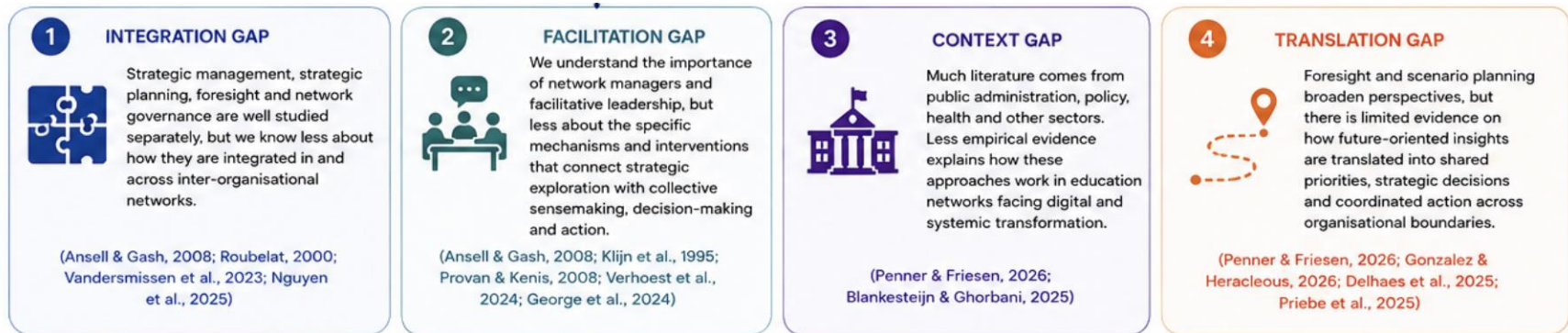


# Strategic Planning In Networks To Digitally Transform The Education System

This literature-based conceptual model explores how education networks can strengthen strategic decision-making in the face of digital transformation, uncertainty and increasing interdependence. It connects strategic management, strategic planning and foresight with network management/process facilitation, positioning the latter as the mechanism through which diverse actors develop shared understanding, make collective decisions and coordinate action. The model provides a foundation for investigating how strategic planning can become a more adaptive, networked practice in education.

## INTRODUCTION

Education is undergoing digital and systemic transformation, creating uncertainty and increasing interdependence between organisations and stakeholders (Blankesteyn & Ghorbani, 2025; Penner & Friesen, 2026). Strategic management needs to respond to multiple possible futures. Strategic foresight—and scenario planning as one of its tools—can help challenge assumptions, explore alternatives and inform strategic choices (Balarezo & Nielsen, 2017; Nguyen et al., 2025; Roubelat, 2000). But transformation increasingly happens across networks. The challenge is therefore not only how organisations plan for the future, but how interdependent actors plan, make decisions and act together (Ansell & Gash, 2008; Roubelat, 2000).



Research question

How can strategic planning in networks help education organisations make better-informed decisions about digital transformation, and what role does network management/process facilitation play in connecting future-oriented thinking to collective action?

## CONCEPTUAL FRAMEWORK

