

INTERMEDIATE DISSEMINATION REPORT

December 2017



**Becoming future-oriented
entrepreneurs in universities
and companies**



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Erasmus+ Programme
of the European Union

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Note:

For anyone interested in the detailed outputs of the WP10 package, such as: a specific phase of the research process, or detailed findings, the project consortium can provide the additional information required. Please contact us at: info@futureoriented.eu.

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beFORE

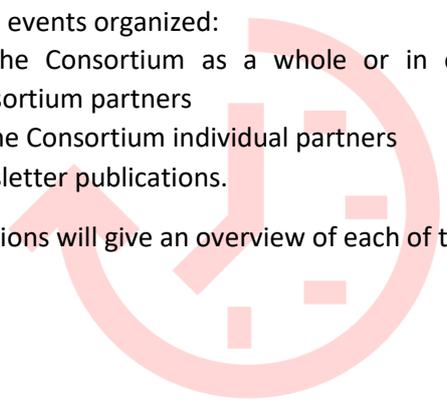
INTRODUCTION

The main objective of this document is to report all the dissemination outputs developed in the first year of the project, in compliance with the guidelines defined in the Dissemination and Exploitation Strategy and Plan document, agreed by all partners in February 2017.

The outputs to be reported during this first year include the following ones:

- The project logo
- The website
- The project leaflet
- The social media profiles
- A summary of the contents published:
 - by the beFORE official website
 - by the Consortium individual partners
- A summary of the events organized:
 - by the Consortium as a whole or in collaboration with different Consortium partners
 - by the Consortium individual partners
- The beFORE newsletter publications.

Therefore, the following sections will give an overview of each of these elements.



beFORE

1. PROJECT LOGO

The official logo of the project is represented by the following image:

Figure 1. Project official logo.



The logo includes the acronym of the full title of the project:

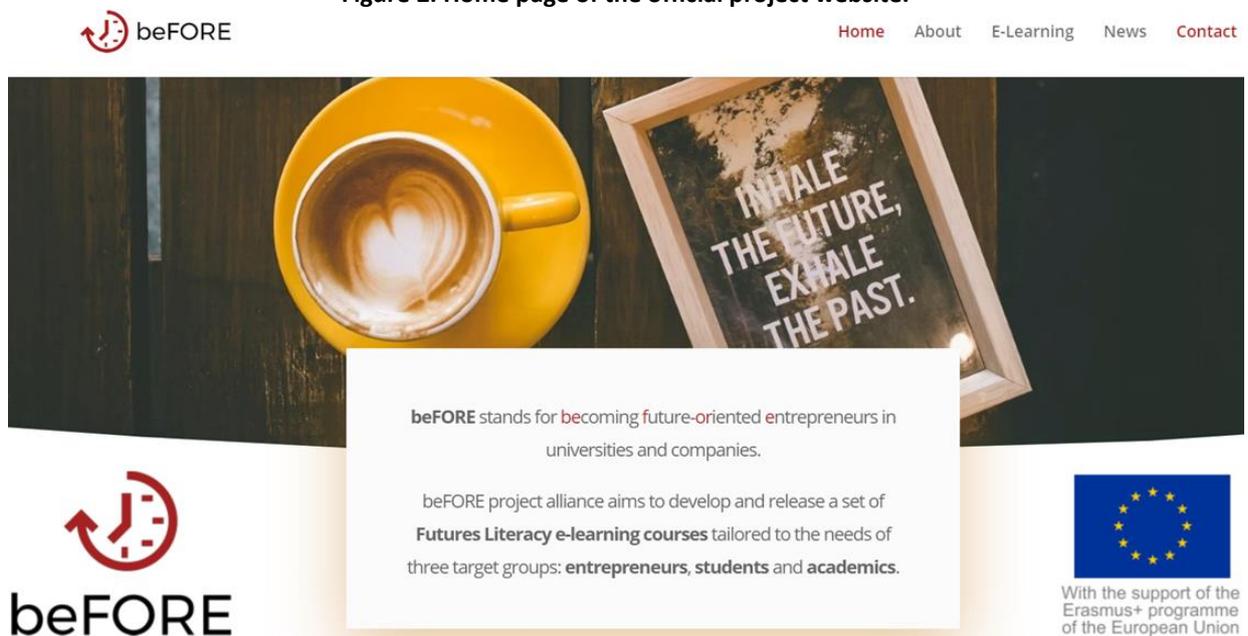
“**BE**coming **F**uture-**OR**iented
Entrepreneurs in universities and
companies”

This logo is the one used in all the documents and materials produced during the development of the project.

2. PROJECT WEBSITE

The project website can be accessed through: www.futureoriented.eu

Figure 2. Home page of the official project website.



The website presents the objectives and contents of the projects, including different functionalities. This website will be the virtual place where the e-learning platform resulting from this project will be hosted.

3. THE PROJECT LEAFLET

The beFORE project leaflet has been designed and published in English and Spanish. This leaflet gives an overview of the project, describing briefly the main objectives, motivations, methodology and expected results.

