Toward Vision Oriented Organization through Foresight Capability Development

Gianita BLEOJU*

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ABSTRACT
Dealing with complexity is becoming increasingly difficult for organizations, due to limited replicable abilities, once management performance was remunerated by successful decisions on the marketplace. The competitive advantage, based upon current documented organizational management expertise, deployed into patterns of competitive behavior, prove to be unsustainable. Therefore, we assist to a relative emergency of strategic intelligence adjustment framework, to channel the managerial capability mechanisms, from current detective orientation capabilities toward anticipatory ones. Based upon exploitation of an organizational profiling database, we try our contribution to this challenging debate, by formulating recommendations for strategic adjustment and prototype testing of the potential solutions, through a designed transition matrix from market oriented to vision oriented organizations.

1. General and specific background; useful insights

The organizational readiness to be responsive is relying upon the strategic intelligence as supporting competence to perform learning fast what is at stake; the organizational is facing new challenges: flattening the playing field, the transient competitive advantage, the personalization of the relationship with qualified customers and finally, with becoming accountable to communities of prospects.

At stake it is also the organizational endowment of strategic intelligence assets and reconfiguration accordingly, through the incremental or new capability to strategically recognize (absorbing) early warning signals, in order to both avoid and benefit of all kind of strategic dissonance may foreseeable occur.

In its attempts to compel with anticipatory requirements, facing complex volatile environment locus of searching “for conditions calling for decisions” (H. Simon 1958), the organization must be able to prove an appropriate critical capacity to identify and design the balanced equipment of strategic assets to be deployed.

This perspective moves us from market orientation to vision oriented organization, through non-repeatable modeling or at best, very little transferable competences from previous experience. The up to date market orientation equipped the organization of appropriated marketing and business intelligence instruments, designated to insure the superior ability effort remuneration over targeted segments. The market oriented learning cycle must evolve through rising expectations, appropriate to a visionary organization, by upgrading to a strategic intelligence deployment infrastructure, capable to enhance the foresight capability of a successful management. The foresight capability will insure organizational sustainable competitiveness, through a dynamic reconfiguration assumed process, driven by the foreseeable necessity to keep up choosing, evolving and capitalizing upon the most appropriate strategic behavior.

The visionary organization, aware, early enough, about the above foreseen transformations, will generate and perform a strategic learning cycle, in order to insure the consistency of its corporate governance with its internal selection environment and to identify the strategic deployment configuration, appropriate to its official (vision focused) strategy, able to steer the organization through dynamic competitive mutable equilibria.

We denominate this organizational specific strategic learning cycle, qualified foresight capability, as Strategic Intelligence generated instrument, enacting as precursor for organizational foresight maturity level aspiration.

Jeremy Rifkin's (2011) Distributed Capitalism offers us valuable insights about how the critical vulnerabilities of the last century are shaping the prospective business models reconfiguration in the emerged collaborative economy, through a changed paradigm as “the distributed nature of removable energies necessitates collaborative rather than hierarchical command and control mechanisms” Jeremy Rifkin (1996, p 115). The perspective of the collaborative relationship between suppliers and users-replacing

* Faculty of Economics and Business Administration, Dunarea de Jos University of Galati, Romania E-mail address: gianita_ble@yahoo.com (G. Bleoju).
the adversely selling-buying one—is source of what is already spreading changing patterns of competition where “networks are competing with markets” (idem p 116). In their attempt to follow this changing path, the organizations try to adjust to additive manufacturing (Three-dimensional printing from digital designs will transform manufacturing and allow more people to start making things Feb 10th 2011 | http://www.economist.com/node/18114221,FILTON), where the fighting over intellectual propriety will be in the benefit of the customer.

Another valuable insight, as stated by Burgelman A. and Grove, S (1996, p. 12) “Unfortunately, it is very difficult for anyone in an extremely dynamic industry, including top management, to clearly perceive the new industry equilibrium, winning strategy, or new technological regime, that loom beyond a Strategic Inflection Point SIP”, constitutes a strong motivation in our approach of searching and setting a transitory training framework as an organizational learning process asset.

The strategic asset endowment audit of the organization becomes a vigilance instrument for matching management performance with its aspirations, settled through vision and mission statements and strong commitment against which the competitive environment and stakeholders are watching. Our up to date experience based upon reliable and validated results on IT and agro food sector, underline the importance of channeling the management expertise through an organizational learning approach, that goes beyond the too long “awareness status quo”, compelling the organization to an instructional action plan status, in order to fulfill the expected, but foremost the unforeseeable competitiveness requirements.

