars in the field of corporate foresight as well to emphasise the foresight applied in private firms (Rohrbeck, 2010; Rohrbeck & Kum, 2018; Rohrbeck & Schwarz, 2013).

This study is aimed at understanding foresight applied in the private firms of the management consulting industry. While as is often the case in new research disciplines, the research on foresight in the private context has been conducted using different definitions (Rohrbeck, 2010), this study focuses on the definition that comprises the means by which firms are enabled to detect, anticipate and respond to changes in their environment, including encouraging every leader to be ready for any discontinuous change and to take the initiative (Slaughter, 1998). Therefore, the researcher follows in this study the understanding of strategic foresight as an ability, without particular emphasis on other structural elements of a foresight system.

Through engagement with this literature, it is very useful here to mention the definition of strategic foresight illustrated by Richard Slaughter as a term that he used in a synonymous way to corporate foresight listing four outcomes useful to an organisation:

"Strategic foresight is the ability to create and maintain a high-quality, coherent and functional forward view, and to use the insights arising in useful organizational ways. For example to detect adverse conditions, guide policy, shape strategy, and to explore new markets, products and services. It represents a fusion of futures methods with those of strategic management" (Slaughter, 1998).

The above definition subsequently opened the way to the understanding that strategic foresight is defined by the strategic management that can profit from future insights, exploring new markets, identification of future risks and by the innovation management perspective that can explore new products and services on the basis of these insights.

Relevant findings within these research perspectives will be highlighted in the following sections.

In contrast, organisations that lack a foresight-centric approach and rely solely on conventional planning methodologies are likely to yield a narrow perspective on the future and formulate strategies that support incremental changes. The implementation of foresight-centric planning requires firm endorsement from senior management, alongside the provision of user-friendly methodologies. Empirical verification of the research objectives and framework drawn from the literature will be conducted through case study investigations and a survey.

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II. OBJECTIVES AND RESEARCH QUESTIONS

This study is conducted to address a critical gap in understanding how management consulting organisations can enhance their strategic foresight capabilities to ensure long-term success and adaptability in the face of discontinuous change. The problem this research aims to resolve is the lack of clear frameworks and practices that enable organisations to navigate uncertainty, anticipate radical shifts, and implement innovative strategies (Peters & O'Connor, 2002).

The primary objective is to develop a Strategic Foresight Model (SFM) that can be applied across various management contexts, offering a practical approach to managing crises such as inflation and global pandemics. By answering the research questions, the study will contribute to existing literature on strategic foresight, providing both theoretical insights and practical applications.

In consequence, the major aim of this study is to contribute to management practice and some theoretical contributions can also be expected based on the objectives:

- Define and describe a strategic foresight model that allows for measurement of the ability of an organisation to ensure long-term success and survival.
- Develop a contemporary, future-oriented approach to strategy development, where a future screening process supports strategy formulation.

This study presents the analyses of case studies, outcomes of interviews and findings from the qualitative research study, shedding light on the Strategic Foresight model (SFM).

To evaluate the use of the approaches outlined in the research questions within leadership practices, this paper presents research variable data by calculating descriptive statistics and data analysis techniques to set the stage for the discussion of the findings in relation to the proposed strategic foresight.

As shown in the literature review, strategic foresight is a new research stream that can be used to guide potential research on strategic foresight. Consequently, this study builds on available prior knowledge and uses original data from the interviews to fill the gaps and enhance the understanding and importance of the SFM. It also outlines the elements of the SFM undertaken to explore the research questions and findings.

III. STUDY ANALYSIS

This study is divided into four sections, as shown in Figure. Section 1 of the study analysis process outlines an overview of the two case studies that form the basis of the research findings preceded by the research questions that are applied to the cases. Section 2 introduces the coding and identifies some theoretical conclusions to develop the SFM. In Section 3, the researcher explores elements of the SFM by relying on case studies A and B, which are based on interviews conducted with the five management and leadership consulting firms. Section 4 highlights best practices for the usage of the model selected.