Figure 3. Double faced leaflet in English.

QUESTIONS ABOUT THE FUTURE	Yes	No	I don't know
Are you asking the right questions about your professional future?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you certain that your organisation's direction is the right one?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you rather focus on the most pressing problems instead of the right ones?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you know how to explore possible futures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Can you name the drivers that influence your organisational future, or the field of your interest?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you understand the implications of emerging trends?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you able to connect global trends with the future of your organisation, or the field of your interest?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Can you connect the future vision to the reality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you answered "No" or "I don't know" at least once, then beFORE educational online offer will meet your needs. If all your answers were positive, please continue with the questions below. Any "yes" will mean that our educational offer will match your interest.

Would you like to acquire skills that will energise the others towards change?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Would you like to see your field of interest or your professional future with fresh eyes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Would you like to increase the capacity of your organisation to fulfil its mission?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PROJECT PARTNERS



ASSOCIATED NETWORKS



Info@futureoriented.eu
www.facebook.com/futureoriented/
twitter.com/beFORE.eu
www.futureoriented.eu

Co-funded by the Erasmus+ Programme of the European Union

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beFORE
Knowledge Alliance 2017-2019

Becoming future-oriented entrepreneurs in universities and companies

www.futureoriented.eu



GENERAL PROJECT OBJECTIVES



Increase futures literacy among students, entrepreneurs and academics



Integrate foresight with other academic disciplines



Guide individuals and organisations in advancing their future preparedness



PROJECT FOCUS

Futures Literacy is the capacity to acquire, design and use anticipation and knowledge about the possible futures to enhance our comprehension of the present complex world. Futures Literacy also instrumentalises the future so that it can serve as a tool, a system or process for making choices, and acting—for individuals, organizations as well as societies. According to Riel Miller of UNESCO, Futures Literacy improves the capacity to detect and give meaning to change and discontinuity, and thereby become more capable of initiating learning processes.

PROJECT MOTIVATION AND RESULTS

1

Higher education institutions slowly update their entrepreneurship education curriculum according to (labour) market needs and global challenges.

2

Higher education and training offer in the field of Futures Studies is not widely and evenly distributed across Europe.

3

Knowledge and good practice exchange between educators of futures studies (incl. practitioners) and academics representing other scientific fields is limited.

4

Managers need competencies to deal with uncertainty and insecurity to survive in a chaotic business environment, in fierce competition and to grow, and prosper in the long run.

EXPECTED OUTCOME

Within beFORE project, we aim to tackle the above-mentioned issues through the development and release of the **online Futures Literacy educational offer** for university students, and professionals such as entrepreneurs and academics (representing non-Futures Studies community). The offer will consist of 16 hours Futures Literacy introductory course and 4h, 6h or 8h long additional learning modules tailored to the needs of each target group of the project.




Figure 4. Double faced leaflet in Spanish.

PREGUNTAS SOBRE EL FUTURO

PREGUNTAS SOBRE EL FUTURO	SÍ	NO	NO LO SÉ
¿Estás preguntando las preguntas adecuadas sobre tu futuro?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
¿Estás seguro de que la dirección de tu organización es la adecuada?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
¿Prefieres centrarte en los problemas que más presión generan en lugar de los adecuados?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
¿Sabes cómo explorar posibles futuros?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
¿Puedes citar los motores que influyen en el futuro de tu organización o tu área de interés?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
¿Entiendes las implicaciones de las tendencias emergentes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
¿Eres capaz de conectar tendencias mundiales con las del futuro de tu organización?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
¿Puedes relacionar la visión de futuro con la realidad?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Si has contestado "No" o "No lo sé" por lo menos una vez, la herramienta on-line beFORE satisfará tus necesidades. Si todas las respuestas eran positivas, por favor, continúa con las preguntas que vienen a continuación. En este caso, un sí significará que la oferta educativa encaja con tus intereses.

¿Te gustaría adquirir habilidades que conduzca a otros hacia el cambio?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
¿Te gustaría ver con ojos nuevos tu área de interés o profesional?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
¿Te gustaría aumentar la capacidad de tu organización para llegar a cumplir su misión?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PROJECT PARTNERS

ERREQUADRO
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UNIBERTSITATEA

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aveniture
ZUKUNFTSFORSCHER

4CP
Seaf the future

ValueD

Foresight Europe Network

EPPP

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beFORE
Knowledge Alliance 2017-2019
 Becoming future-oriented entrepreneurs in universities and companies
www.futureoriented.eu

Este Proyecto ha sido financiado con el apoyo de la Comisión Europea. Este folleto refleja sólo el punto de vista del autor, y la Comisión no será responsable del uso de la información que se encuentre en su interior.

OBJETIVOS GENERALES DEL PROYECTO

Aumentar la Alfabetización sobre el Futuro entre los estudiantes, emprendedoras/es y académicas/os.

Integrar la prospectiva con otras disciplinas académicas.

Guiar a individuos y organizaciones a avanzar en su preparación respecto al futuro.

