

## Effect of Strategic Foresight Dimensions on Customers' Satisfaction of the Selected Business Process Outsourcing Firms in Lagos State, Nigeria

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### Abstract

Customer's satisfaction is pivotal for Business Process Outsourcing (BPO) firms, serving as the primary indicator of their competitiveness and ability to deliver value in a dynamic global market. Despite concerted efforts by industry players to optimize operations and enhance service delivery through various management interventions, these initiatives have frequently failed to yield the desired results, manifesting instead in declining customers' satisfaction consequent to poor performance. This setback suggests that traditional improvement strategies are insufficient without a forward-looking approach, pointing towards poor strategic foresight as a critical underlying cause of these customers' dissatisfaction gap. Hence, the need to examine how strategic foresight dimensions affect the firm customers' satisfaction of selected business process outsourcing firms in Lagos State, Nigeria. The study adopted survey research design. The population of the study comprised 400 regular employees from selected BPO in Lagos State, Nigeria. Total enumeration method was adopted. Structured and validated questionnaire was used for data collection. The Cronbach's alpha reliability coefficients for the constructs ranged from 0.825 to 0.953. A response rate of 99.5% was recorded. Data was analysed using descriptive and inferential (multiple linear) statistics at 5% level of significance. The findings revealed that strategic foresight had significant effect on customer satisfaction ( $Adj.R^2 = 0.44$ ,  $F(5, 398) = 63.43$ ,  $p < 0.05$ ). The study concluded that strategic foresight significantly affect customers' satisfaction in selected business process outsourcing firms in Lagos State, Nigeria. It's therefore recommended that to enhance customer satisfaction, management of BPO should institutionalise strategic foresight as a primary tool for anticipating client needs and market shifts before they become urgent demands.

**Keywords:** *Customers' satisfaction, Environmental vigilance, Organizational resilience, Strategic choice, Strategic foresight, Strategic learning, Strategic vision*

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## **Background to the Study**

Customers' satisfaction at Business Process Outsourcing (BPO) firms is crucial for their sustainability and competitiveness, as it directly influences how well the organisation delivers value, maintains cordial relationship, and achieves its strategic objectives. Efforts have been made to improve the level of customers' satisfaction of BPO firms, however, these efforts have not always yielded the desired results, as evidenced by declines in firms' performance due to low level of customer satisfaction. This customer dissatisfaction gap can be traced to poor strategic foresight, which hampers the ability to anticipate market changes and align resources accordingly. Thus, the need to examine how strategic foresight dimensions affect the customer satisfaction of selected business process outsourcing firms in Lagos State, Nigeria.

Globally, research attention has been drawn to the decline in firm performance due to low level of customer satisfaction within the Business Process Outsourcing (BPO) sector, despite its widespread adoption as a strategic business practice (PwC, 2025). Studies have shown that not all outsourcing initiatives lead to improved firm outcomes, with some research highlighting negative impacts on long-run efficiency and profitability due to reduced innovation and loss of control over critical activities (PwC, 2025). In North America, the Business Process Outsourcing (BPO) industry grapples with diverse challenges that significantly impact its operational efficiency and competitive position. The presence of elevated labor costs, particularly notable in the United States and Canada, presents a formidable obstacle for North American BPO providers striving to compete with lower-cost outsourcing destinations (Mazarik et al., 2020). Talent shortages, as highlighted by Deloitte (2022), are particularly pronounced, creating difficulties in acquiring skilled and specialized professionals essential for certain BPO functions, thereby impeding the proficient execution of complex processes.

Brazil's economy is experiencing a period of moderate growth following several years of economic turmoil (Boschi & Pinho, 2021) still faces many economic challenges that hinder the growth of its BPO (Roy, 2020). One of the main concerns is the country's high public debt, which accounted for a huge portion of the country's Nominal GDP in Dec 2022 (Raga et al., 2022). Doing business in Brazil is challenging due to its intricate bureaucracy, complex tax system, corruption issues, and labour force difficulties (Arnold & Grundke, 2021). In Chile the 'Statista Market Insight report' published in December 2023 provides a comprehensive examination of the Business Process Outsourcing (BPO) market, shedding light on its status and prospects. This report emphasized the market's strength, expansion, and the implications of the sustained annual growth rate on the rising demand for outsourcing services within the region. However, it still deals with several challenges of economic and political uncertainty, tough market entry, cultural and language barriers and small market size (Felzensztein, et al., 2022). Despite Chile's openness to new products and technology, Chilean businesspeople tend to be far more conservative and cautious (Bustamante et al., 2021). It is extremely difficult for a foreign entity to successfully do business in Chile without having either a direct presence in the market or a local partner (Paul, & Mas, 2020).