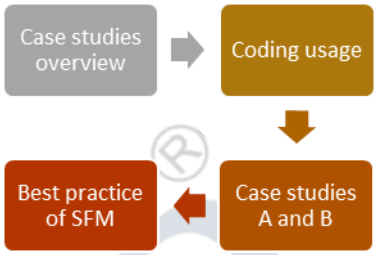

Figure 1. Data analysis process

A. Case Studies Overview

The research encompasses two distinct case studies. The two cases focus on the application of strategic foresight within organisational settings. These case studies involve interviewing management and leadership professionals from five management and leadership firms. Comparative analysis of the two practice frameworks will precede a discussion aimed at extracting best practices to inform the proposed SFM.

B. Ethical Considerations and Coding Usage

The issue of ethics in case study research constitutes an important component for researchers. Yin (R Yin, 2014) says that ethics in a case study can be strengthened in the field by conducting the study with extra care and sensitivity towards the participants by adopting several key steps: (a) obtaining informed consent, (b) protecting participants from harm, (c) avoiding the use of deception towards the informants, (d) protecting the privacy and confidentiality of all those who participate so they do not unwittingly, by taking part in the research, put themselves in an undesirable position, and (e) taking precautions to protect vulnerable groups when they constitute the case study subject. For these reasons, ethics approval was obtained for this research and all interview participants were invited to complete a consent form.

Interviews are useful when the objective is to investigate strategic phenomena in which the interviewee reflects on their everyday practices (Eisenhardt & Graebner, 2007).

For this study, interviews were conducted with five management and leadership consulting firms. The interviews were guided and supported by a context questionnaire completed by the participants. The interviews were documented within a template and lasted one hour. In each interview, the research aim, questions, framework and key concepts were described to avoid misunderstanding. To improve objectivity in the research context, a consistent questionnaire was used. The questionnaire comprised information on the participant, company profile, nature of strategy, strategy planning and development, volatility of environment, information and methods usage in scanning and foresight activities, foresight projects, prioritising insights, value from foresight, innovation and measuring impacts.

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To be able to store and manage this amount of data, the computer-based qualitative research tool NVivo14 was used. In this research, the coding system was created deductively from the literature and inductively from the collected data.

Coding involves identifying and labelling key elements within the data. Researchers generate codes as they analyse and interact with their data, with these codes emerging directly from the field data (Charmaz, 2014). The use of NVivo14 facilitates the storage and management of extensive datasets, allowing for the organisation of documents by information source and content.

C. Case Studies A and B

This research focuses on the SFM's significance in promoting good practices within leadership and management consulting organisations. It defines and describes this model, demonstrates its potential to enhance organisational ingenuity, addresses challenges in formulating competitive strategies amid uncertainty and develops a future-oriented approach to strategy development. This study seeks to advance foresight practices, providing insights into foresight components, proficiency levels, crisis management, competitive strategy and practical framework design in daily business, during inflation and within the COVID-19 pandemic crises. It hypothesises that organisations adopting foresight strategic planning processes will exhibit future-oriented strategic projects and a culture of innovation, resulting in flexible decision-making. To achieve this objective, deeper understanding of effective practices suitable for different contexts is required.

For this research, case studies from prominent management and consulting firms were selected to evaluate the value of the SFM at the organisational level against a five-year lag, relying on data from 2017, which will be matched with firm performance data in 2022.

Case Study A (2017): The research design of Case Study A centres on the questions: **What are the key elements of a Strategic Foresight Model that enable organisations to ensure long-term survival and adaptability?**

Case Study B (2022): The research design of Case Study B centres on: **How can foresight practices enhance strategic decision-making processes and contribute to managing discontinuous changes and crisis?**

Applying the research question to each case will create a list of SFM elements as a response to each question in this study. With the cases occurring at different stages and providing a timeline, this offers a measurable feedback loop in the research for correlation in response to the research questions.

