7. Розвиток суспільства
в контексті цифрізації економіки

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FORESIGHT-COMPETENCIES AS THE COMPONENT
OF DYNAMIC CAPABILITIES OF ENTERPRISE’S
INNOVATIVE DEVELOPMENT

Foresight-competencies of an enterprise means the enterprise’s ability of transforming its activities due to more or less long-term and significant trends of the field it’s operating at, as well as economics, society and culture as a whole.

On one side, foresight-competencies are turned to cross-sectorial trends’ analysis. They are dealing with attempts at comprehending both: the enterprises, as well as the whole industry functioning and development at long-term perspective. On the other side, foresight-competencies are not directly related to innovation’s assessment and their role in production development and the development of an enterprise with its resources. They are focused on external circumstances of this development.

Which is why, in our opinion, foresight-competencies can be regarded as a component of dynamic capabilities, in considering issues caused by innovations to enterprise’s development through more or less fixed development timeframes. In terms of strategic management, each and every enterprise is a system of multidimensional and multilevel interconnected distinctive resources, and, as well the activities connected to these resources’ transformation (Helfat, & Peteraf, 2014). One of these activities is foresight.

The concept of ‘dynamic capabilities’ was implemented in the second half of XXth century by D.J. Teece (Teece, 2007) in order to enrich the resource-oriented approach or the theory (Barney, 2001): “Dynamic capability is the ability of an organization to react on
changing environment.” (Bogodistov, Krupskyy, & Sardak, 2017, p.150). A lot of other modern and traditional concepts are closely linked to the concept of dynamic capabilities, including the concept of organizational learning, sustainable development, risk management and other. As a whole, the concept of dynamic capabilities is based on the traditional resource-oriented theory, considering the tendencies of various enterprises’ communities’ survival and development under the circumstances of more or less intense political and economic changes, including collapses and crisis of economic and social systems.

Besides that, foresight competencies are connected to so-called organizational capabilities. According to the concept of dynamic capabilities, an enterprise requires active development of its reconfiguration capabilities (resource base) and system of relationships inside and outside of the enterprise according to transformations of sectorial markets.

It is obvious that an enterprise would need both types of capabilities – immutable and unique, as well as alterable and non-unique ones. In addition, it would need to react on both types of trends it may face- obvious and leading tendencies of market development, as well as the hidden and ripening trends. It leads to dividing the core and basic competencies and capabilities of an enterprise. Thus, per V.A.Kulesh “the competitiveness growth is reached mostly due to uniqueness and leadership at core, but not basic competencies. Taking into account the circumstances of modern competitive market, the creation of a high-quality product is not being enough. Though, it is needed to form core competencies, which final combinations will transform into competitive advantages, which would be unique for each and every company in this industry” (Kulesh, 2015, p. 1981-1982). Thus, dynamic capabilities as a set of such competencies have to be unique.

However, there are alternative points of view that postulate equifinality, meaning non uniqueness of dynamic capabilities. The postulate of dynamic capabilities’ “equifinality”: different companies may reach success through different ways, dynamic capabilities are changeable, meaning that generally, their existence contradicts the resource-oriented theory, the postulate of uniqueness of capabilities.
The traditional resource-oriented theory developed the concept of “core competences”, due to which the enterprises’ success corresponded to unique combination of certain resources, competences and technologies. In case foresight-competencies are unique, and only companies with certain foresight-competencies reach success, than it would be a strong argument against equifinality. Though, in case different companies are able to implement different foresight-competencies and reach success with saving competitive advantages, than it would approve Eisenhardt’s and Martin’s remarks about equifinality.

Foresight-competencies of an enterprise include:

1) the ability to detect the indicators of changes (including routines such as detecting “strong”, “weak”, central and peripheral signals of upcoming or completed changes, analysis and correlation them between one another, researching their real and unreal positive and negative consequences, making requirements of training sensitiveness to changes and general observation, reacting on unstable and inharmonious aspects of enterprise’s activity and surrounding society’s life);

2) the ability to create scenarios of events, which may be likely, unlikely, dangerous for development or its support (routine, requesting and performing the task of integrating separate change markers and events to a general alternative scenarios, and the ones that are complementing one another.

3) the ability to manage the development inside and outside of the organization, affecting the zones, where the order is or might be disrupted, which can be identified with the help of signals of various “markers” (routines, offering and completing the tasks of “getting rid of unnecessary” and “adding necessary”, “structuring chaotic” and “deformalizing routine”, “implementing new” and “getting rid of outdated”, “moving independently” and “moving in the flow”, etc.)

4) the ability to manage the course of events both - in society and in the industry (routines, implementing the tasks of formulating and transforming the mission and organizational culture of an enterprise, relating it to ideological trends of the society), etc.

The analysis of foresight-competencies as a component of dynamic capabilities proved their leading role in the implementation of other dynamic capabilities, and, as well, that the foresight of enterprises and industries has a transformative effect on their development as systems, helping them to transform, but not just to
predict the development of industry or enterprise (Andriushchenko K., Rudyk V. et al., p.63). Foresight-competencies are closely related to enterprise’s abilities to detect development opportunities and threats, research and choose reconfiguration opportunities and implement the resource reconfiguration itself.

References


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**COUNTERMEASURE ANALYSIS OF THE DEVELOPMENT OF TOURISM INDUSTRY IN NORTHEAST ASIA**

Under the general trend of economic globalization, the process of regional economic cooperation in Northeast Asia is accelerating, and