2. Strategic intelligence framework

Exploring the interrelated corpus of knowledge upon Strategic Intelligence and Competitive Behavior, valorizing our up-to-date benchmarking insights over the key topics on organizational alignment capabilities, we intend to focus our effort to explore the potential contribution to developing the foresight capability of the firm. We try to affirm a useful contribution of our relevant results, through a pilot transition framework, enabling to broaden meet unforeseen expectations, by redefining the equilibrium between the routine of market detection capability and the more challenging foresight capability, as critical factor for sustainable strategic positioning.

The changing patterns in business & management and its impact over the strategic alignment continue to be a challenge to be appropriable met by scholars and practitioners in interrelated domains. In order to deal with increasing complexity, the management expertise offers us patterns of behavior dominated by standardized or specific models and instruments, in order the guide the firms through adjustable absorbing the unrest turbulence of the environment.

Examining the up to date solutions of channeling organizational performance, we underline the sources of critical topics mostly reviewed: product/business life cycle, competitive advantage and transient competitive advantage, customer life cycle, financing life cycle and the whole range (and beyond) of organizational auditing “umbrella” and sectorial benchmarking against anything they consider relevant for the increasing performance of the firm’s management. This might be the corpus of organizational memory to conjecturally exploit for future improvements on strategic positioning.

At last two difficulties arises: primarily, over limited repeatable/replicable behavior and secondly, over targeted prescriptions addressing the specific strategic dissonance gap to overcome, deriving from magnitude and conflictive perspective of the market oriented versus vision oriented organizations.

We have no better solution either, but we try to react to this challenge, through a pilot transition instrument, controllable by the firm- as adjusting learning framework—necessary to absorb upgradable knowledge and forward-looking toward competitive pressures.

This could be the preliminary step on the foresight capability development process, through equipping the firm with distinct competence- as source of renewal base of competitive advantage cycle. It is more, we postulate that the relative endowment differential, on typified foresight capabilities (culturally firm specific), can be profitable exploited as competitive advantage edge.

Organizational readiness assessment, in terms of foresight capability equipment is preceding the necessary internal selection environment reconfiguration as process assets endowment, and the most challenging strategic intelligence decision support instrument.

This SI instrument could enact as a balancing solution of both standardization requirements of an actionable instructional guiding instrument on one hand, but also to reflect the appropriateness advantage of a distinctive competence, difficult to replicate, on the other hand.

3. Qualified foresight capability as organizational readiness improvement

As stated (1996 by Burgelman A., Grove, S.p13), “While new strategic intent is necessary to lead the company out of strategic dissonance, our key proposition is that new strategic intent must be based on top management’s capacity to take advantage of the conflicting information generated by strategic dissonance” in order to improve the managerial capacity to “know when dissonance is strategic—signaling a Strategic
inflection point SIP—as opposed to a minor and/or transitory change in competitive dynamics, strategy, or technology”, we assert that is a matter of qualified decision supporting instrument.

Signaling SIP as opposed to minor or transitory change might be reinterpreted from the perspective of pick up or not signals; early warning versus procedural routine fixing, on our foresight capability maturity matrix, as an organizational learning instrument to train management decision chain toward acquiring foresight abilities. Being organizational specific we postulate it is cultural specific accordingly, as the optimization instrument embedded the appropriate alignment of corporate strategy and strategic action.

Addressing the framework dynamic forces in firm evolution (1996 Burgelman A., Grove, S p 15) and being aware of the required harmonization monitor – in search of the optimum non-improvable organizational configuration as responsiveness capability- we introduce a transition matrix (Table 1) "Strategic intelligence maturity &action plan for incremental foresight capability”. The matrix will perform:

- Assessment the level of necessary homogeneity in terms of foresight actionable knowledge.
- Vulnerability signaling critical points, in terms of typing the deficit addressable trough
- Instructional actionable deficit overcome.

This is a training instrument which will culturally support the strategic choice of the internal selection environment, suitable to minimize the foreseeable conflicts (smoothing a whole range of transitions adjustments) envisaged on the old strategic intent to the new one’s life cycle.

It will generate the intervention solution to be shared, instructed among responsible groups, in order to choose the most relevant parameters for increasing the accuracy of predictions about the fitness landscape, which in our framework we interpret like the optimal (learned and non-improvable) foreseeable configuration, that enable the specific status quo (harmonization that prove “the resilience of a company’s culture and its leadership”) 1996 by Burgelman A., Grove, S idem p 12.