D. Elements of the Strategic Foresight Model

To develop the SFM – which will be structured into *context*, *capabilities* and *proficiency levels* – the coding data underwent further analysis to identify elements among the codes. This aspect of analysing and regrouping categories was a refined process aimed at discerning differences between companies that could serve as elements in the SFM. During this process, literature was consulted to reflect on the capabilities and proficiency levels.

The framework of the analysis process in this study followed two approaches. First, previous research was used to identify initial criteria, and second, case studies A and B were employed to filter and complement the criteria.

The outcome is qualitative descriptions of the capacity with which a company can implement a strategic foresight system and the tendency toward such implementation. In this sense, the SFM measures the company's proficiency levels and suggests steps for improvement (Rohrbeck, 2010). The resulting SFM is structured into three major parts, as shown in Figure 2: context, capabilities and proficiency levels.

Figure 2. SFM elements

Analysis of the Elements

Question 1: What are the key elements of a Strategic Foresight Model that enable organisations to ensure long-term survival and adaptability?

Case Study A (2017): A deep dive into key elements and proficiency levels in strategic foresight practices.

Question 2: How can foresight practices enhance strategic decision-making processes and contribute to managing discontinuous changes and crisis?

Case Study B (2022): The role of strategic foresight in navigating discontinuous changes.

Through these case studies, the researcher selected the consulting firms to answer the above questions and evaluate the SFM's value at the organisational level, relying on the 2017 and 2022 data and answers that were given by the respondents.

a) Context

With respect to research about strategic foresight, the contingency theory can be applied to observe the relationship between contextual factors and strategic foresight capabilities, which depend on contingency factors (Rohrbeck, 2010). Therefore, it is important to consider the context in which the management practices are applied (Donaldson, 1999). In this study, contingent factors are called the *context* of the organisation. The five context elements are: size of the company, nature of strategy, culture, volatility of environment and source of competitive advantage.

The five identified context elements have been previously recognised in research on leadership and management (Rohrbeck, 2010). However, this study advances the field by expanding on them, particularly in the measurement aspects related to strategic foresight.

Furthermore, according to respondents' feedback, a notable pattern emerges where two out of five companies

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exhibit a culture emphasising innovation, while an equal proportion prioritise long-term planning. Additionally, only one out of five companies manifest a culture conducive to risk-taking. Regarding strategic orientation, the majority of the interviewed organisations demonstrate a narrow focus, modest growth orientation and predominant emphasis on innovation.

b) Capabilities

To address the enquiries posed in the questions for case studies A and B—namely, delineating the pivotal components of foresight practices, gauging the proficiency levels within these components and elucidating the role of strategic foresight in navigating discontinuous changes and crises—thorough exploration of the elements and proficiency levels of strategic foresight is imperative. This enquiry seeks to unveil insights into the multifaceted nature of foresight practices and their proficiency levels, ultimately illuminating strategic foresight's efficacy in steering through unpredictable changes and crises. The four capabilities are: information usage, methods used in foresight activities, people and foresight project.

Information usage is the first element under capabilities and describes the information that enters the strategic foresight system. It also describes the depth to which companies scan their environment (Rohrbeck, 2010). Figure 3 gives an overview of the sub-elements that come under *information usage* in both years – 2017 and 2022 – according to the respondents' answers.

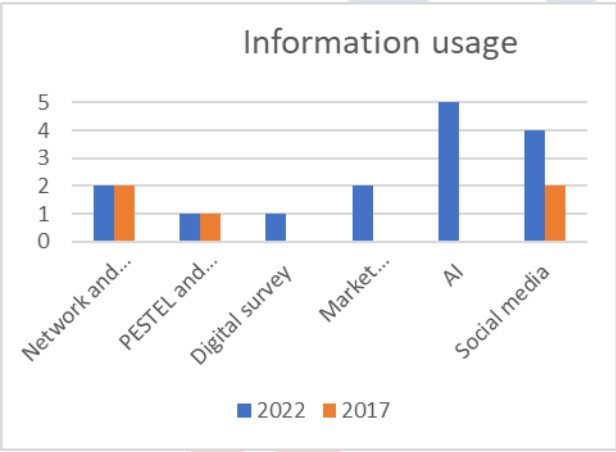

Figure 3. Reach of information usage

The above illustration demonstrates the importance of using artificial intelligence (AI) and social media in 2022 to help manage uncertainty in response to the COVID-19 crisis and inflation.

