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TEMPLATE OF THE BUSINESS FORESIGHT PRACTICES REVIEW RESULTS

beFORE - Becoming-Oriented Entrepreneurs in universities and companies

Project funded by European Commission Erasmus + Programme – Key Action 2

Knowledge Alliances - Agreement n. 2016 - 2858 / 001 - 001 Project n. 515842-EPP-1-2016-1-PL-EPPKA2-KA

Guidelines: The aim of this template is to identify core foresight and innovation/entrepreneurship competences in relation to knowledge, skills and social competences that a future-oriented manager should possess. The information about the competences and the scope of business foresight practice could be retrieved from e.g.: 1) well documented foresight practices in the existing published works; 2) beFORE project partner's experience in (knowledge about) application of business foresight in the given enterprise. The number of the analysed cases is motivated by its availability.



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A name of the enterprise	Arup
A country	other (United Kingdom)
A city	London
A field of activity	Building and infrastructure design
A size of the enterprise	Large
What was the scope of foresight practice? (a short description, up to 1500 characters including spaces)	<p>Arup Foresight specialises in identifying and analysing trends shaping the future of the built environment. Arup Foresight work combines corporate foresight with Arup's global engineering and consulting expertise. Arup Foresight translates trends into actionable insights that support strategy, design and innovation processes. Arup Foresight acts as integrators in Arup business, supporting the delivery of multidisciplinary design and consulting processes. This includes the design of cities, buildings and spaces; and the processes and experiences that happen within them. Arup Foresight mission is to help Arup and its clients understand trends, explore new ideas, and create value from future opportunities. Arup Foresight facilitates conversations about change.</p> <p>Arup Foresight is part of the Arup University. The team covers the entire knowledge value-chain, from understanding future trends and identifying areas for development, to delivering collaborative research programmes and pursuing opportunities for innovation. Arup Foresight work with organizations, large and small, which strive for excellence and innovation. The foresight practice in Arup is conducted according to the Becker's Think-tank model, which the company itself defines as "foresight by design". The model implies the use of innovative design tools and techniques to bring new ideas to life and to engage clients and stakeholders in more meaningful conversations about change. Abovementioned model combines corporate foresight with consulting expertise and global engineering. The main aim of such foresight practice in company is to equip employees with unique strategy and insight for the future. This practice mainly focuses on the future of the built environment. Core foresight skills are delivered by the team of experts based in New York, San Francisco, London, Berlin, Melbourne, Hong Kong; specialized in the following fields: architecture and engineering, art, social science, biology, economics and physics and the others. These skills give an opportunity of better understanding the current trends explored and considered especially from a holistic perspective, an opportunity of anticipating the change, and also – provide the useful tool of identifying vital worldwide issues and emerging technologies.</p>

**Core foresight and
innovation/entrepreneurship
competencies**

CORE SKILLS AND CAPABILITIES OF THE ARUP FORESIGHT TEAM ARE:

- Horizon scanning, trend research, and trend extrapolation
- Identification and communication of case studies, benchmarks, and best practice
- Scenario planning and visioning exercises
- Workshop design, facilitation and reporting
- Corporate strategy and business development
- Thought leadership and communication of insights
- Development of tools and platforms for knowledge exchange
- Building relationships and connections to other organisations
- Event design
- Facilitation
- Public speaking

THESE CORE CAPABILITIES ARE UNDERPINNED BY:

- research, presentation and design skills.

THANKS TO DIVERSE EDUCATIONAL BACKGROUNDS, THE ARUP FORESIGHT TEAM IS ABLE TO:

- explore the future from a holistic perspective

KEY METHODS THAT ARUP FORESIGHT TEAM USES:

- Horizon Scanning
- Trend Research
- Vision & Strategy
- Scenario Planning
- Concept Design
- Prototyping & Visualisation
- User Journeys & Experience Design
- Talks & Presentations
- Foresight Workshops
- Innovation Workshops
- Strategy Workshops

	<p>Click here to enter CORE FORESIGHT COMPETENCIES OF ENTREPRENEURS AND MANAGERS</p>
<p>The source of knowledge about the foresight activities of the enterprise</p>	<p>Brochure „An Introduction to Corporate Foresight”, Arup 2017 (available online at publications.arup.com/~/.../F101_Brochure_2017_FINAL.ashx) We also used: Foresight consulting Brochure available at: http://www.driversofchange.com/download/2024/</p>
<p>Other observations or comments</p>	<p>Arup aims to “Shape a Better World” and the firm’s designs tend to last many decades. It is therefore vital that Arup and our clients understand the trends that will influence the way people live, work, travel and interact with the built environment in the future. This helps clients to:</p> <ul style="list-style-type: none"> - evaluate different courses of action and make more informed decisions - take into account new trends and their implications - position their business, skill or region to take advantage of emerging opportunities. <p>KEY COMMUNICATION TOOLS THAT ARUP FORESIGHT TEAM USES:</p> <ul style="list-style-type: none"> - Drivers of Change based on STEEP, interviews and workshops, <i>which communicates research, trends, and questions about the future. It is publication series, consisting of sets of knowledge cards, was designed to facilitate conversation about the trends and issues that are likely to have a significant impact on the built environment and the world at large.</i> - Inspire database, <i>is a browser-based collection of emerging ideas, case studies and concepts from across the globe. It captures best practice and innovation in the built environment.</i> - 7see, <i>enables to create evidence-based scenarios. It is a methodology for modelling how an economy will evolve over the next 20 years. It is based on 20 years of historical data and serves as a test bed to evaluate policy ideas</i>