In Europe, despite global economic upheavals, the United Kingdom's (UK) business landscape in 2023 was described as "squeezed but still standing" (Warner et al., 2023). The past

few years have been some of the most difficult UK businesses have faced (Vickerman, 2021). Several overlapping economic shocks have created an incredibly complex business environment (Möller et al., 2020). This has left an untold challenge to BPO in this region, among which are recession, labour shortage leading to more remote work (Rajagopaul, et al., 2020), with medium sized businesses struggling in the face of a variety of economic shocks and feeling squeezed from all sides (Stenning, 2020). The contraction in consumer spending and heightened inflation have further suppressed business growth prospects, contributing to a notable decline in overall market confidence (Smith & Jones, 2023).

The increasing importance and attractiveness of the United Arab Emirates (UAE) for global businesses bring forth distinct challenges for the Business Process Outsourcing (BPO) sector in the region (Hashim & Matthews, 2021). There is a notable hindrance in terms of slow growth and insufficient investment in technology, impacting the sector's ability to keep pace with evolving industry standards and client expectations (Pereira et al., 2021). Statistics shows that BPO has a promising future in Jordan (Alsokkar, et al., 2024), but despite these prospects, there are challenges facing BPO in the region. One of the most fundamental challenges for BPO in Jordan is the massive taxation rates levied on companies and individuals in national fiscal policy (Mulunda, 2022). BPO faces barriers to establishing their business operations in Jordan, ranging from inadequate policies and financial instruments to limited access to talent (Battad, et al., 2022).

The African business process outsourcing market size as estimated in 2022 is anticipated to expand at a compound annual growth rate (CAGR) of 4.0% from 2023 to 2030 (Ngarukiye, 2023). In recent years, businesses worldwide have recognized Africa as a suitable location for outsourcing operations due to factors such as a sizable talent pool, adequate knowledge, and neutral English dialects that are easy to comprehend, favouring market growth (Clott, 2020). South Africa has been voted the second most attractive Business Process Outsourcing (BPO) location in the world for three years in a row (Rajagopaul, et al., 2020) based on its reputation as a reliable, cost effective, and high-quality destination for outsourced business services (Mukucha, et al., 2020). This has also come with some challenges in certain regions, where issues related to the quality and reliability of infrastructure, including power supply and internet connectivity to the smooth operation of BPO services (Salite, et al., 2021). Over the past few years, Nigeria's Business Process Outsourcing (BPO) sector faces a range of challenges, including intense competition (Akindayo, 2021), diverse client expectations, economic volatility, talent wars (Mhillu, 2022) developing technologies, project management complexities, cultural nuances, resistance to change, and ethical complexities (Singh, 2020). Political uncertainty and infrastructure limitations add further ambiguity to the mix (Lynn, 2022).

Strategic foresight dimensions such as strategic vision, environmental vigilance, strategic choice, organizational resilience, and strategic learning have significant potential to enhance firm performance in Business Process Outsourcing (BPO) but have not received adequate research attention. Highlighting Nigeria's potential as a prime destination for outsourcing, particularly underscoring the importance of robust data infrastructure and extensive

broadband connectivity (Anwar & Graham, 2022). In today's dynamic business environment, the absence of transformative technologies can lead to stagnation, inefficiency, and increased susceptibility (Song & Zhou, 2020). Cultivating a culture of innovation stands as vital for sustained competitiveness and continual growth in today's dynamic business landscape (Afshar, et al., 2020).

Various researchers have considered strategic foresight and its impact on organizational proficiency in satisfying customers (Akpa et al., 2022; Dana et al., 2022; ; Lahnamäki-Kivelä, 2022; Obomeghia and Onuoha, 2023). Existing studies have largely focused on specific industries and geographic locations, often neglecting the unique context of Business Process Outsourcing (BPO) firms. For instance, Obomeghia and Onuoha (2023) explored strategic foresight in the context of SMEs in Rivers State, Nigeria, while Lahnamäki-Kivelä (2022) examined foresight actions among Finnish dairy farmers, emphasizing sector-specific applications. In response to the above challenge, implementing strategic foresight measures becomes imperative, offering a proactive approach to foster innovation and address the identified gaps in the outsourcing industry (Fergnani, 2022).

### **Research Question**

To achieve the objective of this study, research question was asked:

What is the effect of strategic foresight dimensions on customer satisfaction of selected business process outsourcing firms in Lagos State, Nigeria?

### **Research Hypothesis**

The following question guided the conduct of the study

H<sub>0</sub> Strategic foresight has no significant effect on customer satisfaction of selected business process outsourcing firms in Lagos State, Nigeria.

### **Literature Review**

Review of conceptual, empirical and theoretical views of both independent and dependent variables of this study were done in this section.

