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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>	<b>Franz Haniel &amp; Cie. GmbH</b>
<b>A country</b>	Germany
<b>A city</b>	Duisburg
<b>A field of activity</b>	Franz Haniel & Cie. GmbH is a German family-equity company. Development and manufacturing of woven and knitted mattress textiles.
<b>A size of the enterprise</b>	Big
<b>What was the scope of foresight practice? (a short description, up to 1500 characters including spaces )</b>	<p>Haniel's managers and staff think in a future-orientated manner, are open to new things Haniel identify developments and trends at an early stage. Following detailed discussions with all concerned, Haniel implement solutions quickly, systematically and with perseverance. In doing so, Haniel adjust its processes and structures flexibly to changing conditions. Haniel do not see innovation as an end in itself: change is always guided by our long-term corporate goals. We therefore constantly reflect on the consequences of our decisions and weigh up the benefits of innovation against the cost – including the social cost – before bravely venturing into new territory.</p> <p>Haniel's common goal to increase the value of the Group – through value-oriented management, the active shaping of our Portfolios and concentrating on global growth markets. Here, long-term business success always takes precedence over short-term profit.</p> <p>Foresight means shaping companies' long-term thoughts and actions.</p> <p>Foresight was used to:</p> <ul style="list-style-type: none"> <li>- achieve leading positions in the relevant markets</li> <li>- increase the value of the Group</li> <li>- maintain a balance between social, environmental and economic goals</li> </ul>
<b>Core foresight and innovation/entrepreneurship competences</b>	<p>Ability to acting in a forward-looking manner</p> <p>Ability to clear specification of responsibility</p> <p>Ability to fair competition and respect laws, traditions and social values</p> <p>Ability to acting with corporate concerns in mind</p> <p>Ability to see mistakes as opportunities to learn</p> <p>Ability to integrate all parties involved in work and decision-making processes at an early stage</p>



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<b>The source of knowledge about the foresight activities of the enterprise</b>	Information on the public website (if YES enter web address)
<b>Other observations or comments</b>	<a href="#">Click here to enter OTHER OBSERVATIONS OR COMMENTS</a>