ENFOQUE DEL PROYECTO

Alfabetización sobre Futuros (AF) Es la capacidad de conseguir, diseñar y usar la anticipación y el conocimiento de posibles futuros para aumentar nuestra comprensión del complejo mundo de hoy en día. La AF también instrumentaliza el futuro, haciendo que pueda ser usado como una herramienta, sistema o proceso para decidir y actuar, tanto a nivel individual como organizacional. Según Riel Miller de la UNESCO, la AF mejora la capacidad de detectar y dar sentido al cambio y la discontinuidad, dando así la oportunidad de iniciar procesos de aprendizaje.

MOTIVACIÓN DEL PROYECTO Y RESULTADOS

1

Las instituciones educativas de alto nivel ponen al día poco a poco su plan de estudios sobre el emprendizaje dependiendo de los cambios de demanda de los mercados laboral y global.

2

La oferta de la educación y la formación sobre estudios de futuro europea no está ni muy extendida, ni uniformemente extendida.

3

El intercambio de conocimiento y las buenas prácticas entre los educadores (y practicantes) de estudios de futuro y académicos de otras áreas científicas es limitado.

4

Los gerentes necesitan tener competencias de AF para enfrentarse a la inseguridad y a la incertidumbre y así sobrevivir en el caótico ambiente empresarial, con feroz competición – y para crecer y prosperar a largo plazo.

RESULTADOS PREVISTOS

En el proyecto beFORE intentamos hacer frente a los problemas citados desarrollando sacando a la luz la oferta de alfabetización sobre futuros online para estudiantes de universidad y profesionales, como emprendedores o académicos (representando la comunidad de estudios no relacionados con el futuro). La oferta consiste de 16 horas de un curso de introducción a la AF y módulos de aprendizaje de 4, 6 u 8 horas adaptados a las necesidades de cada grupo objetivo del proyecto.

4. THE SOCIAL MEDIA PROFILES

Four social media channels have been developed in order to disseminate the word about the project, its development and results, engage a broader public and increase the awareness about futures literacy, foresight and entrepreneurship interrelated topics: Facebook, LinkedIn, Twitter and ResearchGate.

Figure 5. Icons of the social media channels used.



To access these profiles, click on the following links:

- Twitter account: https://twitter.com/beFORE_eu
- Facebook account: <https://www.facebook.com/futureoriented/>
- LinkedIn group: <https://www.linkedin.com/groups/12077406>
- Researchgate project: <https://www.researchgate.net/project/beFORE-Erasmus-Project-Becoming-Future-Oriented-Entrepreneurs-in-universities-and-companies>

