

Strategic Foresight, Organizational Agility, and Innovative Performance: A Framework for Enhancing Performance among Logistics SMEs in Malaysia

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ABSTRACT

Logistics Small and Medium Enterprises (SMEs) in Malaysia face significant challenges in a volatile, uncertain, complex, and ambiguous (VUCA) environment, especially following the COVID-19 pandemic. Despite national initiatives to support digital transformation, many SMEs continue to struggle with limited resources, low digital maturity, and operational inefficiencies. This conceptual paper proposes a framework that examines the relationships between strategic foresight, organizational agility, and innovative performance. Grounded in the Resource-Based View (RBV) and Dynamic Capabilities Theory (DCT), the model suggests that strategic foresight enables SMEs to anticipate changes, while organizational agility facilitates rapid adaptation to both of which are critical for sustaining innovation. The paper also posits that agility mediates the relationship between foresight and innovation outcomes. A quantitative cross-sectional survey will be conducted and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings aim to offer practical and theoretical insights to help Malaysian logistics SMEs enhance innovation, adaptability, and long-term competitiveness.

JEL Codes: L91, M16, O33

Keywords: *Strategic foresight, Organizational agility, Innovative performance, Logistics SMEs, Malaysian SMEs,*