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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.

A name of the enterprise	BASF AG
A country	Germany
A city	Ludwigshafen
A field of activity	Chemicals and Energy
A size of the enterprise	Large multinational
What was the scope of foresight practice? (a short description, up to 1500 characters including spaces)	<p>Unit Reporting directly to the speaker of the management-board, focus on the whole enterprise. About 40 employees with three departments, concentrated in the headquarters. Support of a strategic Dialogue, Identifying potential for growth, Support of strategic risk management.</p> <p>Thematic areas: new markets, emergent growth centres, changing patterns of consumption, changing business models, socioeconomic and demographic studies.</p> <p>Specific thematic areas: international macroeconomics, Commodities, Ecology, technological change, evolution of the chemical industry, political regulation.</p> <p>Environments viewed: all</p> <p>Thematic openness: high</p> <p>Time horizon: 3 to 5 years, partially up to 15 years</p> <p>Core-Methods: (Mega-)Trend-analyses, Scenario-technique</p> <p>Supplementary methods: Simulations / Gaming, Technological Forecasting, Delphi, Roadmapping</p>
Core foresight and innovation/entrepreneurship competences	<p>Medium cultural diversity, low cultural distance to the rest of the enterprise</p> <p>Interdisciplinarity and networking, Internationality, individual autonomy and flexibility, task orientation, long-term and sustainability orientation</p>



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	Future management as strategic group function Challenger, Change-Catalyst and Partner in the strategic Dialogue
The source of knowledge about the foresight activities of the enterprise	Click here to select the SOURCE OF KNOWLEDGE or add other
Other observations or comments	Source: Published studies, namely Müller & Müller Stewens, Strategic Foresight, Stuttgart: 2009. The director of special projects (whom CHK knows) has retired since.