### **Customer Satisfaction**

According to Yushar et al. (2023), customer satisfaction refers to the personal feeling that emerges when a customer evaluates the performance or outcome of a product or service in relation to their expectations. Yushar et al. (2023) further defined customer satisfaction as an emotional response such as pleasure or disappointment that results from comparing expected and actual outcomes. According to Khadka and Maharjan (2017), customer satisfaction is an overall evaluation of a product or service formed through the customer's experience of purchasing and using it over time, shaped by factors such as product quality, service quality, pricing, and store attributes. Khan et al. (2022) defined customer satisfaction as an emotional reaction arising from a customer's comparison of their expectations with their actual experience of a product, service, or interaction. Shabbir et al. (2022) explained that customer satisfaction is defined as a perception of how well a company's product, service, or experience meets customer needs and expectations. On a psychological level, Anas et al. (2023) described

customer satisfaction as a feeling of pleasure, enjoyment, and well-being that customers experience when their expectations are fulfilled by an appealing product or service. Khan et al. (2022) describe customer satisfaction as an emotional response that arises from a customer's comparison of their expectations with their actual experience of a product, service, or interaction. This definition underscores the emotional significance and the comparison process between expectations and experiences in shaping customer satisfaction. Additionally, customer satisfaction represents the perception of how well a company's product, service, or experience meets the customer's needs and expectations (Shabbir et al., 2022). On a psychological level, customer satisfaction is seen as a feeling of pleasure, enjoyment, and well-being that customers experience when their expectations are met by an appealing product or service (Anas et al., 2023).

Shabir et al. (2022) identified several characteristics of customer loyalty, including repeat purchases, positive word-of-mouth, customer retention, increased profitability, and enhanced customer lifetime value. The researcher also noted that, over time, there can be downsides to customer loyalty, such as high costs and the risk of unrealistic expectations from customers. Customer satisfaction is assessed by comparing customer expectations with the actual performance of goods or services in meeting their needs and desires (Zhong & Hee, 2020). When customers are satisfied, there is an alignment between product performance and customer expectations, which motivates them to make repeat purchases. Conversely, dissatisfied customers may discourage others from buying the product, potentially leading them to choose a competitor's brand instead (Razafimanjary, 2019).

Customer satisfaction offers several key advantages that strengthen a firm's performance and competitive position. When customers are satisfied, they are more likely to repurchase products, demonstrate loyalty to the brand, and recommend it to others, thereby enhancing long-term customer retention and reducing the cost of acquiring new customers (Gon & Yi, 2018). Satisfied customers also tend to show lower sensitivity to price, allowing firms greater flexibility in pricing without risking customer loss. In addition, customers who are pleased with a product or brand often continue choosing it over competing alternatives, which helps sustain market share and supports business stability (Zhong & Hee, 2020). Paying close attention to customer opinions provides firms with valuable insights into their needs and preferences, helping businesses refine their offerings and improve overall service delivery. By actively gathering and responding to customer feedback, firms can build stronger relationships, foster trust, and address issues before they lead to dissatisfaction (Razafimanjary, 2019). Moreover, the key indicators of customer satisfaction such as alignment with expectations, intention to revisit, and willingness to recommend serve as strategic signals that enable firms to assess performance, strengthen customer relationships, and enhance brand reputation (Yushar et al., 2023).

Customer satisfaction, while essential for business success, can also present certain disadvantages when not managed effectively. According to Zhong and Hee (2020), a major drawback arises when firms become overly dependent on satisfying existing customers, which may lead to strategic rigidity. Businesses may focus excessively on maintaining current

satisfaction levels and, as a result, fail to innovate or adapt to market changes, leaving them vulnerable to competitors. Gon and Yi (2018) note that maintaining high customer satisfaction often requires significant financial and operational investments—such as enhanced product quality, improved service delivery, or added features—which can increase operating costs and reduce profit margins. In some cases, attempts to satisfy customers' evolving expectations may result in diminishing returns, where increased spending yields minimal improvements in satisfaction. Razafimanjary (2019) adds that relying too heavily on customer feedback can also pose challenges, as customers' preferences are diverse and sometimes conflicting. Trying to address all types of feedback can create strategic confusion, operational inefficiencies, and resource misallocation. Furthermore, constant efforts to meet every customer expectation may lead to employee workload pressures and reduced internal efficiency. Based on a review of the literature, the researchers in this study define customer satisfaction as the reflection of the level of fulfilment a customer experiences from using a product in comparison to their initial expectations.

### **Strategic Foresight**

Strategic foresight is a systematic and forward-looking approach that organizations adopt to anticipate and prepare for future changes, challenges, and opportunities (Gordon et al., 2020). This proactive strategy involves a structured process of exploring potential future scenarios, trends, and disruptions to inform decision-making (Buehring & Bishop, 2020) and enhance the organization's adaptability. One fundamental aspect of strategic foresight is scenario planning (Burt & Nair, 2020) where organizations create alternative scenarios depicting possible future situations to identify potential challenges and opportunities. Additionally, foresight includes analyzing current trends, such as technological advancements, social shifts, economic changes, and other relevant factors that might shape the business landscape (Gordon et al., 2020). Organizations practicing strategic foresight are better equipped to adapt to changes in the business environment, fostering resilience and competitiveness (Fathi et al., 2021). The insights gained through strategic foresight serve as valuable inputs for decision-making processes, enabling organizations to make informed and forward-looking decisions based on their understanding of potential future scenarios. Effective communication of foresight findings and strategies is crucial (Hamel et al., 2022) to ensure that everyone within the organization is aware of the anticipated future landscape and aligned with the strategies devised to navigate it.