Methods is the second element under the *capabilities* area and it describes the ability of the method used to systematically interpret information (Jain, 1984). According to Jain, future research is focused primarily on establishing knowledge about the methods used in strategic foresight and giving information to managers and leaders on which methods to use (Porter, 1996). Other researchers encourage individual methods such as the Scenario Technique (Chermack, 2011), the Delphi Technique (Ament, 1970), Backcasting (Hojer & Mattson, 2000) and Gaming (Watman, 2003).

This study captures the importance of using the above methods and capability of using other methods. Table 1 gives an overview of the methods used by the respondents in both years.

Table I: Methods elements

Method	Description	Number of References	
		2017	2022
Backcasting	Works backwards from a future end-point to the present to determine what policy measures would be required to reach that future (Robinson, 2003)	1	1
Delphi	A method of group decision-making and iterative forecasting to deal with a complex problem (Goodman, 1987)	1	1
Gaming	Involves simulating future situations through interactive role-playing exercises or simulations (Van der Heijden, 2005).	1	1
Horizon scanning	Also known as future planning, takes a broader view of the long-term future landscape (Van der Heijden, 2005)	1	1
Integrating method	A technique used in strategic foresight to develop understanding of future scenarios (Slaughter, 1998)	2	2
Innovative method	Involves generating new ideas and fostering a culture of creativity to envision alternative futures (Van der Heijden, 2005).	4	4
Market oriented	Involves analysing market dynamics and competitor behaviour	5	5

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Method	Description	Number of References	
		2017	2022
	to identify potential future scenarios and develop strategic responses (Alshamsi et al., 2021).		
Scenario planning	Describes the advantage of creating and using scenarios by making uncertainty part of strategic planning (Chermack, 2011)	1	3

People is the third element under the *capabilities* area and it describes the people or units involved in foresight activities (Wolff, 1992).

The foresight project is the fourth element under the *capabilities* area and it describes a representative project used by the company, the diffusion and prioritisation of insights and incentives (Day & Schoemaker, 2005; Wolff, 1992). This capability identifies the company's ability to interpret and diffuse future insights and the prioritisation techniques of those insights as a way to respond to uncertainty (Rohrbeck, 2010).

This element is linked to innovation as the management could use future exploration projects to identify client needs and market opportunities (Rohrbeck, 2010). One of the respondents explained the output of the foresight project was the introduction of a new product to assist their consulting services and called "the MentorKey": "It is an administrative mentoring platform that transforms mentoring, sponsorship and coaching conversations in the workplace." With the aid of foresight insights, the company identified the necessity to prioritise innovation and change for its growth. As a result of this strategic shift, the company experienced a 30% growth from 2017 to 2022.

As illustrated in figure 4, it is evident that, in 2017, the majority of the companies did not participate in foresight activities or prioritise insights. However, by 2022, all interviewed companies were actively engaged in foresight activities, either as a continuous exercise or through project-based initiatives aimed at investigating issues of uncertainty.

