

1 Strategic Agility: Achieving Superior Organizational 2 Performance through Strategic Foresight

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6

7 **Abstract**

8 Firms globally encounter challenges of maintaining business superior performance over a long
9 period. Most business organizations managers in today's modern age, find it difficult to
10 constantly achieve targeted business performance due to poor strategic insight and agility to
11 manage uncertainty business environment and globalization in the 21st century. The majority
12 of firms in the 21st century have recorded a fast decline in financial and non- financial
13 performance resulting from a poor understanding of strategic agility dimensions to tackle
14 global business trends and environmental turbulence. Theoretically, the study was conducted
15 to investigate the link between strategic agility and firm performance through strategic
16 foresight as part of antecedent of strategic foresight. The Dynamic Capability and
17 Entrepreneurship Innovation theories were the underpinning theories for the study.

18

19 **Index terms**— dynamic capability, entrepreneurship innovation, firm performance, strategic agility and
20 strategic foresight.

21 **1 Introduction**

22 Organizations around the globe are in a continuous dilemma of maintaining business performance. Most business
23 organization managers around the world find it difficult to constantly achieve targeted business performance due
24 to the dynamic nature, open market competition and globalization characterized with the 21st-century industry.
25 Firms in different industries around the world have experienced unstable performance, seemingly uncertain on
26 strategies to employ in reacting to flexible policies and unstable performance arising from challenges in the
27 local and international business context. countries, harsh economic and external conditions have placed pressure
28 on firm performance among the African countries (Bredenhann, 2019). The challenges facing firms operating in
29 Africa are diverse and numerous such as political interference, lack of transparency, regulatory uncertainty, policy
30 instability, ongoing infrastructure deficit, uncertainty, delays in passing laws, energy policies and regulations into
31 law are stifling growth, development and investment in several countries around Africa ??PWC, 2018).

32 Nigeria inability to attract fresh investment in different sectors or expand existing ones has left the country
33 in a precarious situation. The loss of investment in Nigeria has become the gain of other countries, including,
34 Ghana, Gabon and Angola, which have become new frontiers for business consideration in Africa. Oyerinde,
35 Olatunji and Adewale (2018) pointed out that most of firms in Nigeria have recorded unstable performance
36 due to slow agility response to challenges of political interference, lack of transparency, regulatory uncertainty
37 and policy instability, and poor infrastructural business superior performance over a long period. Most business
38 organizations managers in today's modern age, find it difficult to constantly achieve targeted business performance
39 due to poor strategic insight and agility to manage uncertainty business environment and globalization in the
40 21st century. The majority of firms in the 21st century have recorded a fast decline in financial and non-
41 financial performance resulting from a poor understanding of strategic agility dimensions to tackle global business
42 trends and environmental turbulence. Theoretically, the study was conducted to investigate the link between
43 strategic agility and firm performance through strategic foresight as part of antecedent of strategic foresight.

3 THEORETICAL FOUNDATIONS

44 The Dynamic Capability and Entrepreneurship Innovation theories were the underpinning theories for the study.
45 Thus a conceptual model was developed to depict the interaction between strategic agility and firm performance
46 through strategic foresight. Majority of past literature shown that strategic agility and strategic foresight have
47 significantly enhanced firm superior performance. This paper recommended that organizational managers should
48 employ strategic agility conceptual measures with strategic foresight in In this modern day of 21st-century where
49 globalization, technology, innovation and diverse products are boundary less to any economy, organizations
50 without strategic agility are bound to experience competitive disadvantage and continuous decline in performance.
51 Rohrbeck and Kum (2018) asserted that strategic agility enhances firm's future preparedness and are powerful
52 predictors for becoming an outperformer in the industry, for attaining superior facilities. Furthermore, Oyerinde
53 et al. ??2018) emphasized that poor strategic agility to these challenges by firms in different industries has
54 created unstable firm performance in Nigeria

55 The decline in performance of firms, according to Zafari (2017) cut across developed, emerging and
56 developing countries due to poor strategic agility and Inadequate response to microeconomic and macroeconomic
57 factors challenges like performance industry environmental factors, task environment, natural and technological
58 environments, social environments, economic and cultural environments, and political, law and security
59 environments coupled with the management of marketing content and product marketing. In developing countries
60 especially African strategic foresight in securing future superior performance and competitive advantage.