A well-defined strategic vision possesses key characteristics that make it effective in steering organizations toward their goals. Clarity is essential, as an ambiguous vision can lead to misunderstandings and misalignment among stakeholders. A strategic vision should articulate the organization's future direction in a way that is easily comprehensible and free from ambiguity, ensuring that all team members are aligned toward a common goal (Rosvall et al., 2023). Also, the vision should be inspiring and motivational, serving as a source of enthusiasm and resilience that unites and energizes the workforce (O'Reilly & Tushman, 2023). This inspirational quality is often what distinguishes successful organizations, as it enables them to sustain momentum even in challenging times. Furthermore, feasibility is a critical aspect of a strategic vision. While a vision should be ambitious, it must also be

grounded in achievable goals; an overly unrealistic vision risks demoralizing employees and losing stakeholder support (Grant & Jordan, 2022). By balancing clarity, inspiration, and feasibility, organizations can develop a strategic vision that effectively guides them toward long-term success.

### **Environmental Vigilance**

Environmental vigilance refers to the proactive and vigilant approach taken by individuals, organizations, or communities to monitor and respond to changes, threats, or impacts on the environment, as noted by Aho and Duffield (2020). This approach involves continuous, systematic observation of environmental conditions, potential risks, and emerging issues, ensuring that timely awareness and action are taken to address environmental concerns (Ebitu et al., 2021). Environmental vigilance refers to the continuous monitoring of environmental signals that could impact organizational outcomes, requiring proactive and systematic scanning for both risks and opportunities (Charvolin, & Heaton, 2022). It encompasses the attentiveness of an organization or individual towards environmental cues that could necessitate adaptive responses, enhancing resilience in unpredictable contexts (Travell & Fernandez, 2022). Furthermore, it is linked to risk management practices, where organizations actively scan for potential crises or compliance issues in their environments (Atwan et al., 2024). Environmental vigilance is equally important in sustainability, guiding companies in preemptive adaptation to environmental regulations and climate-related challenges (Charvolin & Heaton, 2022). A broad range of activities is encompassed within environmental vigilance, including monitoring air and water quality, tracking biodiversity, assessing changes in land use, and observing climate patterns, as described by Zhou et al. (2021) and Nguyen et al. (2021). These activities rely heavily on advanced technologies and methods for data collection and analysis to detect deviations from normal environmental conditions or signs of ecological stress (Meina et al., 2020). Environmental vigilance offers numerous benefits for both ecosystems and society. One of the primary advantages is the promotion of ecological sustainability, as proactive monitoring can reduce harmful emissions, pollution, and habitat degradation, which are significant threats to biodiversity (Ifenkwe, 2012). In-light of the extent of literature reviewed, environmental vigilance is defined by the researcher as the proactive approach that organizations must adopt to identify, prevent, and mitigate risks associated with their activities on the environment and human rights.

### **Strategic Choice**

Strategic choice involves the decision-making process within an organization aimed at selecting the most suitable courses of action to achieve its goals (Acciarini et al., 2021). This vital aspect of strategic management requires aligning decisions with the organization's mission, vision, and long-term objectives (Cardona & Rey, 2022). Decisions within strategic choice encompass resource allocation, determining how financial, human, and technological resources will be deployed to support the chosen strategy (Chowdhury et al., 2023). A successful strategic choice is adaptable, allowing the organization to respond effectively to changes in the business environment (Haarhaus & Liening, 2020). Stakeholder considerations are integral, as the interests and expectations of employees, customers, shareholders, and the broader community need to be considered. The strategic choice process is dynamic and

iterative, involving the analysis of internal and external factors (Ackermann & Eden, 2020), exploring alternative strategies, and ultimately making decisions that guide the organization's actions. From the review of literature on strategic choice, the researchers in this study define the concept as the decision-making process that determines the future direction and strategy of an organization, involving the selection of the most appropriate course of action from a range of alternatives to achieve specific objectives.