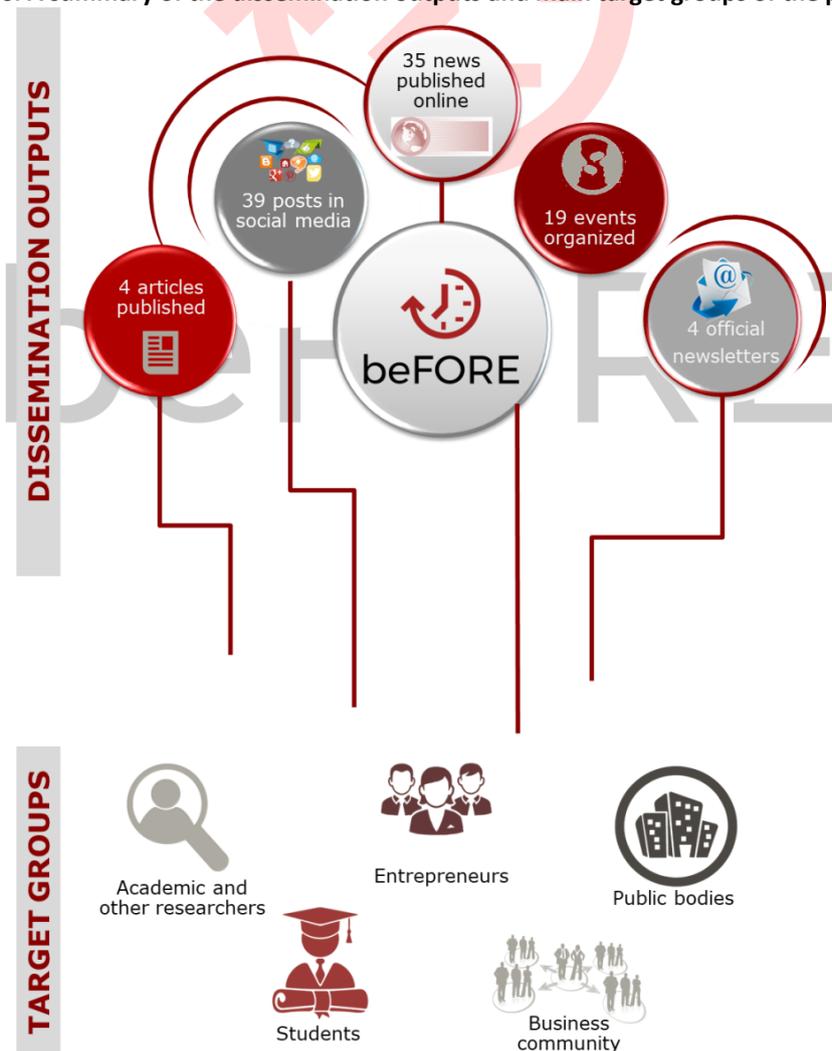
beFORE

5. A SUMMARY OF THE CONTENTS PUBLISHED AND EVENTS ORGANIZED TO DISSEMINATE THE PROJECT

This fifth section includes the main contents published and events organized by the Consortium and its partners to disseminate the project during 2017. As seen in Figure 5, 41 pieces of news were published on line (including official website and partners' and third parties' websites), 4 articles published in magazines, newspapers or other websites and 21 events organized. Additionally, 39 posts were published on project official and partners' social media channels.

All these contents and events aim at disseminating the project among relevant stakeholders, as well as getting their involvement and engagement in relation to futures literacy and entrepreneurship. These target groups include stakeholders from the academic, students and business community, along with the inclusion of public bodies. In some cases the published contents may reach a broad audience (i.e. public in general), due to the use of organizational common channels; however, in many other cases specific public targets have been reached through the organization of specific events and targeting of channels (i.e. direct and personalized mailing, personal contact...).

Figure 6. A summary of the dissemination outputs and main target groups of the project.



5.1. A summary of the contents published

This sub-section reports all the articles and news about the beFORE project published on magazines, newspapers or websites, as well as other contents closely related to the link between foresight, education and/or entrepreneurship.

On the one hand, the “news” section of the beFORE official website includes all the news generated (16) from the launching of the website (see link: <http://futureoriented.eu/blog/>); on the other hand, Table 1 summarizes the publications made by each Consortium partner through other channels (i.e. own channels, third party channels).

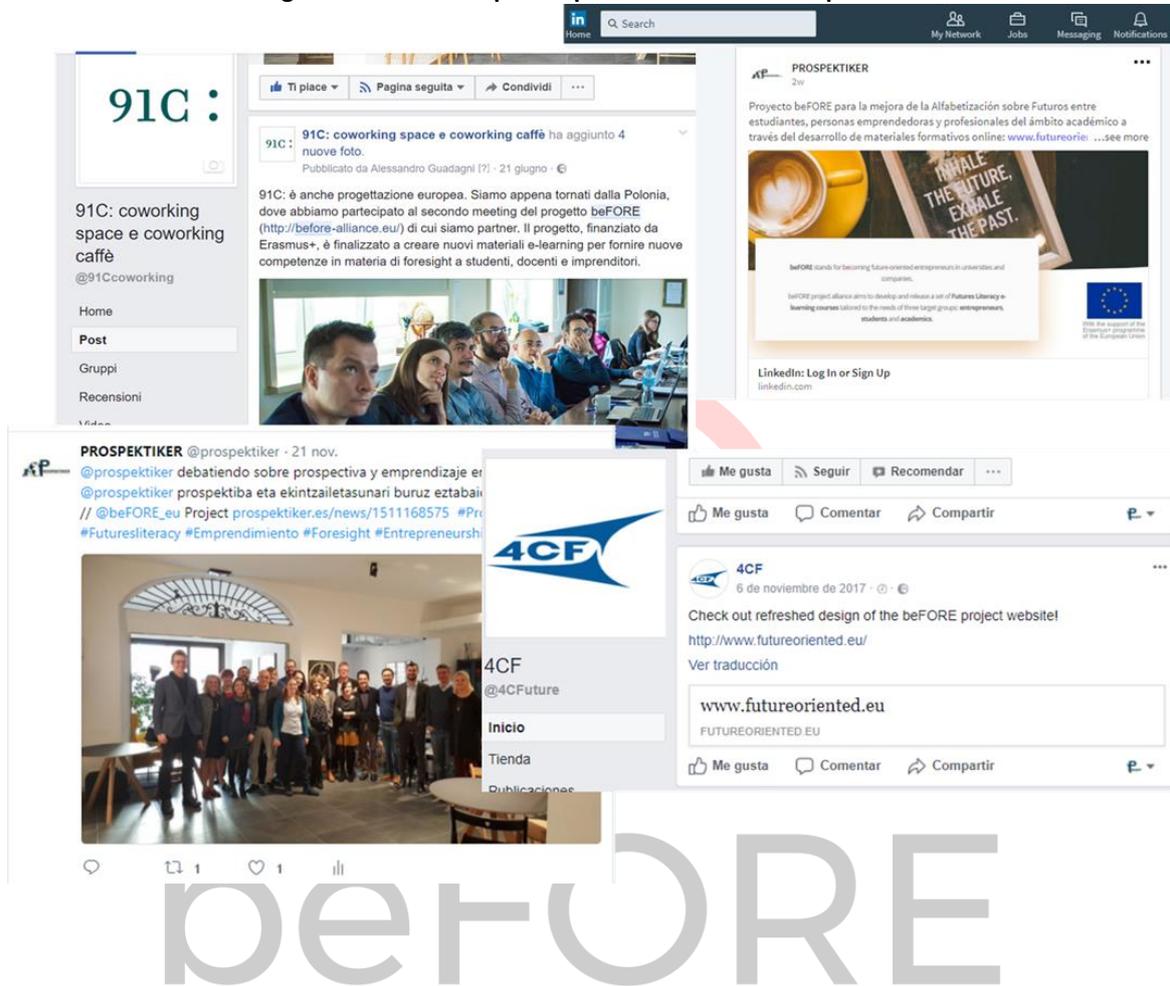
Table 1. Publications made by each Consortium partner.