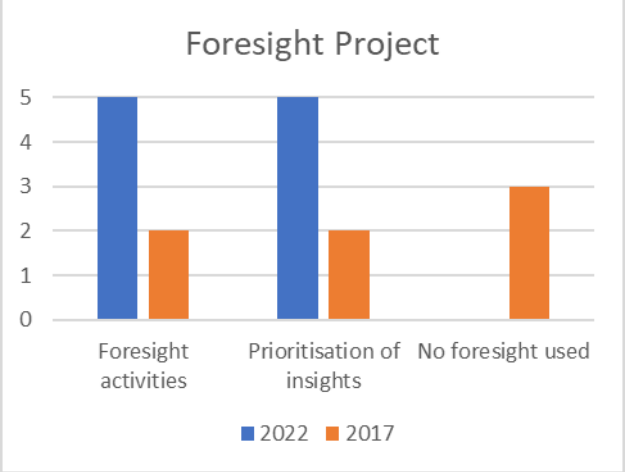

Figure 4. Foresight projects and prioritisation of insights

As demonstrated by the context above, the capability elements are integral to the Strategic Foresight Model (SFM). These elements aid in identifying key components of foresight practices, assessing proficiency levels within these components, and emphasising the role of strategic foresight in managing discontinuous changes and crises. This investigation reveals valuable insights into the complex nature of foresight practices and their associated proficiency levels, thereby highlighting the effectiveness of strategic foresight in navigating unpredictable changes and crises. As shown, the analysis effectively addresses the third research question posed at the outset of this section: How can strategic foresight contribute to leading and managing discontinuous changes and crises?

c) Proficiency Levels

Proficiency levels are important to companies as they measure the company's improvements to respond to opportunities and threats (Rohrbeck, 2010) and/or allow companies to respond to strategic change in a timely manner (Schwartz, 1991).

The case studies identified four elements of proficiency levels: early warning, scenario planning, measuring impact and improving decision-making.

The first element of the proficiency levels is the **early warning**, which is identification of early signals on disruptive change (Rohrbeck, 2010). In an uncertain world, it is difficult to think of all possible events that might emerge; in this case, wild cards are used to identify high-impact but low-probability events that lead to disruptive and discontinuous change (Lustig, 2017). As preparation for this identification, the company has to identify early warning signs and this process will enable the company to respond more flexibly and effectively in the unlikely event that it actually happens (Lustig, 2017). Respondents claimed that having the signals of potential disruptions is valuable. One of the respondents said their company is on the "lookout for the next Wild Card event and discuss how it will impact the leadership environment."

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The second element of the proficiency levels is **scenario planning**. It describes the advantage of creating and using scenarios by accepting the reality of uncertainty and making it a part of strategic planning (Chermack, 2011). In this case, producing a list of disruptive issues and identifying future events with the help of scenario planning is expected to enhance the company's ability to prepare for change and make future uncertainty controllable (Rohrbeck, 2010). Respondents claim that scanning more effectively is the way to grow, step ahead and innovate so people become more strategic thinkers, creating a culture of innovation and as a result every person in the company feels included.

Scenario planning is sometimes referred to as the "double uncertainty" method. This method is used to develop a range of futures by starting with horizon scanning to identify the most important trends and drivers of change for the company (Lustig, 2017). From those trends, the company may choose two highly uncertain, but important drivers with which to work. The company will express them as a continuum between two opposite uncertain outcomes (Lustig, 2017) (see Figure 5 as an example).

Scenario planning involves creating a set of plausible future scenarios based on different combinations of key uncertainties. These scenarios help organisations prepare for various possible futures by exploring potential challenges and opportunities (Slaughter, 1998). While horizon scanning, also known as strategic foresight or future planning, takes a broader view of the long-term future landscape, scenario planning tends to focus on specific, alternative futures (Van der Heijden, 2005).

Measuring impact constitutes the third component within the proficiency levels framework. It involves assessing the outcomes of foresight activities by measuring their value and financial implications within the organisation (Rohrbeck, 2010). The respondents predominantly relied on financial metrics such as return on investment, value matrix, profit revenue and profit per partner to gauge organisational performance and value in 2017. However, there was notable consensus among respondents to augment financial analyses with additional metrics in subsequent years. These supplementary measures encompassed employee engagement, customer satisfaction, health and safety indicators, balanced scorecards, the VIRO framework, objectives and key results, and client feedback analysis.

