

# THE IMPACT OF FORESIGHT MATURITY ON ORGANISATIONAL AMBIDEXTERITY

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POLITECHNIKI BIAŁOSTOCKIEJ

## RATIONALE

- In Western practice, organisational foresight has become **an annual ritual** for many future-oriented companies (Hodgkinson & Healey 2008; Vecchiato, 2015).
- Beneficial impact of foresight carried out in enterprises **on improvement of organisations' ability to create incremental and radical innovations** (Saprong 2010; Iden, 2016).
- Foresight implemented in the enterprise is still a new area of research, so the apparent unavailability of empirically validated foresight constructs and measures may not be surprising. Such constructs and measures are arguably key to growth and progress in this area of research (Curkovic, 2003).
- The research field is **still immature and dominated by exploratory research**. Most often based on case studies or expert opinion, used to create arbitrary categories to order and summarize empirical observations (Iden, 2017; Rohrbeck, 2011).
- There are only a few works **showing an empirical link between foresight and the creation of innovation in companies** (Paliokaite & Pacesa, 2015; Vishnevskiy et al.

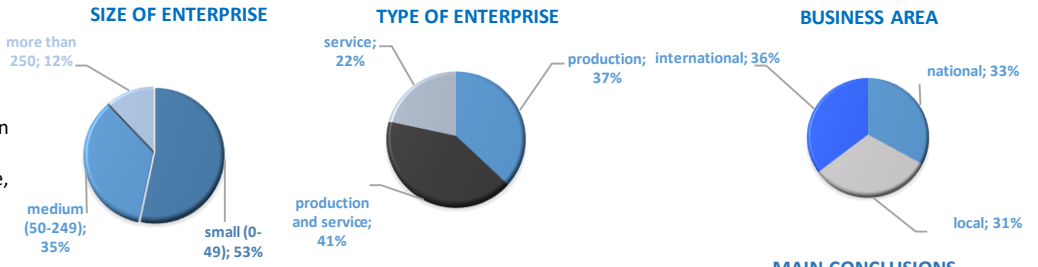


## LIMITATIONS

- The context of Polish industrial processing enterprises (industrial processing enterprises representing small, medium and large enterprises). These enterprises most often compete globally, experience frequent **changes of the produced technologies and show a significant innovative potential**.
- Narrowing the relationship between enterprise foresight and innovation capacity to the relationship between **foresight maturity and organisational ambidexterity**.

## BASIC INFORMATION ABOUT THE RESEARCH

- **Number of manufacturing enterprises in Poland at the time of designing the survey : 203521**
- The minimum sample size, assuming a confidence level of 0.95 and a maximum tolerable error of 5%. calculated for the general population was 383 companies. In total **580 companies took part in the study**.
- **Source of research funding:** MINIATURA 2, Implementation IPC Research Institute, Wrocław.
- **Respondents:** business owners, production managers and innovation managers.



## THEORETICAL SCOPE OF THE RESEARCH

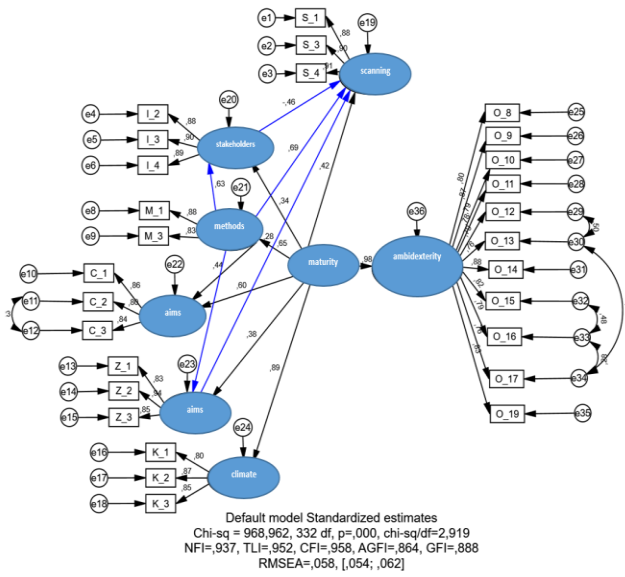
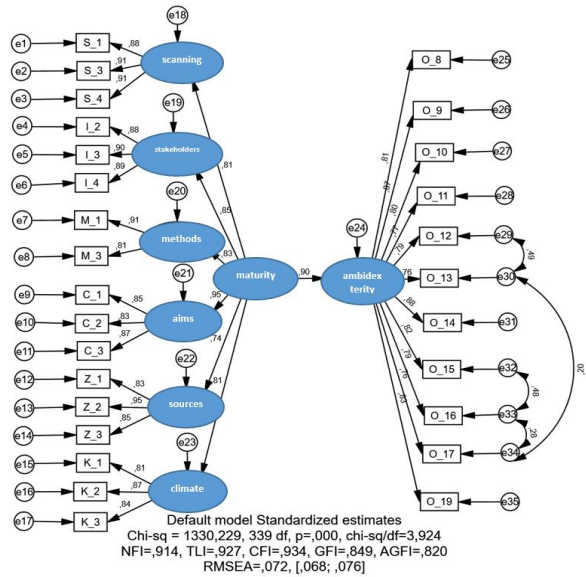
The theory of evolutionary economics (Nelson, Winter, 1982)

Organisational learning theory (March, James, 1991)

The theory of dynamic capabilities (Teece, 1997)

From an evolutionary perspective strategic foresight is seen as part of an exploration and change strategy. i.e. as a dynamic capability (Rohrbeck, 2010)

## STRUCTURAL MODELS



## MAIN CONCLUSIONS

- Foresight maturity has a **positive impact** on organisational ambidexterity.
- Technological turbulence **moderates the relationship between foresight maturity and organisational ambidexterity**.
- The level of foresight maturity **depends on** the industry, area of activity, size and type of company.
- The main constructs of foresight maturity are i) the ability of companies to scan the environment; ii) engaging internal and external stakeholders to create a mission and vision for development and to work on the product; iii) the ability to use the most popular methods of foresight research in companies; iv) the ability to create goals and alternative visions for development; v) the ability to use weak and strong sources; and vi) the ability to create a climate conducive to innovation.
- The **highest foresight maturity** among Polish enterprises of industrial processing is **observed in the production of pharmaceutical products, production of motor vehicles and production of machinery**, the lowest in the production of furniture.