61 Strategic foresight involves multiple stakeholders and creates value through providing access to critical
62 resources ahead of competition, preparing the organization for change, and permitting the organization to steer
63 proactively towards a desired future in order to achieve prosperity (Baskarada, Shrimpton, Ng, Cox & Saritas,
64 2016). The concept of strategic foresight addresses the problem of a constantly changing environment, derivation of
65 competitive advantage, market position and firm superior performance (Albright, 2004; ??ohrbeck, Battistella,
66 & Huizingh, 2015). It enhances the identification, observation and interpretation of corporate environmental
67 changes and potential opportunities by determining possible implications as well as responses (Baskarada et al.
68 2016; Sardar, 2010). Generally having a long-term orientation, strategic foresight involves broadening the menu
69 of policy options and taking into account future scenarios that might affect present decisions and enhance firm
70 superior performance (Leigh, 2003; Baskarada et al., 2016).

71 Moreover, several studies have argued that strategic agility helps in dealing with the challenges of organizational
72 performance (Kitonga, 2017). Relatively, most of these past studies reviewed have not established the combined link
73 between strategic agility and firm performance dimensions in the manner in which this study have conceptualized
74 strategic agility and firm performance. This serves as variable conceptual measurement gap that this study intends
75 to establish. In this paper, the dimensions for strategic agility are: strategic insight, internal response orientation,
76 external response orientation, human resources capability, information technology capability) firm efficiency,
77 competitive advantage, customer satisfaction and firm creativity). Hence this paper conducts a theoretical model
78 on the model link between strategic agility and superior organizational performance dimensions through strategic
79 foresight.

80 2 II.

81 3 Theoretical Foundations

82 This paper adopted Dynamic Capabilities Theory and Entrepreneurship Innovation Theory as baseline theories
83 for this study. These theories were selected to guide this study because their perspectives are tied to the focus
84 of the study and the variables under investigation. The justification for these theories employed in this study is
85 based on their theoretical explanation of the study variables.

86 Dynamic Capability Theory (DCT) is the capability of an organization to purposefully adapt an organization's
87 resource base. Dynamic capabilities theory (DCT), which was developed by Teece, Pisano and Shuen (1997) was
88 defined as "the firm's ability to integrate, build, and reconfigure internal and external competences to address
89 rapidly changing environments" (p. 516) and it examines how firms address or bring about changes in their
90 turbulent business environment through reconfiguration of their firm-specific competencies into new competencies
91 (Teece, 2007). The concept of Dynamic Capabilities Theory (DCT) explained the mechanism that links resources
92 and product markets to competitive advantage and firm survival. The DCT further explain how firms gain
93 sustainable competitive advantage, survive in competitive and turbulence business environment in several ways.

94 The DCT framework work on three fundamental presumptions. Firstly, the capacity to sense and shape
95 opportunities. Secondly, to seize opportunities. Thirdly, to maintain competitiveness through reconfiguring the
96 enterprise's assets (Teece, 2007). Despite the popularity and insightful theoretical foundation, the DCT approach
97 does not answer all questions of sustainable competitive advantage. Zahra, Sapienza and Davidsson (2006) argue
98 that that there are some inconsistencies and ambiguities in the literature of DCT. Another criticism of the concept
99 is that DCT are difficult to measure empirically. In the opinion of Ambrosini, Bowman and Collier (2009), to
100 understand dynamic capabilities, the managerial perceptions of the need for change functions of their perceptions
101 of their firms' external and internal environments need to be considered. Thus, it is possible for a manager to
102 misperceive the need for change and as a result fail to apply appropriate DCT.

103 The DCT framework help scholars to understand the foundations of long-run enterprise the zero profit tendency
104 associated with operating in markets open to global competition (Teece, 2007). The framework integrates the

105 strategy and innovation literature and highlights the most important capabilities that the management need in
106 order to sustain superior long run business performance (Teece, 2007). Easter by-Smith, Lyles and Peteraf (2009)
107 emphasized that DC are higher-level capabilities, which enable knowledge gathering, fast response, sharing, and
108 continual updating of the operational processes, interaction with the environment and decision-making evaluations
109 in order to achieve firm competitive advantages and performance. More recently, Esbach (2009) view DC as the
110 capacity of an organization to purposefully create and agile and modify firm resource base so as gain competitive
111 advantage.

