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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.

<b>A name of the enterprise</b>	Deutsche Bank
<b>A country</b>	Germany
<b>A city</b>	Frankfurt
<b>A field of activity</b>	Banking
<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>Mega-Trend Team within Research. Team of specialists reporting directly to the speaker of the management board. Focus on the whole enterprise. About 7 Employees with diverse competences, no formalised structure, concentrated in the headquarters. Strategic early warning and agenda setting. Promoting internal futures awareness and networks of knowledge, support for external communication.</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, Finance / financial policy, Human capital and migration, technological change, innovation/technologies.</p> <p>Environments viewed: all</p> <p>Thematic openness: high</p> <p>Time horizon: 3 up to 15 years</p> <p>Core-Methods: Trend-analyses, Scenario-technique, mathematical/statistical methods</p> <p>Supplementary methods: Methods from the social sciences, System Dynamics</p>



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<b>Core foresight and innovation/entrepreneurship competences</b>	Medium cultural diversity, medium cultural distance to the rest of the enterprise  Interdisciplinarity and networking, Internationality, individual autonomy and flexibility, customer, task, and service orientation, cross-functional communication / interaction  Interdisciplinary centre of competence with thematic and methodological expertise for long-term, socio-economic trend and environmental analyses
<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 (hearsay, not confirmed by actual insiders) was since then moved into investment banking as a service (analysis) department.