### **Organizational Resilience**

Organizational resilience pertains to an entity's ability to adapt, recover, and thrive when confronted with challenges, disruptions, or adversity (Dindarian, 2023). It involves anticipating, responding to, and recovering from diverse shocks, including economic downturns, natural disasters, or unforeseen events (Hynes et al., 2020). Organizational resilience not only entails navigating disruptions but also incorporates a learning process that enhances processes and strategies for improved future preparedness (Duchek, 2020). According to Zhang et al. (2024), resilience in organizations is also the process of buffering the impact of stressors through adaptive learning and resourcefulness. also, be seen as the proactive development of capacities for dealing with complexity and Resilient organizations exhibit flexibility in structures and processes, which allows them to adapt dynamically to uncertain environments (Shvindina et al., 2024). Further, organizational resilience involves fostering an adaptive culture that enables collective sense-making and rapid response to crises (Kaczmariski et al., 2024). Kaczmariski, et al. (2024) argue that resilience can uncertainty. Li, et al. (2024) frames resilience as organizational “elasticity,” or the ability to expand and contract in response to fluctuating demands.

Furthermore, resilient organizations experience improved strategic planning, as resilience encourages proactive identification of potential risks and their impact on business goals (Zheng & Lin, 2024). The foresight developed through resilience practices allows these organizations to establish competitive advantage, as they are better prepared for disruptions that may debilitate other entities in the industry (Westover, 2024). From the review of literature on the subject matter, the researchers define organizational resilience as an organization's ability to anticipate, prepare for, respond to, and adapt to both incremental changes and sudden disruptions.

### **Strategic Learning**

Strategic learning is a deliberate and continuous process that organizations engage in to acquire, apply, and adapt knowledge for the enhancement of their strategic capabilities (Ferreira et al., 2021). Strategic learning is a dynamic and intentional process embedded within organizations, focusing on the continuous acquisition, application, and adaptation of knowledge to enhance strategic capabilities (Crossan et al., 2021). This involves actively seeking and absorbing information from various sources such as market trends, customer feedback, competitor analyses, and industry developments (Quach et al., 2020). An essential aspect of strategic learning is adaptability, reflecting the organization's ability to adjust its strategies based on insights gained from experiences and ongoing monitoring of the business landscape (Haarhaus & Liening, 2020). This flexibility allows organizations to respond

effectively to changing circumstances and evolving market conditions. Cultivating an organizational culture that values learning and encourages knowledge sharing is crucial for successful strategic learning (Azeem et al., 2021).

Strategic learning is advantageous for organizations as it promotes adaptability in an ever-changing market landscape. By integrating strategic learning into their processes, companies can quickly respond to external changes, leveraging new knowledge to adjust and improve strategies continuously (Minahan et al., 2024). Furthermore, strategic learning fosters a culture of continuous improvement, encouraging employees at all levels to develop critical thinking skills that can lead to innovative solutions (Jørgensen, 2024). The researchers in this study define strategic learning as how organizations adapt and evolve based on insights gained from their operations, which involves integrating evaluation into decision-making processes to foster a culture of continuous improvement elements that drive performance in dynamic business environments.

### **Strategic foresight and Customer Satisfaction**

Strategic foresight has been empirically shown to have a positive and significant impact on customer satisfaction across various studies. Rohrbeck and Kum (2018) found that firms practicing strategic foresight are better equipped to anticipate changing customer needs, enabling the development of products and services that align with future expectations, thereby enhancing customer loyalty and retention. This proactive alignment with evolving market demands cultivates anticipatory capabilities that reduce uncertainty in decision-making, as demonstrated by Rohrbeck et al. (2020), resulting in improved overall customer experiences. Vecchiato (2019) and Battistella et al. (2021) provide further evidence that companies engaging in future-oriented thinking leverage strategic foresight to innovate and respond to latent customer demands, offering solutions that foster higher satisfaction levels. The ability to align organizational strategies with long-term trends gives companies a competitive edge by meeting customer expectations more effectively. Coates et al. (2019) also highlight that organizations with robust foresight capabilities are more adaptive to shifts in consumer behavior, which supports sustained customer satisfaction by allowing timely and relevant responses.

Empirical data from Tsoukas and Shepherd (2020) reinforce this relationship by showing a positive correlation between the use of strategic foresight tools such as scenario planning and trend analysis and customer loyalty metrics. Rasuli (2024) additionally points to the role of strategic foresight in building trust and long-term customer relationships. By demonstrating the firm's forward-thinking nature and capacity to meet future needs, companies not only enhance immediate satisfaction but also cultivate enduring customer confidence. In the retail sector, Shin and Park (2022) documented that integrating strategic foresight into customer relationship management leads to heightened customer engagement and satisfaction. The anticipatory approach allows retailers to deliver products and services proactively, fostering personalization and a sense of care that are crucial to customer satisfaction. Georghiou and Cassingena (2021) emphasize that strategic foresight also enhances service quality by enabling organizations to optimize delivery processes in anticipation.