112 The Entrepreneurship Innovation Theory (EIT) was propounded by Schumpeter (1934Schumpeter (, 1942)).
113 The theory ascribed that entrepreneurship is about combining resources in new ways such as introduction of
114 new products with better attractions, new methods of production, discovery of a new market(s), identification
115 of new source (s) of supply of raw materials and alteration of existing market arrangements through innovation
116 that brings about radical changes in the market. He regards innovation as a tool of an entrepreneur. The
117 assumption of Entrepreneurship Innovation Theory includes the discovery of a new product, opening of a new
118 market, reorganization of an industry and development of a new method of production.

119 Chepurenko (2015) critic entrepreneurship Innovation Theory that; Innovations are only one of many factors
120 causing cyclical fluctuations in a capitalistic economy. Also it is difficult to differentiate their innovating activity
121 from their ordinary business activity. Furthermore, Chepurenko (2015) asserted Entrepreneurship Innovation
122 theory is criticized because it seems to be one-sided as it puts too much emphasis on innovative functions. It
123 ignores risk taking function and Schumpeter's views are particularly applicable to developing countries where
124 innovations need to be encouraged.

125 The entrepreneurship innovational activities have become a matter of routine these days and there is no need
126 of special agent like innovator for carrying on such activities and thus Schumpeter has over glorified the place
127 of innovator in his model (Small bone & Welter, 2009).The entrepreneur is also viewed as the engine of growth'
128 which sees the opportunity for introducing new products, new markets, new sources of supply, new forms of
129 industrial organization or for the development of newly discovered resources so as to achieve firm competitive
130 advantage and overall performance (Madsen, 2007).

131 4 III.

132 5 Conceptual Review of Strategic Foresight and Strategic 133 Agility a) Strategic Foresight

134 Strategic foresight (SF) is one of the dimensions of strategic sensitivity (Mavengere, 2013), serves as part of the
135 antecedents of strategic agility, identifying, observing and interpreting factors that induce change, determining
136 possible organization-specific implications and triggering appropriate organizational responses (Rohrbeck, Thom
137 & Arnold, 2015). It encompasses the appreciation, learning and anticipation of unveiling environmental trends
138 (Inkinen & Kaivo-oja, 2009) and focuses on the short-term and long term that are termed track changes and
139 pattern recognition respectively (Mavengere, 2013).

140 Strategic foresight is regarded as a process that enhances an organisation's ability to understand the emerging
141 risks and opportunities, drivers, motivations, resources, evolution, and causalities that are linked to alternative
142 decisions, that form the space of possible, plausible, probable or preferred futures paths, so that the organisation
143 can make better informed and prepared decisions on issues concerned with its overall strategic plans and means
144 of achieving its long-term objectives (Kuosa, 2016). It is the analysis of the likely evolution of the business
145 environment in order to promptly detect the opportunities and the threats brought about by the emerging trends
146 and to deal with them properly. It is a set of practices that enable firms to attain superior performance and
147 increase in future markets position (Rohrbeck&Kum, 2018).

148 6 b) Antecedents of Strategic Foresight

149 Strategic foresight has two main aspects: understanding, and anticipation of the future (Chia, 2002).It is built
150 on the assumptions that: multiple futures are possible (that is, that future developments are uncertain and
151 unpredictable); change (drivers) can be identified and studied, and the future can be influenced ??Bereznoy,
152 2017: 12).The interest in strategic foresight is based on the idea to establish a corporate system that warns
153 about unpleasant surprises and identifies emerging opportunities -a skill that large companies have proven to
154 have difficulties with ??Day &S choemaker, 2004).

155 According to Rohrbeck, Battistella and Huizingh (2015), the elements of strategic foresight are: ii. Competitive
156 Intelligence which deals with the assessment of competitors and the identification c) Strategic Agility Strategic
157 Agility (SA) defined by Tabe-Khoshnood and Nematizadeh (2017) as a concept consisting of two components:
158 responsiveness and knowledge management. They further interpret strategic agility as the ability of an
159 organization to detect changes through the opportunities and threats existing in the business environment,
160 and to give rapid response through the recombination of resources, processes and strategies. Extensive review
161 of the SA literature shows that an agile organization can be successful in competitive environment through
162 the abilities of responsiveness, competence, flexibility and speed so that it achieves competitive advantage in
163 the market (Ganguly, Nilchiani& Farr, 2009; Oyedijo, 2012). Doz and Kosonen (2008) considered SA to be a