Title of the contents published	Type of publication	Link
before ERASMUS + Knowledge Alliance 2017 -2019	Website post	http://www.feneu.org/en/projects-studies/
Nurturing entrepreneurs of tomorrow	Article in the Linkedin Pulse magazine	https://www.linkedin.com/pulse/nurturing-entrepreneurs-tomorrow-anna-sacio-szyma%C5%84ska?trk=mp-reader-card
Przedsiębiorcy przyszłości– oferta edukacyjna dla uczelni i firm	Website post	http://www.itee.radom.pl/index.php/pl/archiwum/119-aktualnosci/aktualnosci-2017/493-before
Entrepreneurs of the future - designing educational offer for universities and	Website post	http://www.itee.radom.pl/lang/index.php/106-aktualnosci/aktualnosci-2016/211-entrepreneurs-of-the-future-designing-educational-offer-for-universities-and-companies
First newsletter presentation	Website post	http://www.itee.radom.pl/lang/index.php/106-aktualnosci/aktualnosci-2016/213-before-newsletter
The quest for competences of a future-oriented entrepreneur	Article in the Linkedin Pulse magazine	https://www.linkedin.com/pulse/quest-competences-future-oriented-entrepreneur-anna-sacio-szyma%C5%84ska?articleId=6293062661806657536#comments-6293062661806657536&trk=prof-post
The quest for competences of a future-oriented entrepreneur	Website post	http://www.itee.radom.pl/lang/index.php/106-aktualnosci/aktualnosci-2016/214-the-quest
beFORE - Becoming Future Oriented Entrepreneurs in Universities and Companies	Website post	http://www.ewi-psy.fu-berlin.de/einrichtungen/weitere/institut-futur/Projekte/beFORE/index.html
Erre Quadro is proud to announce the start of the Erasmus+ Knowledge Alliance project: Becoming Future-ORiented Entrepreneurs in universities and companies – BeFORE.	Website post	http://www.errequadrosrl.com/news-ed-eventi/ http://www.errequadrosrl.com/en/news-events/
Newsletter presentation	Website post	http://www.errequadrosrl.com/news-ed-eventi/ http://www.errequadrosrl.com/en/news-events/
Progetto beFORE, Educare all’imprenditorialità del futuro	Website post	https://91c.it/progetto-before-educare-allimprenditorialita-del-futuro/
Secondo meeting del progetto beFORE	Website post	https://91c.it/secondo-meeting-del-progetto-before/
Seconda Newsletter del progetto	Website post	https://91c.it/seconda-newsletter-del-progetto-before/