### **Dynamic Capabilities Theory**

The Dynamic Capabilities Theory, introduced by David J. Teece and collaborators in the 1990s, offers a comprehensive framework for understanding how firms can adeptly respond to changing market conditions and maintain a competitive edge (Zhu et al., 2023). This theory asserts that a firm's ability to create, integrate, and reconfigure its internal and external resources in response to dynamic environments is key to long-term success (Lee et al., 2020; Imudeen, 2022). By focusing on how firms can leverage their dynamic capabilities, such as strategic foresight, firms can stay agile in the face of constant market changes. The theory emphasizes that a firm's success is largely dependent on its ability to evolve and adapt, an essential skill in today's rapidly shifting business landscape.

On the assumptions, the Dynamic Capabilities Theory assumes that firms must continuously adapt and reconfigure their resources and capabilities to respond to changing environments. It emphasizes the importance of learning, innovation, and flexibility in maintaining competitive advantage (Gremme & Wohlgemuth, 2017). Additionally, it posits that firms with strong dynamic capabilities can outperform rivals in rapidly changing markets.

Critics highlight that the theory's focus on adaptability may lead firms to overlook the importance of stability and efficiency in achieving competitive advantage (Helfat & Peteraf, 2009). Overall, while the theory provides valuable insights into innovation and adaptability, its practical applicability and the clarity of its constructs remain subjects of debate in academic and managerial circles (Cavusgil et al., 2007). In the context of this study, the Dynamic Capabilities Theory is applied to explore how various strategic factors influence firms' performance. These factors include strategic vision, environmental vigilance, strategic choice, organizational resilience, and strategic learning.

### **Methodology**

This research adopts a positivist research philosophy as well as the quantitative approach. The study adopted survey research design. The population of the study comprised 400 regular employees from selected BPO in Lagos State, Nigeria. Total enumeration method was adopted. Structured and validated questionnaire was used for data collection. The Cronbach's alpha reliability coefficients for the constructs ranged from 0.825 to 0.953. A response rate of 99.5% was recorded. Data was analysed using descriptive and inferential (multiple linear) statistics at 5% level of significance.

### **Analysis: Data Presentation and Analysis**

The descriptive analysis of the variables was done using the percentage analysis, mean and standard deviation to describe the dependent and independent variables of the research. From the variables used, each respondent was requested to respond based on their level of agreement with the statements which was done on a five-point Likert scale.

### **Response Rate**

A total of 400 copies of the questionnaire were administered to senior management staff members from the selected outsourcing firm in Lagos State. A total of three hundred and

ninety-eight (398), which represented 99.5% of the total copies of the questionnaire administered, were returned and found usable for the analysis.

**Restatement of Research Objective and Research Question**

**Objective:** Examine the effect of strategic foresight dimensions on customer satisfaction.

**Research Question:** What is the effect of strategic foresight dimensions on customer satisfaction?

The objective of this study was to examine the effect of strategic foresight dimensions on customer satisfaction. The respondents were asked to express their opinions on different questions asked in the questionnaire on the strategic foresight dimensions, which varied from strategic vision, environmental vigilance, strategic choice, organisational resilience, and strategic learning. A five-point Likert scale was used to analyse their responses. These points formed the weights for calculating the score for each item. The findings were presented in Tables 1-5, followed by an analysis and interpretation. The descriptive statistics for customer satisfaction were presented in Table 6, followed by the interpretations all of which could not be presented due to limited number of pages.

**Restatement of Research Hypothesis**

**H<sub>0</sub>:** Strategic foresight dimensions have no significant effect on customer satisfaction.

In the hypothesis, strategic foresight dimensions (strategic vision, environmental vigilance, strategic choice, organizational resilience, and strategic learning) as the independent sub variables, while the customer satisfaction was dependent variable. Data for strategic foresight dimensions (SF) was generated by adding together scores of responses from all the items under each dimension to generate independent scores. Data for customer satisfaction was generated by adding together the responses of all items under the variable to create an index of it. The results of the analysis and parameter estimates obtained are presented in the Table below

**Table 1:** Summary of Multiple Regression Analysis for the Hypothesis

N	Model	B	T	Sig.	ANOVA (Sig.)	R	Adjusted R <sup>2</sup>	F (5, 397)
398	(Constant)	6.434	6.931	.000	0.000 <sup>b</sup>	0.669 <sup>a</sup>	0.440	63.430
	Strategic Vision	.170	3.113	.002				
	Environmental Vigilance	-.046	-.739	.460				
	Strategic Choice	.135	2.545	.011				
	Organizational Resilience	.070	1.404	.161				
	Strategic Learning	.371	7.770	.000				
a. Dependent Variable: Customer Satisfaction								
b. Predictors: (Constant), Strategic Learning, Organizational Resilience, Strategic Choice, Strategic Vision, Environmental Vigilance								