164 means by which organisations transform, reinvent themselves, adapt, and ultimately survive. They see SA as
165 the capacity of a firm adjust and adapt its strategic direction in a core business in order to create value for the
166 firm. Sampath (2015) SA to be about being adaptive to changes in the business context, spotting opportunities,
167 threats and risks, and launching new strategic initiatives rapidly and repeatedly; while Teece, Peteraf and Leih
168 (2016) referred to SA as "the capacity of an organization to efficiently and effectively redeploy and redirect its
169 resources to value creating and value protecting (and capturing) higher-yield activities as internal and external
170 circumstances warrant" (p. 8).

171 In this study, other strategic agility conceptualizations are: strategic insight, internal response orientation,
172 external response orientation, human resource capability, and information technology capability.

173 **7 d) Strategic Insight**

174 Strategic insight (SI) is the second subconstruct of strategic sensitivity (SS) construct of SA (Mavengere, 2013). It
175 is the tendency of an organization to focus on the present by drawing knowledge from complex strategic situations
176 as they emerge and analyzing them for the organization to benefit from the situations as they unfold (Doz &
177 Kosonen, 2008). In the context of the organization, SI encompasses both the outside view, or external sensing and
178 inside view, or internal awareness (Mavengere, 2013). Internal awareness through probing and experimenting,
179 highlights the organisation's strength and weaknesses in the light of the environment and this may lead to a
180 challenge of the firm's core business assumptions and help to define, refine, and sharpen them. External sensing
181 on the other hand, enables the executives to see their organization from different perspectives when they distance
182 themselves from their routine and they start modelling the organization and its relationship to its environment
183 (Doz & Kosonen, 2010).

184 **8 e) Internal Response Orientation**

185 Internal response orientation (IRO) is a subconstruct of strategic response (SR), a dimensional construct of SA.
186 Strategic response is the ability of an organisation, working in collaboration with its customers and business
187 partners, to quickly and seamlessly reconfigure its resources and processes to react or proactive in line with
188 changes and/or developments in the business environment (Mavengere, 2013).

189 **9 f) External Response Orientation**

190 External response orientation (ERO) has been defined as the ability to predict market occurrences and
191 developments before competitors (Doz & Kosonen, 2008). It implies being open to as much information,
192 intelligence and innovations as possible by creating and maintaining relationships with a variety of different people
193 and organisations (Doz & Kosonen, 2008). Hence, firms need to be oriented towards the market to become aware
194 of the need for change. Mavengere (2013) viewed external response orientation (ERO), a sub-construct of the
195 SR dimension of SA, as the ability of an organization to re-act or pro-act to the business environment.

196 **10 g) Human Resource Capability**

197 Alhadid (2016) defined HRC as consistent with people's capability and flexibility to have crucial roles in an agile
198 organization which faces a permanent change in the circumstances. Human resources capability is a measure
199 of the ability and competence of the workforce to effectively and efficiently do their duties (Mavengere, 2013).
200 Gary, Wood and Pillinger (2012) and Kafi (2014) claimed that HRC is a group of practices and policies that
201 are needed to implement various activities. Through them, management carries out its function to the best
202 of its capabilities. Human resources capability can also be described, according to Al-Hosani, Mohammed-
203 Arbab and Azzam-Elmasri (2017), as managerial activity related to the identification of project's needs in terms
204 of workforce and a response to these needs by providing the appropriate workforce within the numbers and
205 qualifications that correspond to the project's needs, and using these resources in an efficient way to achieve
206 productivity. and assessment of products and services in development or already available in lead markets; iii.
207 Political Environment Foresight which deals with the identification, assessment and usage of information on
208 legislation, the political environment and on shifts in the political landscape; and iv. Consumer Foresight which
209 deals with the identification, assessment and anticipation of consumer needs as well as lifestyle and sociocultural
210 trend of that environment.

