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## TEMPLATE OF THE BUSINESS FORESIGHT PRACTICES REVIEW RESULTS

### *beFORE - Becoming-Oriented Entrepreneurs in universities and companies*

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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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<b>A name of the enterprise</b>	Daimler Chrsysler
<b>A country</b>	Germany
<b>A city</b>	Berlin
<b>A field of activity</b>	Automotive
<b>A size of the enterprise</b>	Large Multinational
<b>What was the scope of foresight practice? (a short description, up to 1500 characters including spaces )</b>	<p>Research-Centre associated to one board-department, within R&amp;D function About 35 employees in three theme-oriented departments with activities abroad (US, JP)</p> <p>Social and strategic study of the future and future corporate environments, Evaluation of innovations, Strategic early warning (risks/opportunities) 95% internal assignments</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: Drive-concepts / future technologies, Mobility / Traffic, creation of added value in the automotive industry.</p> <p>Environments viewed: all</p> <p>Thematic openness: high</p> <p>Time horizon: up to over 15 years</p> <p>Core-Methods: Trend-analyses, Scenario-technique</p> <p>Supplementary methods: Modelling of markets, neural networks, simulation, creativity methods</p>



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<b>Core foresight and innovation/entrepreneurship competences</b>	High cultural Diversity, high cultural distance to the rest of the enterprise  Interdisciplinarity and networking, Internationality, individual autonomy and flexibility, customer and service orientation, creativity (work atmosphere encouraging experiments). Futures-Lab for creative experimentation and discovery Social-Sciences Think Tank
<b>The source of knowledge about the foresight activities of the enterprise</b>	<a href="#">Click here to select the SOURCE OF KNOWLEDGE</a> or add other
<b>Other observations or comments</b>	Source: Published studies, namely Müller & Müller Stewens, Strategic Foresight, Stuttgart: 2009. The practice got a more innovation and less social-science oriented flavour since then, in the splitting-up between Daimler and Chrysler. Some former members of the practice who CHK knows actively pursue academic careers now.