**Source:** Researchers' Field Survey, 2026

### Interpretation

Table above shows the multiple regression analysis results for the effect of strategic foresight on customer satisfaction of selected outsourcing firms in Lagos State, Nigeria. The result revealed that strategic vision ( $B = .170, t = 3.113, p < 0.05$ ), strategic choice ( $B = 0.135, t = 2.545, p < 0.05$ ), and strategic learning ( $B = .371, t = 7.770, p < 0.05$ ) all have a significant positive effect on customer satisfaction of outsourcing firms in Lagos State, Nigeria that provide business processes. However, environmental vigilance ( $B = -.046, t = -.739, p > 0.05$ ) and organisational resilience ( $B = .070, t = 1.404, p > 0.05$ ) respectively have a negative and positive insignificant effect on customer satisfaction. The results of the analysis revealed that three strategic foresight dimensions (strategic vision, strategic choice, and strategic learning) have a significant effect on customer satisfaction of selected business process outsourcing firms in Lagos State. This implies that strategic vision, strategic choice, and strategic learning were critical predictors of customer satisfaction of selected business process outsourcing firms in Lagos State.

The correlation coefficient was 0.669, which indicates a high positive relationship between strategic foresight and customer satisfaction. This means that as strategic foresight advances, customer satisfaction increases the relationship. Furthermore, the *Adj. R<sup>2</sup>* was 0.440, suggesting that 44.0% of the variations in customer satisfaction of the selected business process outsourcing firm in Lagos State were attributable to the strategic foresight, while the remaining 56.0% of variances are accounted for by other variables not included in the model. This advocates that though strategic foresight affects customer satisfaction, there are other prominent variables that contribute to changes in customer satisfaction. This implies that the regression model is a good fit. Moreover, strategic foresight has a high effect on customer satisfaction of selected business process outsourcing firms in Lagos State. The predictive and prescriptive multiple regression models are thus expressed:

$$CS = 6.434 + 0.170SV - 0.046EV + 0.135SC + 0.070OR + 0.371SL + U_i \text{ --- Eqn i (Predictive Model)}$$

From the Table, environmental vigilance and organisational resilience was deemed insignificant in the model and was thus omitted from the Prescriptive model equation. The model's prescriptive equation is defined below:

$$CS = 6.434 + 0.170SV + 0.135SC + 0.371SL + U_i \text{ ----Eqn i (Prescriptive Model)}$$

Where:

CS = Customer Satisfaction

SV = Strategic Vision

EV = Environmental Vigilance

SC = Strategic Choice

OR = Organizational Resilience

SL = Strategic Learning

According to the predictive model, three dimensions of strategic foresight, namely: strategic vision, strategic choice, and strategic learning, have significant positive effects on customer satisfaction. Among these, strategic learning ( $B = 0.371$ ) exerted the strongest positive influence, followed by strategic vision ( $B = 0.170$ ) and strategic choice ( $B = 0.135$ ). However, environmental vigilance ( $B = -0.046$ ,  $p > 0.05$ ) demonstrated a negative but statistically insignificant effect, while organisational resilience ( $B = 0.070$ ,  $p > 0.05$ ) showed a positive but insignificant effect. These two dimensions of environmental vigilance and organisational resilience were therefore not significant predictors of customer satisfaction in the model.

According to the model, improvements in strategic vision, strategic choice, and strategic learning would increase customer satisfaction by 0.170, 0.135, and 0.371 units, respectively. The effects of environmental vigilance and organisational resilience, being statistically insignificant, cannot be reliably interpreted for predictive purposes. These results suggest that strategic learning, strategic vision, and strategic choice are positive predictors of customer satisfaction, whilst environmental vigilance and organisational resilience do not significantly influence customer satisfaction among the selected business process outsourcing firm in Lagos State, Nigeria. Thus, BPO managers and strategic leaders in Nigeria should prioritise strengthening strategic learning mechanisms, clarifying and communicating the strategic vision, and improving the quality of strategic choices within their organisations to enhance customer satisfaction outcomes.

The F-statistics ( $df = 5, 397$ ) = 63.430 at  $p < 0.05$  suggests that the overall model is significant for predicting the effect of strategic foresight dimensions on customer satisfaction. This implies that the regression model is a good fit and is statistically significant. This is a strong indication that the application of strategic management practices has a statistically significant effect on the customer satisfaction of selected business process outsourcing firms in Lagos State, Nigeria. Based on these results, we rejected null hypothesis ( $H_0$ ), which states that strategic foresight dimensions have no significant effect on customer satisfaction.

### **Discussion of Findings**

The findings reveal that strategic foresight dimensions have a statistically significant effect on customer satisfaction, as evidenced by the model statistics (Adj.  $R^2 = 0.440$ ,  $F(5, 398) = 63.430$ ,  $p < 0.05$ ). The adjusted  $R^2$  indicates that strategic foresight explains approximately 44% of the variation in customer satisfaction, a substantial explanatory power that underscores its relevance in service delivery contexts. This result implies that strategic foresight constitutes a critical organisational capability that enhances customer satisfaction, thereby rejecting the null hypothesis and affirming its significant positive influence.