211 **11 Information Technology Capability**

212 In his taxonomy of strategic agility, Mavengere (2013) identified information technology capabilities (ITC) as
213 one of the sub-constructs of the collective capabilities dimension of SA and he described this as the ability of
214 the organization to successfully utilize its information infrastructure and resources to derive value in order to
215 improve its performance. It was his opinion that an organization with the required information infrastructure and
216 resources for its core functions will be able to carry out its functions effectively while possession of such capabilities
217 are important for the organization to utilize its information resource and promote information management in a
218 competitive business environment.

219 IV.

220 **12 Conceptual Review of Superior Organizational Performance**

221 **a) Firm Performance**

222 In this paper firm performance was conceptually define and measure with non-financial performance like market
223 share, firm profitability, firm efficiency, competitive advantage, customer satisfaction, firm creativity. The concept
224 of firm performance (FP) is fundamental to businesses as the key objective for business organisations is profit
225 making (Olanipekun, Abioro, Akanni, Arulogun & Rabiu, 2015). Syafarudin (2016) defined FP as the outcome
226 or accomplishment affected by the operations of the company in utilizing the resources owned. Jahanshahi,
227 Rezaie, Nawaser, Ranjbar and Pitamber (2012) also described FP as a result of the actual outcome fashioned by
228 a company which is measured and compared with the expected results. Musyoka (2016) portrayed FP as having
229 improvement over time as a result of the shared values in the company.

230 **13 b) Market Share**

231 According to Cole (2016), Market Share (MS) is the rate of a market either in units or in revenue, accounted for
232 by a specific entity. Market share is calculated on a national level, as well as on more regional and local levels, to
233 determine specific MS. The most basic way of calculating MS is to take the total number of sales for a company
234 and then divide that number by the total sales for the industry. Essentially, MS is the percentage of consumers
235 that a company has captured from its specific, desired market within an industry (Cooper & Nakanishi, 2014).

236 **14 c) Firm Profitability**

237 Gibson (2009) defined firm profitability (FPR) of a firm as its ability to generate earnings. Greuning and
238 Bratanovic (2009) view profitability as the indicator of how a company's profit margins are associated with sales
239 and average capital. It is often expressed with the help of the ratio between this result and sales (or production).
240 Stefe a (2012) stated that FPR is the ability of a lucrative activity to generate revenues higher than expenses
241 involved. The indicators of FPR are well known as profitability ratio or accumulation margin. Brigham, Gapenski
242 and Ehrhardt (2009) considered that FPR is the net result of various policies and managerial decisions, and the
243 profitability rates represent the net operating result of the combined effects of liquidity, asset management and
244 debt management. The FPR may therefore be defined as the ability of a given investment to earn a return from
245 its use.

246 **15 d) Firm Efficiency**

247 Cummings and Weiss (2013) view firm efficiency (FE) as the success of the firm in minimizing costs, maximizing
248 revenues, or maximizing profits, conditional on the existing technology. Assessing the efficiency of firms is a
249 powerful means of evaluating performance of firms, and the performance of markets and whole economies. There
250 are several types of efficiency: al locative and productive efficiency, technical efficiency, dynamic efficiency and
251 social efficiency (Chen & Waters, 2017). Productive efficiency occurs when a firm is combining resources in such
252 a way as to produce a given output at the lowest possible average total cost. Technical efficiency relates to how
253 much output can be obtained from a given input, such as a worker or a machine, or a specific combination of
254 inputs. The simplest way to differentiate productive and technical efficiency is to think of productive efficiency
255 in terms of cost minimisation by adjusting the mix of inputs, whereas technical efficiency is output maximisation
256 from a given mix of inputs.

257 **16 e) Competitive Advantage**

258 Competitive advantage (CA) is simply the ability of an organisation to stay ahead of present or potential
259 competition. It is the superior performance or performance edge of an organization in form of market leadership.
260 According to Ardianus and Petrus (2016), CA is anything that can be done better by the firm when compared
261 to the competitors. Christensen (2010) defined CA as whatever value a business provides that motivates its
262 customers (or end users) to purchase its products or services rather than those of its competitors and that poses
263 impediments to imitation by actual or potential direct competitors. Competitive advantage is regarded as part
264 of the foundation for high level performance (Ismail, Rose, Abdullah, & Uli, 2010). A firm's ability to improve
265 the quality of its products, Year 2020 () A reduce the costs of its products, or enlarge market share or profit is
266 known as CA (Grupe & Rose, 2010).

