

Executive Summary_ INESC TEC works in a context of global instability, where the budgetary is scarce and the mechanisms of european funds are changing. To maintain growth, support excellence in science and influence society, the organization needs to strengthen its organizational resilience and find creative ways of funding. Internal resilience is built on four things: strategic reserve funds, nimble governance, forward-looking risk management and diversified revenue. also, there are technology philanthropies that can augment these efforts by creating the strategic framework to engage company resources significantly with missions from energy transition to ethical artificial intelligence. This approach means that science and innovation continue to serve society, even in times of uncertainty

1. Introduction – Working Through Uncertainty_ INESC TEC has built a reputation for combining cutting-edge technology, social impact and scientific excellence. However, achieving sustainability in the current context is a significant challenge. Financial limitations, political unpredictability, humanitarian crises across Europe and shifting European financing priorities create an exceptionally challenging operational environment. Given this unstable situation, the fundamental question is how INESC TEC can continue to innovate, grow and have a significant social impact. A two-pronged approach is required: seeking new financing sources, especially technical philanthropy, and bolstering internal organisational resilience.

2. Organisational Resilience – Maintaining Growth During Turbulent Times_ At INESC TEC, growth encompasses more than just straightforward indicators such as project count or financing volume. True growth is reflected in an organisation's ability to overcome obstacles and make a lasting influence (Hamel & Välikangas, 2003). Analytical accounting using forecasted revenue instead of actual expenses provides the company with significant strategic leeway and helps to ensure better decision-making. But this level of resilience isn't enough, as this system works when things are stable and predictable but it's harder when income doesn't arrive as expected. Establishment of a strategic reserve alongside liquidity defense, and formulation of business continuity plans around scenario modelling are essential measures. Agile governance structures can respond rapidly to shifts in conditions through redeployments of resources and shifts in priorities.

Risk management and proactive internal auditing are likely to pinpoint potential vulnerabilities before they become problems. Thanks to KPIS monitoring, revenue diversification through industrial partnerships, technological services and charitable donations, INESC TEC will be able to respond proactively and sustain innovation capacity even during volatile times (Walker & Avant, 2019; Herbane, 2010; Rigby et al., 2016; OECD, 2020).

3. Technological Philanthropy and Global Missions_ Technological philanthropy offers significant prospects as government funding becomes scarcer. International foundations support global missions that align with INESC TEC's vision, such as clean energy transition, digital health advancement, ethical AI development, ocean protection and climate change initiatives. Alongside competitive grants, philanthropic funding helps to diversify revenue streams, reduce financial vulnerability and enhance global credibility through transparent, ethical business practices. During challenging times, this financing also enables the maintenance of technology transfer skills and the retention of personnel. INESC TEC can strengthen its strategic resilience by aligning with significant international initiatives (Borzaga & Bodini, 2014).

4. Conclusion – Strategic Outlook_ True resilience means more than just enduring change; it means growing stronger as a result. To secure its future, INESC TEC must integrate revenue-based analytical accounting, strategic reserve funds, proactive auditing, flexible governance and technological philanthropy. Despite external obstacles and uncertainties, this mix of global opportunities and internal resilience will ensure that science and innovation continue to contribute to society.