beFORE		
Terzo meeting del progetto beFORE	Website post	https://91c.it/terzo-meeting-del-progetto-before/
Article in Polish and English introducing the beFORE project	Website post	http://4cf.pl/projekt-4cf-w-europejskim-konsorcjum-jest-realizowany/ http://4cf.pl/before-project-4cf-in-the-european-erasmus-consortium/?lang=en
Article in polish informing on the concept of futures literacy and related goals and planned effects of the beFORE project.	Online article	PTSP (The Polish Society for Future Studies) Website
Politechnika Białostocka BEFORE. Ponad 200 tys. zł. na realizację projektu	Post in local journal official website	http://bialystok.wyborcza.pl/bialystok/1,35241,20644171,politechnika-bialostocka-before-ponad-200-tys-zl-na-realizacje.html?disableRedirects=true
Inauguracja projektu beFORE na politechnice białostockiej	Website post	http://wz.pb.edu.pl/Aktualno%C5%9Bci/2017/04/02/Inauguracja-projektu-beFore-na-Politechnice-Bia%C5%82ostockiej
II spotkanie konsorcjum projektu beFORE	Website post	http://wz.pb.edu.pl/Wydarzenia/e926Vtw-E0uI__wuzckRQA/II-spotkanie-konsorcjum-projektu-beFore
II spotkanie projektu beFORE	Website post	http://wz.pb.edu.pl/Wydzia%C5%82/Galeria/bGlyPL8Hck6NI5AcBDiroQ/II-spotkanie-projektu-beFORE
II spotkanie projektu pt. "BEcoming Future-ORiented Entrepreneurs in universities and companies – beFORE"	Website post	http://wz.pb.edu.pl/Aktualno%C5%9Bci/2017/05/26/II-spotkanie-projektu-pt-Becoming-FutureORiented-Entrepreneurs-in-universities-and-companies--beFORE
Wydział zarządzania politechniki Białostockiej przystąpił do Europejskiej Sieci Foresightowej	Website post	http://wz.pb.edu.pl/Aktualno%C5%9Bci/2017/08/16/Wydzia%C5%82-Zarz%C4%85dzania-Politechniki-Bia%C5%82ostockiej-przyst%C4%85pi%C5%82-do-Europejskiej-Sieci-Foresightowej-Foresight-Europe-Network
ZESPÓŁ beFORE NA ECMT+	Website post	http://wz.pb.edu.pl/Aktualno%C5%9Bci/2017/12/16/Zesp%C3%B3%C5%82-beFORE-na-ECMT
Arranca el proyecto de prospectiva y emprendimiento Erasmus+ beFORE	Website post	http://prospektiker.es/news/1488790981
Segunda reunión de la alianza Erasmus+ BEFORE sobre prospectiva y emprendimiento en Polonia	Website post	http://prospektiker.es/news/1497001418
Reunión de la Red Europea de Prospectiva (FEN) y Taller sobre el Futuro del Trabajo/Tecnología 2050 en Turku, Finlandia	Website post	http://prospektiker.es/news/1497884018
Taller ERASMUS+ BEFORE sobre prospectiva y emprendimiento en la Conferencia sobre innovación ISPIM Viena 2017	Website post	http://prospektiker.es/news/1499849137
Reunión del proyecto beFORE y de la red FEN en Florencia	Website post	http://prospektiker.es/news/1511168575
Educare all'imprenditorialità del futuro: l'Ateneo partner del progetto europeo beFORE	Website post	https://www.unipi.it/index.php/news/item/10057-educare-all-imprenditorialita-del-futuro-l-ateneo-partner-del-progetto-europeo-before

In addition to these publications and official projects' social media profiles and newsletters, partners have used their own social media channels and organizations newsletters to multiply the impact on the target groups to be reached. Figure 6 presents some examples of the posts published on different social media profiles.

Figure 7. Some examples of partners' social media posts.



5.2. A summary of the events organized

Several events have been organized by individual partners and by the Consortium as a whole in order to disseminate the project and its contents and reach as many relevant stakeholders as possible.

Table 2 reports four dissemination events organized by the Consortium as a whole (i.e. events where all partners or some partners from different countries participated) to disseminate the project and its ongoing results. These events consisted of the presentation of the beFORE project in international networks' and conferences' events, as these organized by the Foresight Europe Network or the ISPIM Conference, not only in Consortium's countries but also in other European Countries, as for instance, Finland or Austria. Approximately 90 relevant stakeholders participated directly in these events.

Table 2. A summary of events organized by the Consortioma as a whole.

Event title	Location	Event official website
Local dissemination event organised with Radom Municipality for academics, entrepreneurs and students	Radom (Poland)	http://www.investinradom.pl/page/8,aktualnosci.html?id=385
Foresight Europe Network meeting at the conference Futures of a Complex World	Turku (Finland)	https://futuresconference2017.wordpress.com/
ISPIM 2017: Futures Literacy and Entrepreneurship (beFORE WORKSHOP) within XXVIII ISPIM INNOVATION CONFERENCE "Composing the Innovation Symphony" 18-21.06.2017	Vienna (Austria)	http://www.ispim-innovation-conference.com/
Foresight Europe Network meeting in Florence	Florence (Italy)	http://www.feneu.org/

The following Figures give some evidence of the dissemination events included in Table 2.

Figure 8. Meeting with Radom Municipality (Poland).



Figure 9. FEN Meeting in Turku (Finland).



Figure 10. ISPIM Meeting in Vienna (Austria).



Figure 11. FEN Meeting in Florence (Italy).



