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## TEMPLATE OF THE BUSINESS FORESIGHT PRACTICES REVIEW RESULTS

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

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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>	KSB AG (KSB Group)
<b>A country</b>	Germany
<b>A city</b>	Frankenthal (Pfalz)
<b>A field of activity</b>	producers of pumps, valves and related service
<b>A size of the enterprise</b>	Globally 16,196 employees and 89 companies
<b>What was the scope of foresight practice? (a short description, up to 1500 characters including spaces )</b>	A report on 10 years of foresight activities focusing on how sustainable innovation can be developed and designed – from idea, prototyping, production to marketability and market maturity. (sustainable ie: „People, Profit, and Planet“). KSB in the value-chain produces part not for one customer but for a diverse group of businesses, interdisciplinary professionals. In some markets the products are being used for over 60 years. As a medium sized enterprise KSB can't afford to do long term foresight studies but still needs to be able to anticipate products that are needed in the future with their demand of sustainability. Therefore their foresight process starts with the Ideation towards the idea then being evaluated by stakeholders and management. This leads to the development of a strategy to best use the opportunities within a market. The implementation includes a product with high market maturity.
<b>Core foresight and innovation/entrepreneurship competences</b>	Abstract thinking (ideation), ability to communicate with various stakeholders, create an understanding for the process, understand social as well as technical systems – system thinking,
<b>The source of knowledge about the foresight activities of the enterprise</b>	Keller, K. Christoph „Nachhaltige Innovationen gestalten“ (p. 385-408) published in: Popp, Reinhold; Zweck, Axel (Hrsg.) (2013) „Zukunftsforschung im Praxistest“. Schriftenreihe: Zukunft und Forschung. Bd. 3. Springer VS. Berlin, Heidelberg. / 419 pages <a href="https://www.ksb.com">https://www.ksb.com</a>
<b>Other observations or comments</b>	This foresight practice has received the prize from a z_punkt study in 2008 as best practice