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**Recalibrating Strategic Insight: The Evolving Behavior of PESTLE
Analysis in the 21st Century**

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ABSTRACT:

This review paper examines the evolving role and behavior of the PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) analysis framework in the context of the rapidly changing global business environment. Originally designed as a static environmental scanning tool, PESTLE has transformed into a dynamic, predictive, and sector-specific instrument. The paper outlines historical developments, emerging catalysts such as digital transformation and ESG imperatives, and modern applications across industries. Methodological innovations, including AI-driven analysis and real-time dashboards, are explored. Critiques of subjectivity and analytical limitations are addressed. Finally, the paper presents a future-oriented view on the strategic integration of PESTLE into enterprise intelligence and planning. In doing so, it emphasizes the tool's continued relevance in navigating uncertainty and fostering adaptive strategy

Keywords: Strategic Analysis, Environmental Scanning, Dynamic Business Environment, PESTLE Framework Evolution

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