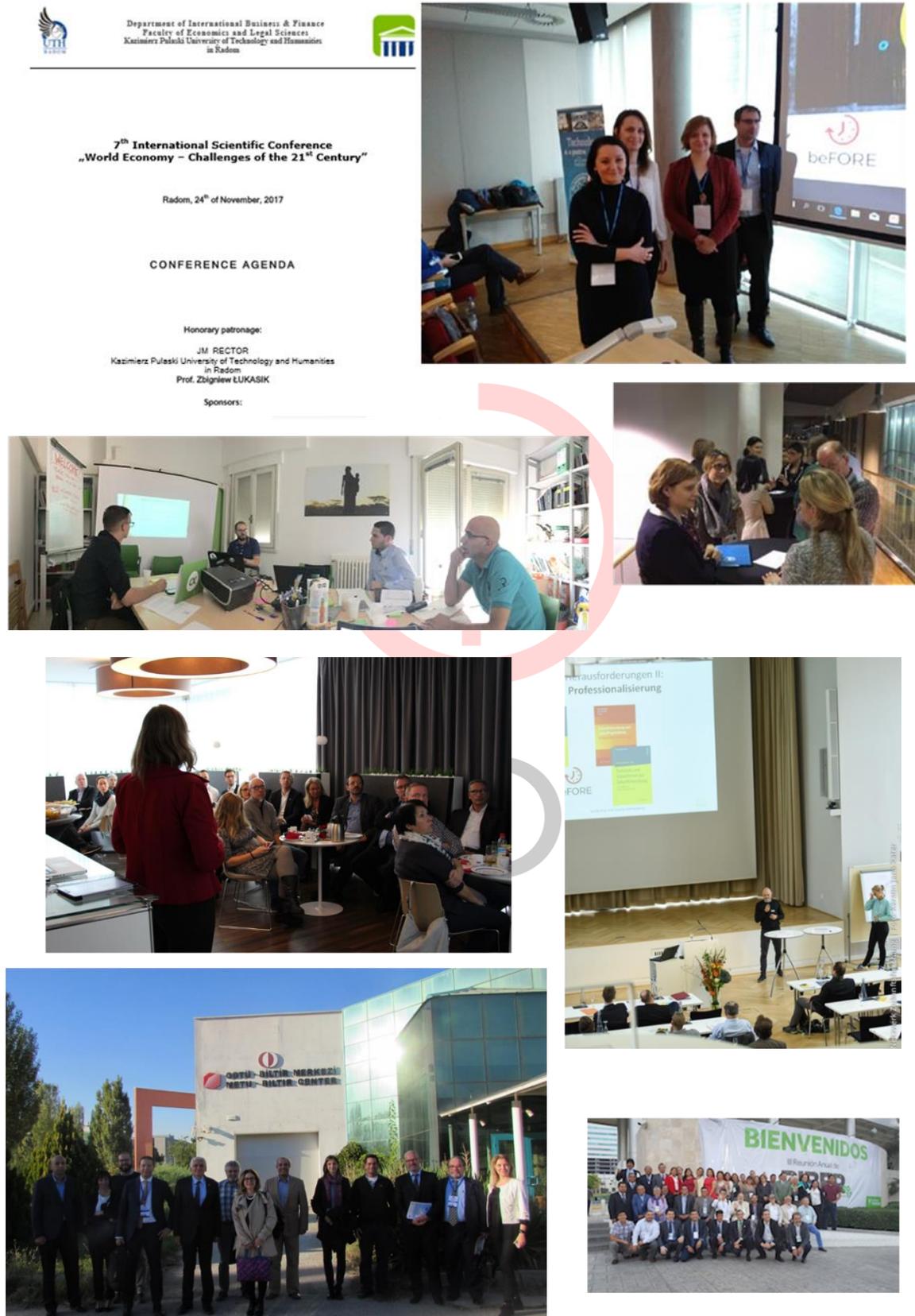
As well as this, Table 3 reports 17 different dissemination events organized by individual partners or in some cases, by some partners from the same country together. These events include from workshops, to presentations or personal meetings. In this cases too, it is worth noting how some of these events were organized in countries not covered by the Consortium, as Turkey or Mexico. In total, approximately 720 relevant stakeholders participated in these events. It is worth noting that some of these stakeholders play a representative role of many other stakeholders (i.e. CEO's of sectorial associations integrated by other members/companies), so the real multiplier effect is expected to be much higher than the defined number.

Table 3. A summary of events organized by partners.

Event title	Location	Event official website
Jahrestreffen Netzwerk Zukunftsforschung - Annual meeting of the Foresight Network – Presentation of the project	Berlin (Germany)	http://netzwerk-zukunftsforschung.de/veranstaltungen/
Institut Futur (FREIE) at Business Brunch azh Novatis GmbH - Keynote on beFORE and Foresight	Munich (Germany)	n/a
Presentation of the project to a research group of the university of Middel East (Ankara)	Ankara (Turkey)	n/a
Meeting with Dr. Eric Maiser, Head of future Business	Frankfurt (Germany)	n/a
Meeting with Dr. Schenk (Technology-Transfer Manager) and Fr. Balke (Manager Training and Education Centre)	Mannheim (Germany)	n/a
Tag der Luft- und Raumfahrt der Region	Lampertheim (Germany)	n/a
Project Presentation to U. Schaumann, E.G.O. Head of corporate Foresight	Telco (Germany)	n/a
Technology Site Visit E-Mobilität und Strategie	Ludwigshafen (Germany)	https://www.cvc-suedwest.com/forum/1/8/409/Technology-Site-Visit-am-24-August-2017-bei-der-aventure-GmbH-in-Ludwigshafen.html
Petersberger Industriedialog	Bonn (Germany)	n/a
Workshop: Where do you go, entrepreneurship education? ECMT+ teacher training event	Poznań (Poland)	http://www.ecmt-plus.eu/
Talleres de prospectiva sobre la futura oferta de servicios	Oñati / Irun (Spain)	See 1 st beFORE e-newsletter
Greenpreneurs - International Multiplier event	Pamplona (Spain)	http://greenpreneurs.eu/news/greenpreneurs-final-international-conference-was-held-on-june-26th/
Presentation of the Project and the results of WP1 in the 7th International Scientific Conference "World Economy - Challenges of the 21st Century". Kazimierz Pulaski University of Technology and Humanities, Department of Economics and Law Sciences	Radom (Poland)	www.worldeconomy.uniwersytetradom.pl
Presentation of the project in the RIBER network meeting	Monterey (Mexico)	http://prospektiker.es/news/1492498541
Presentation of the project in a meeting with the CEOs of 5 provincial sectorial clusters	San Sebastián (Spain)	n/a
Meeting at METU University, with the Director and Professors of Industry 4.0 department to discuss possible collaborations in research, training and technology transfer	Ankara (Turkey)	n/a
Training on Entrepreneurship Education Design - Presentation of the project to organizations which are going to organize entrepreneurship programs	Florence (Italy)	n/a