The findings of this study reveal that strategic foresight dimensions have a significant effect on customer satisfaction of the selected business process outsourcing firm in Lagos State, Nigeria. This outcome underscores the relevance of anticipatory capabilities in service-oriented organizations where responsiveness, reliability, and adaptability are central to client retention. In line with prior empirical evidence, the significant effect observed suggests that when firms actively scan the environment, interpret emerging trends, and align their strategies with

projected changes, they are better positioned to satisfy customer expectations. Notably, Rohrbeck and Kum (2018) established that strategic foresight enhances a firm's ability to anticipate evolving customer needs, thereby improving customer loyalty and retention. Similarly, Rohrbeck et al. (2020) demonstrated that strategic foresight dimensions have significant effect on customer satisfaction by reducing uncertainty in decision-making and improving overall customer experience. The present study therefore corroborates these findings within the Nigerian BPO context.

Furthermore, the result aligns with the submissions of Vecchiato (2019) and Battistella et al. (2021), who both affirm that strategic foresight dimensions have significant effect on customer satisfaction through innovation and the identification of latent customer demands. Their studies showed that firms engaging in structured foresight activities are able to design forward-looking solutions that resonate with future market expectations. In a similar vein, Coates et al. (2019) found that organizations with strong foresight capabilities are more adaptive to shifts in consumer behaviour, thereby sustaining high levels of customer satisfaction. The implication for the selected BPO firm is that continuous environmental scanning, scenario development, and strategic flexibility contribute meaningfully to enhanced service delivery and customer contentment.

Empirical support for the significant effect of strategic foresight dimensions on customer satisfaction is also evident in the work of Tsoukas and Shepherd (2020), who identified a positive correlation between foresight tools such as scenario planning and trend analysis and customer loyalty metrics. Their findings indicate that firms that systematically prepare for multiple future possibilities are more likely to meet and exceed customer expectations. Likewise, Rasuli (2024) concluded that strategic foresight dimensions have significant effect on customer satisfaction by fostering trust and long-term customer relationships. The forward-thinking posture of such organizations reassures customers of continuity, reliability, and preparedness, factors that are critical in outsourcing relationships where service consistency is paramount.

In the retail and service sectors, Shin and Park (2022) further established that strategic foresight dimensions have significant effect on customer satisfaction when integrated into customer relationship management systems. Their study revealed that firms leveraging foresight insights were able to personalize offerings and proactively address customer needs, leading to higher engagement and satisfaction levels. Georghiou and Cassingena (2021) also emphasized that foresight enhances service quality by enabling firms to optimize processes in anticipation of future demand fluctuations. These findings resonate strongly with the present study, particularly given the service-intensive nature of business process outsourcing, where proactive service improvement directly influences client perceptions and satisfaction.

The results of this study align with the propositions of Dynamic Capabilities Theory, which posits that firms achieve superior performance by sensing opportunities and threats, seizing them through strategic actions, and reconfiguring resources accordingly. Zhu et al. (2023) affirm that dynamic capabilities significantly enhance customer-centric outcomes by enabling

firms to adapt swiftly to environmental changes. Similarly, Lee et al. (2020) and Imudeen (2022) emphasize that adaptive and reconfigurative capabilities strengthen service responsiveness and customer satisfaction. Gremme and Wohlgemuth (2017) argue that foresight-driven capabilities enhance organizational learning and strategic renewal. Consistent with these studies, the present findings confirm that strategic foresight dimensions have significant effect on customer satisfaction by enabling the selected BPO firm to sense, seize, and transform in response to evolving customer demands, thereby validating the explanatory power of Dynamic Capabilities Theory in this context.

### **Conclusion**

The study concludes that strategic foresight serves as a critical determinant of success for business process outsourcing firms operating in Lagos State. Specifically, the results suggest that strategic learning, strategic vision, and strategic choice are positive predictors of customer satisfaction, whilst environmental vigilance and organisational resilience do not significantly influence customer satisfaction among the selected business process outsourcing firm in Lagos State, Nigeria. The adoption of strategic foresight practices leads to enhanced customer satisfaction,

### **Recommendations**

Based on the findings of this study both theoretical and empirical, the following recommendations should be given adequate attention by the management.

- i. To enhance customer satisfaction, management should institutionalise strategic foresight as a primary tool for anticipating client needs and market shifts before they become urgent demands.
- ii. Given the significant relationship found, BPO firms in Lagos should move beyond reactive service delivery and instead utilise trend analysis and scenario planning to predict changes in client expectations.
- iii. Management should establish dedicated units responsible for scanning the external environment for technological and industry developments that could impact service delivery.
- iv. By proactively adjusting service offerings and communication strategies based on these forward-looking insights, the firm can deliver solutions that clients did not even know they needed yet, thereby fostering deeper loyalty and higher satisfaction scores.

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