Improve decision-making is the fourth element of the proficiency levels. It provides information that allows leaders to make better high-quality decisions (Schwartz, 1991). This element was identified from the responses of the respondents in which foresight insights were used to help the formation of strategic decisions. The first response explains the focus of the company's entire portfolio around the 2030 vision. The result was a set of scenarios that described how the economy could evolve until 2030. The detailed results and implications were used to trigger a strategic discussion between the board of directors and CEO.

The second response highlights how the company helps align public leaders and their businesses to thrive in the future VUCA environment. This was done collaboratively with innovation and strategic management of the business unit.

Also, the respondents reported that foresight activities had typically been carried out on the level of services and products and had mostly been aimed at identifying new technologies to enhance new services and products. Figure 6 provides a perspective on the extent to which each proficiency element was used by the respondents in 2017 and 2022.

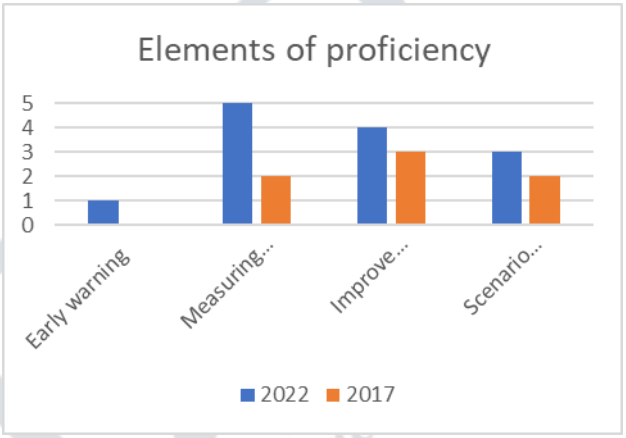

Figure 5. Proficiency elements used by the respondents in 2017 and 2022

The significance of proficiency levels lies in their ability to assess a company's capacity to capitalise on opportunities, mitigate threats and promptly adapt to strategic changes (Schwartz, 1991). This study delves into four key elements of proficiency levels—early warning, scenario planning, measuring impact and improving decision-making—to gauge the value creation within each company and evaluate the effectiveness of the capability elements employed in foresight activities.

d) SFM Best Practice

Through the longitudinal case analysis conducted in the preceding section, leveraging the qualitative recommendations provided by respondents and existing literature, a framework was developed. This framework facilitates the measurement of strategic foresight ability levels and serves as a blueprint for designing corporate foresight systems within leadership and management consulting firms. Central to this design is the emphasis on individual capabilities, which aid in adapting the foresight system to diverse organisational and environmental contexts.

When implementing a new strategic foresight system, companies will encounter additional decisions, such as selecting appropriate methods and sources of information (Rohrbeck, 2010). These decisions hinge on factors that can only be evaluated at the individual company level, such as available resources, access to data sources and familiarity with methodological approaches.

However, the overarching objective of the SFM is to enhance companies' capacity to identify discontinuous changes and formulate effective responses by linking foresight to culture, strategy and innovation.

e) Linking Foresight to Culture

The analysis of case studies A and B has provided valuable insights into the cultural aspect of foresight ability. It elucidates how companies navigate responses during times of discontinuous change, sometimes diverging from structured corporate foresight approaches. Respondents' feedback suggests a cultural approach to corporate foresight can effectively address external discontinuous changes. Organisational culture, informed by anthropological studies, profoundly influences human behaviours and actions.

Covey (Covey, 1992) emphasises the pivotal role of culture in organisational success, advocating for a focus on core values, innovation, accountability, execution, diversity and performance. This cultural emphasis reflects an organisation's risk approach and its capacity to manage uncertainty. McKinsey's study (Aminov et al., 2018) further underscores the significance of accountability and empowering individuals to make autonomous decisions, especially in fostering innovation and recognising team efforts.

