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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

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**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.

<b>A name of the enterprise</b>	BEWA sp. z o.o.
<b>A country</b>	POLAND
<b>A city</b>	Central Poland
<b>A field of activity</b>	FMCG: spring and mineral water and beverages
<b>A size of the enterprise</b>	Large
<b>What was the scope of foresight practice? (a short description, up to 1500 characters including spaces )</b>	<p>Foresight activities were aimed to inform investment decisions BEWA was facing and to support revision of its corporate strategy. External consultants were asked by the BEWA's board of directors to provide data on market trends and to summarize them in a managerial report that would indicate major implications, including opportunities and threats BEWA should respond to in the nearest future.</p> <p>Solutions suggested by the consulting team dealt with two time horizons: medium-run investment horizon and long-run strategic horizon. The investment horizon was addressed by the solution called "The Trend Map", was the data base of market trends needing consideration while making investment decisions. The map was developed in co-operation with the BEWA's management staff, that is now responsible for periodic actualization of the tool. For the strategic time horizon, the Early Warning System called "The Trend Lense" was developed. It considers 7 possible future scenarios depending on the evolution of 13 megatrends. The Trend Lens allows for assessment of probability of trends continuation in the long-run. It also identifies completely new trends that may emerge in the future. The tool is extremely useful for horizon scanning and for identification of weak signals of change.</p> <p>BEWA implemented both tools. They supported its investment decisions, strategy reformulation and revision of cooperation agreements. They are also used as the sandbox for innovation reframing. They are regularly discussed and updated internally.</p> <p>In order to develop these tools, consultants and managers utilized several analytic and foresight techniques, including: desk research, trend analysis, workshops, delphi study and network analysis.</p>
<b>Core foresight and innovation/entrepreneurship competences</b>	Preparation phase: awareness of market volatility, willingness to prepare for the future, willingness to make informed investment decisions, readiness to adjust, readiness to change own mind, basic knowledge on foresight methods and techniques

	<p>Realization phase: ability to question own assumptions, readiness to reframe vision of the future, in-depth knowledge on market and present customers, outside of the box thinking</p> <p>Utilization phase: understanding scenario approach and its implications, future-orientation, open-mindedness, leadership skills, persistence, project management skills</p>
<p><b>The source of knowledge about the foresight activities of the enterprise</b></p>	<p>Personal contact</p>
<p><b>Other observations or comments</b></p>	<p>Competencies of managers ordering and participating in foresight activities will almost always differ from the competencies of the team actually realizing core foresight tasks (doesn't matter if they are internal analysts and specialists or external consultants). Hence, the competencies listed above don't cover all the competencies that were essential in the project. Just the competencies of BEWA's top management. It should be also noted, that the competencies needed during the "Utilisation phase" will vary depending on the nature of the project - for singular-use foresight analyses they will be substantially different than for effective utilisation of tools and procedures implemented in a company and intended for continuous use.</p>