267 **17 f) Customer Satisfaction**

268 Customer satisfaction (CS) refers to the psychological notion that encompasses the feeling of comfort and pleasure
269 that emanates from obtaining what one hopes for and expects (Ganiyu, 2017).

270 According to Kotler (2001), "satisfaction is feeling of pleasure or disappointment resulting from comparing
271 the performance (or outcome) of a product or service perceived quality in relation to the buyer's expectation" (p.
272 58). Potluri and Hawariat (2010) defined CS as a short-term emotional reaction to a specific service performance.
273 Muriithi (2013) defined CS as the attitude resulting from what customers think should happen (expectations)
274 interacting with what customers think did happen (performance perceptions).

275 **18 g) Firm Creativity**

276 Creativity can be defined at three different levels: the individual, the group or team and the organization (Shalley
277 & Gilson, 2004). Individual creativity requires creative thinking, skills and intrinsic task motivation (Amabile,
278 1997). In organisations, creativity is the process through which new ideas are generated and developed which
279 then make innovation possible (Paulus & Nijstad, 2003). Therefore, while individual creativity is concerned with
280 idea generation, team is concerned with both idea generation and the implementation of these ideas which could
281 then lead to the creation of new goods and services, new processes or new procedures (Andriopoulos & Lowe,
282 2000). This study is concerned with organizational (firm) creativity (FC) as explained above.

283 Gaspersz (2005) defined creativity as the production of new and useful ideas. Goncalo and Staw (2006) defined
284 creativity as the mental process that allows people to think up new and useful ideas. Andersen and Kragh (2015)
285 described creativity as a process that results in novelty which is accepted as useful, tenable, or satisfying by a
286 significant group of others at some point in time. Usually, innovation and creativity are considered to be closely
287 related and, sometimes, the concepts are even used interchangeably (Amar & Juneja, 2008). A widely agreed upon
288 view distinguishes creativity from innovation in that creativity refers to production of ideas, whereas innovation
289 refers to the successful implementation of ideas (McLean, 2005).

290 **19 V. Interaction Model Between Strategic Agility and organizational Performance Dimensions Through**

291 Strategic Foresight

292 The conceptual model for this study shows the link between independent variable (Y) and dependent variable.
293 The dependent variable is firm performance conceptualized as; market share, firm profitability, firm efficiency,
294 competitive advantage, customer satisfaction and firm creativity while the independent variable (X) is strategic
295 agility is also conceptualized as: strategic insight, internal response orientation, external response orientation,
296 human resource capability and information technology capability with strategic foresight as part of antecedent
297 concept of strategic agility. This indicate that strategic foresight also serves as part of conceptual measure for
298 strategic agility. Based on the variable conceptual measurement gap identified in literature related to strategic
299 agility and firm performance, this conceptual model depicted below in figure 1.

300 **20 Global Journal of Management and Business Research**

302 **21 Conclusion**

303 Strategic agility dimensions and strategic foresight are strategies or practices that may be complex to
304 execute, apply and easily understood by organizations in this current 21 st century business trend where
305 unstable environmental turbulence hindered firm performance. Literatures have shown that strategic foresight
306 comprises of identification, observation and interpretation of change inducing factor, environmental scanning on
307 short-term (track changes) and long-term (pattern recognition) bases, detection of opportunities and threats
308 through emerging trends and determination of possible implications and strategic responses which augment
309 the process of strategic agility thus enhance firm superior performance. Conceptually, organizational culture,
310 organizational work force characteristics, organizational structure, building, deployment and redeployment of
311 appropriate organizational capabilities can be viewed as serving antecedents of strategic foresight which enhance
312 strategic agility and firm superior performance apart from other measures of strategic agility such as strategic
313 insight, internal response orientation, external response orientation, human resource capability and information
314 technology capability. Consequently, majority of past studies established that strategic agility and foresight have
315 significantly enhanced firm superior performance across different industries.

316 **22 VII.**

317 **23 Recommendation**

318 Basically, organizational managers endeavor to embrace strategic agility dimensions and strategic foresight
319 in order to achieve superior performance such as market share, firm profitability, firm efficiency, competitive
320 advantage, customer satisfaction and firm creativity. Hence, this study recommended that organizational policy
321 maker, owners and managers should employ both strategic agility and foresight in their business activities,
322 processes, decisions and direction so as to achieve superior competitive advantage and overall performance.
323 Further study should empirically investigate how strategic foresight moderates the relationship between strategic
324 agility and superior firm performance in oil and gas industry and other key industries that determine economic
325 activities, growth and development in Nigeria. Similarly, further study should also empirically examine how
326 Nigeria higher institutions (Universities and Polytechnics) can employ strategic agility and foresight in enhancing
327 global educational standard and superior performance.

