

# **Planning for Permanent Uncertainty: Why Structured Agility™ Is Becoming a Strategic Imperative**

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## **Key takeaways**

- Disruptions are now systemic and uncertainty is permanent
- Planning has become a central performance lever for growth, margin, and resilience
- Structured Agility™ introduces a new operating framework designed for this new reality

## **Uncertainty is no longer episodic. It is structural.**

For decades, organizations treated disruption as an exception. Something to absorb, recover from, and move past. That assumption no longer holds.

Today, volatility is persistent. Disruptions are no longer isolated events. They propagate across interconnected networks in real time. Economic pressure, geopolitical instability, climate impacts, supply constraints, and demand volatility now interact simultaneously.

Uncertainty has become structural.

In this environment, the question is no longer how to stabilize operations after disruption. The real challenge is how organizations design planning systems that can adapt and perform continuously, even when conditions never fully stabilize.

## **Everything is connected. Disruptions are now systemic.**

What has changed is not the existence of disruption. It is its scale, speed, and reach.

Globalized supply networks, deep interdependencies, and digital acceleration have created highly connected operating systems. A disruption in one region now cascades across suppliers, production sites, logistics flows, and commercial operations within days.

Buffers are shrinking. Reaction windows are narrowing. Local problems increasingly become global consequences.

This new reality forces organizations to rethink how decisions are structured, connected, and executed across supply chain planning and commercial functions.

## **Growth, margin, resilience – at the same time**

In this context, organizations face a structural paradox.

They must drive growth.  
They must protect margin.  
They must ensure resilience.

And they must do all three simultaneously.

This tension materializes most clearly in supply chains. Supply chains are where growth meets cost. Where efficiency meets resilience. Where speed meets long-term coherence.

As a result, planning is no longer a back-office optimization exercise. It has become a central performance lever. The place where strategic trade-offs are arbitrated every day. The intersection between commercial ambition and operational reality.

Planning has moved from an operational function to a strategic capability.

### **From optimization to performance orchestration**

Most traditional planning approaches were designed for a more stable world. Sequential cycles. Fixed horizons. Periodic replanning.

In permanent uncertainty, these assumptions break down. Plans become obsolete faster than they can be executed. Decision cycles fall out of sync with real-world dynamics. Organizations spend more time reacting than orchestrating performance.

The core issue is not tools. It is the operating logic that governs how planning decisions are structured, how they connect across functions, and how they evolve over time.

What organizations need today is not more optimization inside isolated silos. They need a way to continuously arbitrate trade-offs across supply and revenue decisions, deliberately and at scale.

### **Structured Agility™: A new operating framework for planning**

This is why Sunstice, formerly FuturMaster, defined Structured Agility™.

Structured Agility™ is Sunstice's operating framework for supply chain planning and revenue growth management in a world of permanent uncertainty. It is designed to help organizations adapt and perform continuously, even when conditions never truly stabilize.

Structured Agility™ does not replace existing tools. It is not a methodology layered on top.

It is the logic that defines how planning decisions are designed, connected, and evolved over time. It defines not only how planning should adapt, but what capabilities planning must develop to sustain performance under pressure.

At its core is a simple conviction:

Structure alone creates rigidity.

Agility alone creates chaos.

Performance comes from deliberately combining both. And this balance cannot be static. It must evolve continuously with real-world conditions.

### **What Structured Agility™ enables: The five capability pillars**

To make Structured Agility™ concrete and operational, Sunstice defined five core capability pillars. Together, they form the structural backbone of the Structured Agility™ operating framework.

They describe what planning must be able to do when uncertainty is permanent. They are not software modules. They are performance capabilities that shape how organizations anticipate, decide, adapt, and execute.

Structured Agility™ is built on five core pillars:

- **Foresight** – Anticipate change through forecasting and early signals
- **Disruption Preparation** – Explore scenarios and test trade-offs before reality forces decisions
- **Strategic Reorientation** – Adapt networks and operating models without losing coherence
- **Crisis Response** – Act fast when disruption hits, while staying in control
- **Growth and Profitability Orchestration** – Deliberately arbitrate growth, margin, and service across supply and revenue decisions

Together, these capabilities allow organizations to move fast without losing alignment, adapt without breaking coherence, and sustain performance under continuous pressure.

### **From framework to execution: Making Structured Agility™ operational**

An operating framework only creates value if these capabilities become operational.

This is where Structured Agility™ becomes real.

Structured Agility™ is embedded directly into the Sunstice platform. The framework defines what planning must enable. Technology provides the means. Solutions turn it into daily decisions.

By orchestrating supply chain planning and revenue growth management on one connected foundation, organizations can link strategy to execution in real time. They can continuously adapt plans as conditions evolve while maintaining control, consistency, and alignment across functions.

With more than 30 years of experience, 650+ customers worldwide, and long-standing partnerships, this approach is grounded in real operational execution. It reflects what organizations actually need to perform in today's environment, not theoretical models.

### **Performance by design, not by reaction**

In a world of permanent uncertainty, adaptation cannot be improvised. It must be designed.

Organizations that perform consistently do not simply react faster. They build planning systems that anticipate change, test scenarios before decisions are forced, reorient strategy without losing coherence, respond to crises while staying in control, and deliberately arbitrate growth and profitability.

This is why planning leaders are no longer only planners. They are performance drivers. They shape how organizations balance ambition and feasibility, speed and stability, efficiency and resilience.

### **Meet Sunstice at the Supply Chain & Logistics Hub Conference**

At the SCL Hub Conference, Sunstice will share this vision in action.

We will demonstrate how Structured Agility™ becomes operational through the Sunstice platform and how organizations can redesign planning to adapt and perform continuously under permanent uncertainty.

Join us at our booth or attend our session to continue the conversation.

Because the future of planning is no longer about optimization alone.

It is about performance under permanent uncertainty.