4. The designed solution; Strategic Recognition & Organizational fitness reinterpreted

Internal & external mismatched absorbed through diversified strategically nonalignment’s are source of conflicts which can jeopardize the organizational fitness landscape, that competitively support the strategic positioning. Enabling this conflict risk minimization, through organizational transformation and evolving toward sustainable competitiveness capability, suppose a qualified decision cycle, through instructional cultural harmonization-as Strategic Intelligence instrument for foresight capability maturity.

In our attempt to optimize the conceptual model designing and its validation accordingly, we will proceed twofold; primarily the comparative analysis of strategic behavior predictors’ compatibility between agro food and IT sector data bases. Secondly, we are valorizing the previous strategic behavior profiling; Competitive Intelligence culture based for the IT sector; Innovation management capability assessment for agro food sector and Competitive positioning based upon cultural shared instructional communication success factors on academic sector.

We are valorizing the ex post relevant conclusions in terms of:

a. The degree and spam of strategic alignment interventions, previously performed as learning solutions for the before mentioned clustering behavior, in order to improve their competitiveness performances.

b. Updating the above results compels the upgrading of competitiveness deficit audit, toward the selection of the Sustainable competitiveness capability dimensions, accordingly.

c. A data mining analysis for hypothesis portfolio validation, followed by the robustness prediction of the pilot Strategic intelligence framework for qualified foresight capability is compelling.

<table>
<thead>
<tr>
<th>Organizational assessment dimensions =SI strategic assets /detective versus anticipatory orientation Internal Selection Environment Critical strategic assets / organizational readiness through foresight capability maturity strategic organizational fitness</th>
<th>Current status quo inertia Awareness analysis</th>
<th>Unstable status quo 1.Incremental transition 2.Organizational fitness 3.Vulnerabilities matching 4.Leveraging current capabilities</th>
<th>Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer type decision cycle</td>
<td>Data Detecting Market oriented</td>
<td>Information Capturing Market oriented lessons to exploit toward vision oriented transition</td>
<td>Early warning Relevant capturing and producing Actionable data and information</td>
</tr>
<tr>
<td>Industry value chain Value system</td>
<td>Standard Informed</td>
<td>Educated Sophisticated</td>
<td>Qualified</td>
</tr>
<tr>
<td>Industry rivalry mechanism Non controllable</td>
<td>Business model standardization Subordinate position</td>
<td>Business innovator leadership Efficient alignment</td>
<td>Process Innovator Dominant position</td>
</tr>
<tr>
<td>Competitive advantage lifecycle Transient CA</td>
<td>Controllable</td>
<td>Controlling and setting</td>
<td></td>
</tr>
<tr>
<td>Marketing communication strategy Market oriented</td>
<td>Vision oriented</td>
<td>Sustainable CA</td>
<td></td>
</tr>
</tbody>
</table>

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5. Conclusion and further research

We consider compulsory to submit the advanced conceptual framework to robustness fidelity and fallacy risk analysis, around the following considerations.

Cultural specificity is predictor of category fallacy and one ex ante cultural compatibility test environment for standard (context specific source of modeling validation) replicable models is strongly recommended. Or any replicable research must underline the homogeneity of diversified market condition in order to formulate preliminary recommendations for defining future evolution of external and internal organizational context.

Contingency planning continues to be the critical vulnerability of management competence, so early warning mechanism is to be set in order to prevent any surprises derived from the dissonance risk as organizational capability failure.

Romanian competitive environment is dominated by a market regulation reactive behavior, facing consequences impossible to foreseen or unwillingly to absorb, which is a short term ready to fix orientation, through a turbulent and nontransparent mutual adjustment mechanism of corporate conduct and country captive government's economic policy.

We must not have false expectations about the foreseen wealth of Romanian competitive environment, that's for it is compulsory to impose and mobilize the organizational prospects around the exigency of embedding the role of management expertise community, starting with a short list of emergencies:

- **Sustainability reporting** - critical factor for reputation trust and accuracy of gathering information for environment scanning
- **Competitive behavior profiling** data base as preliminary tool for guiding the government economic priorities and economic modeling adjusting, accordingly
- **Community of experts** clustering data base as source of knowledge for management capability vulnerability, in order to promote solutions for increasing the competitive prediction accuracy performance
- **Integrate and fructify** the management foresight capability modeling, through standardized framework adjusting Business Intelligence processes as organizational support assets to multiply the effect of increasing absorptive capacity at firm level
- **Stimulate the foresight expertise influence** both at economic policy level and firms level, as well, through emphasizing its importance through international peer recognition.

References

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