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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	Hilti
A country	Liechtenstein
A city	Schaan
A field of activity	Fastening / Power Tools
A size of the enterprise	Large
What was the scope of foresight practice? (a short description, up to 1500 characters including spaces)	<p>Team in central division - reporting to the board of management. About 6 Employees with diverse competences, no formalised structure, concentrated in the headquarters.</p> <p>Long-term strategic studies of the future and corporate environments in the context of fundamental reviews / rework of the strategy</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: Ecology and Sustainability, International building and construction markets, construction technologies, building codes and standards</p> <p>Environments viewed: all</p> <p>Thematic openness: medium</p> <p>Time horizon: 3 to 10 years</p> <p>Core-Methods: Trend-analyses, Scenario-technique, classical strategic analyses</p> <p>Supplementary methods: Modelling of markets, Simulation, Roadmapping</p>



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Core foresight and innovation/entrepreneurship competences	Medium cultural diversity, low cultural distance to the rest of the enterprise Interdisciplinarity and networking, Internationality, individual autonomy and flexibility, task orientation, high level of strategic professionalism. Forward-looking corporate function supporting the long-term development of the group and its business units.
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.