Accordingly, the case studies reveal two primary mechanisms through which companies develop their foresight ability (Rohrbeck, 2010):

1. Implementing a cultural framework that engages every employee in foresight responsibilities by defining and tracking core values, thereby promoting and rewarding foresight-supporting strengths.
2. Executing executive programs aligned with corporate culture, facilitating rapid growth of bottom-up initiatives and their transformation into new business ventures.

For companies seeking to enhance their foresight capabilities, cultivating a corporate culture that fosters communication and encourages foresight activities is essential.

f) Linking Foresight to Strategy

For many scholars, foresight activities are primarily intended to augment strategic management and decision-making processes (Liebl, 1996) (Slaughter, 1998). However, empirical studies indicate a low overall usage of foresight insights in strategic decision-making (Liebl, 1996). In case studies A and B, respondents identified barriers to leveraging foresight results:

1. Managers often prioritise decision-making based on factual evidence, perceiving foresight as presenting numerous possibilities that may hinder rather than aid strategy formulation.
2. Foresight insights are sometimes viewed merely as additional information, lacking clear value for strategic management.

Nonetheless, a majority of respondents acknowledge the role of foresight in strategic management, contributing value to strategy development and decision-making processes. Despite this recognition, no definitive best practices emerged from the case studies. Most interviewed companies use foresight to enhance strategic planning at specific stages, with varying approaches for short- (2 years), medium- (3-5 years) and long-term (20-30 years) planning horizons.

While it may seem intuitive to reserve strategic foresight for long-term planning, scholars argue for its relevance across all planning horizons (Ruff, 2006). Some emphasise its importance for short-term planning, given inherent blind spots in corporate sensing systems that foresight helps to mitigate (Day & Schoemaker, 2005).

Throughout the case studies, various approaches have been identified for integrating strategic foresight into planning processes, indicating a lack of a singular best approach. Instead, companies tend to tailor their strategic planning and foresight input to suit their specific needs. Despite this, strategic decisions in most companies still heavily rely on internal data, leaving room for strategic foresight to fill gaps.

It can tentatively be concluded that there is significant potential for applying foresight in strategic management once the identified barriers are addressed. Active participation is crucial for leveraging foresight insights in company strategy and involvement of executives in concept development is essential for ensuring the stable integration of foresight in strategic management processes (Rohrbeck, 2010).

g) Linking Foresight to Innovation

In times of uncertainty and discontinuous change, it is anticipated that companies that are first to perceive signals and comprehend trends will be positioned to gain a competitive edge (Liebl, 1996). Possessing this insight into emerging trends enables early action and the formulation of appropriate responses, typically involving management of innovation within the company.

One initial hypothesis suggests a direct link between strategic foresight and the innovation process (Martinet & Ribault, 1989). To investigate this hypothesis, respondents were queried about their sources of competition, with the majority indicating their competitive advantage stemmed from the development of new products and services based on innovation. Through cross-analysis of the case studies, it was observed how innovation positively influences strategic foresight activities. Most companies using strategic foresight in a strategic capacity exhibited a focus on strategic innovation (Rohrbeck, 2010).

A tentative conclusion can be drawn that companies should adopt a multi-model dissemination strategy (Rohrbeck, 2010). This entails establishing process links while concurrently integrating foresight insights into internal document management systems.

IV. CONCLUSION

The study defines and details the SFM, illustrating its potential to foster organisational innovation, address challenges in strategic formulation amid uncertainty, and cultivate a future-oriented approach to strategy development. It advances foresight practices by providing insights into foresight components, proficiency levels, crisis management, competitive strategy, and practical framework design, particularly during crises such as inflation and the COVID-19 pandemic.

The study concludes by advocating for a multi-modal dissemination strategy, integrating foresight insights into internal document management systems and establishing process linkages to ensure the effective utilisation of foresight outcomes. Ultimately, embracing strategic foresight as a catalyst for innovation and leveraging its insights to inform strategic decision-making enables companies to adapt and thrive in dynamic environments characterised by uncertainty and change.

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