Figure 12 gives some evidence of the dissemination events included in Table 3.

Figure 12. A sample of pictures that evidence the events included in Table 3.



6. beFORE NEWSLETTER PUBLICATIONS

Four newsletters have been design and distributed in this first year. These newsletters have been distributed via email, in two different formats; the first two newsletters were disseminated in a PDF format, while the last two newsletters where distributed using an online scheme (i.e. mailchimp). The 3rd and 4th Newsletters are available online in the beFORE project official website (see: <http://futureoriented.eu/blog/>).

6.1. 1st Newsletter

Figure 13. A screenshot of 1st Newsletter.

beFORE

Newsletter 1^o

Introduction to beFORE

By Anna Sacio-Szymańska,
Institute for Sustainable Technologies-National Research Institute (PL)

David Ingvar, a Swedish neurobiologist, had been doing research about how the human brain deals with the future. He had shown that the **human brain deals with the future – short-term and long-term future – 24 hours a day**. According to him our mind constantly probes the future, depending on the subject: for the next hour, the next day, the next month, year or years. These time-paths are constructed accordingly to a thinking logic: *“If A happen, I will do B; if A does not happen I will do C etc.”*. Ingvar stated that not only does our brain construct these alternative time-paths into the future, but it also stores them. And he called those the “memories of the future”.

One may ask the question **why would we need a memory of the future?** (cont. p. 2)

ONLINE
GENERATING
DISCOVERING KNOWLEDGE
DECISION-MAKING STUDENTS
EMBRACING HORIZON SCENARIO

FUTURES BUILDING
COMPANY
VISIONS
ALLIANCE

UNCERTAINTY STRATEGY COURSE
FORESIGHT CONNECTING SCANNING
OPPORTUNITIES

E-LEARNING
DISCIPLINES ACADEMICS UNKNOWN
MANAGERS

LITERACY

www.before-alliance.eu

Upcoming events...

2nd Project meeting 22-23 May 2017 in Białystok, Poland	Foresight Europe Network meeting 13-14 June 2017 in Turku, Finland	ISPIM 2017 workshop 21 June 2017 in Vienna, Austria
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The 2nd face to face beFORE We invite you to the 2017 Turku Our Knowledge Alliance

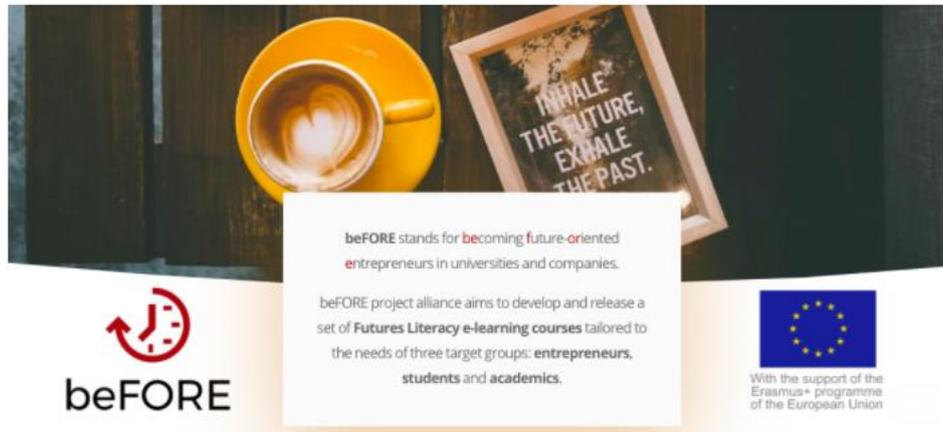
6.2. 2nd Newsletter

Figure 14. A screenshot of 2nd Newsletter.



6.3. 3rd Newsletter

Figure 15. A screenshot of 3rd Newsletter.



Newsletter °3

Latest **news** and **results** of beFORE project and trends about **Futures literacy**.

3rd partnership meeting in Florencia

The third meeting of the beFORE project took place on the 6th and 7th of November in Florence.



beFORE

6.4. 4th Newsletter

Figure 16. A screenshot of 4th Newsletter.



beFORE

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before



beFORE

December 2017