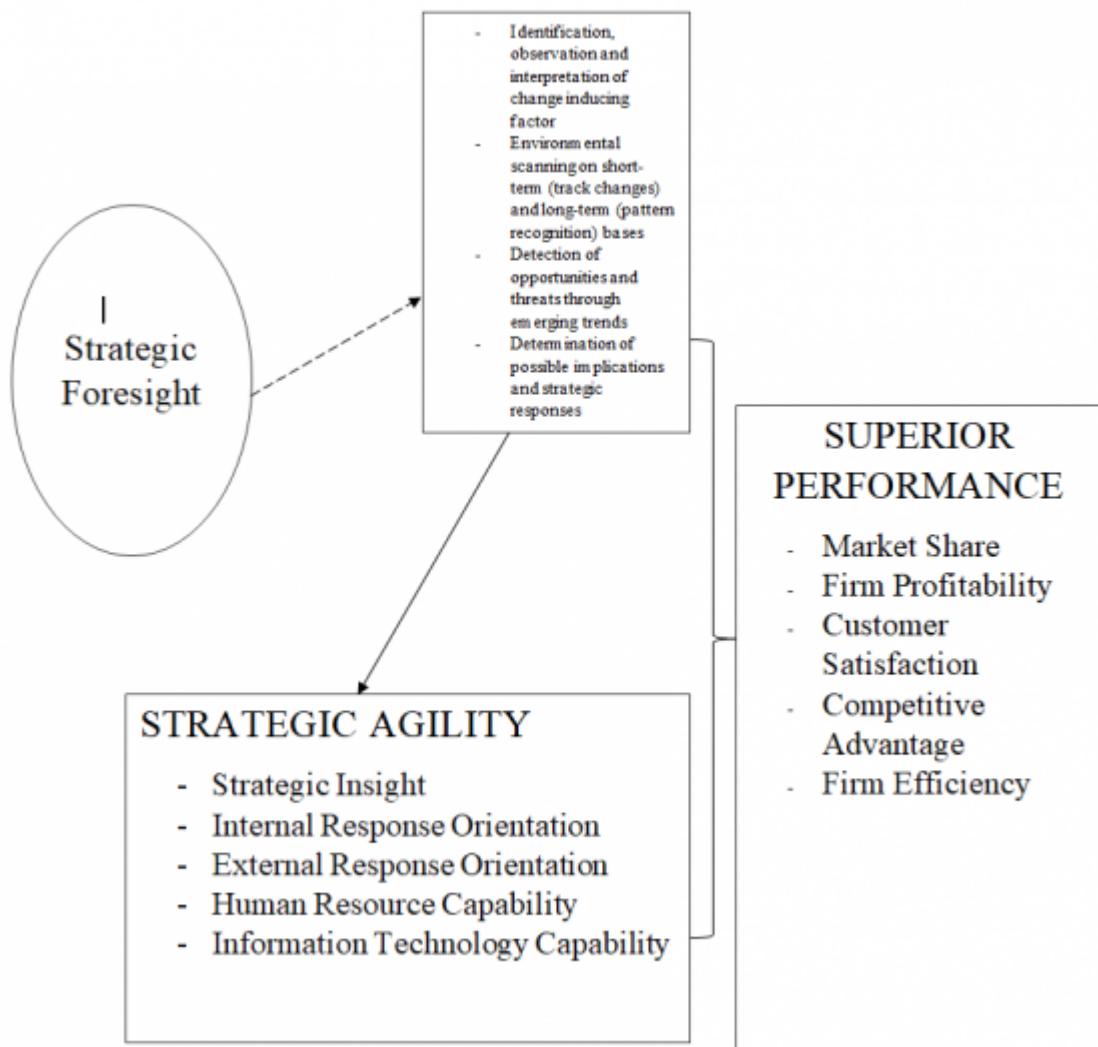


Figure 1:

25.

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Figure 2:

23 RECOMMENDATION

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