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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.

A name of the enterprise	Lunar Design
A country	other (USA, Singapore)
A city	San Francisco, Chicago, Singapore
A field of activity	Innovative product design
A size of the enterprise	Large
What was the scope of foresight practice? (a short description, up to 1500 characters including spaces)	<p>Knowledge brokering is a key process for sustaining foresight in Lunar Design. The foresight practice in the Lunar Design is conducted according to the Collecting Post model, i.e. foresight is regarded as a part of regular activities of company. Foresight practice includes: regular workshops; brainstorming and creativity sessions, constant communication and dissemination among employees; the knowledge exchange about current industrial trends and achievements which have an important influence on development of the company in technical and scientific dimensions. The company staff regularly updates databases about Lunar projects conducted in the past, and about ideas of new products (also not accepted by customers). Employees share among themselves past/current project methodologies (as a source of the vital inspiration), anyone can propose an idea for a blue-sky project, around which a project team is being formed in a bottom-up approach. Lunar conducts constant verification of designed solutions by potential customers, it looks for technological solutions and products from similar industries, it has broad and strong external networks and uses the knowledge and experiences of companies and institutions which represent parallel industries. The company favors an imaginative, curious, explorative mind as one of the regular company practices is to visit toy, hardware stores or technology exhibitions and technology – related training seminars for inspiration.</p>
Core foresight and innovation/entrepreneurship competencies	<p>STAFF IN THIS FIRM IS EXPECTED AND ENABLED TO CONSTANTLY PROBE THE FUTURE THROUGH A VARIETY OF ESTABLISHED PROCESSES AND PRACTICES, WHICH ENABLE CREATIVITY AND GENERATE VALUABLE ‘FUTURES’:</p> <ul style="list-style-type: none"> - Experimentation: <ul style="list-style-type: none"> ○ <i>Conducting trial and error experiments, which are a central part of the creative process in Lunar Design;</i> - Knowledge brokering: <ul style="list-style-type: none"> ○ <i>Making connections between different industries or projects,</i> ○ <i>Looking at the company’s existing portfolio or the wider competitive environment;</i> - Updating:

- *Building on the past as a key for mobilizing foresight; it includes keeping people informed about past and recent developments;*
- **Blue-sky projects:**
 - *Enabling the generation of wild and impractical ideas;*
 - *Identifying even remotely possible futures as part of the day-to-day work activities;*
- **Brainstorming:**
 - *probing the future on an everyday basis through brainstorming to identify potential avenues for new product development;*
- **Scanning the external environment:**
 - *identifying future trends in different industries through visiting exhibitions, various stores, attending technological seminars etc.;*
- **Alliances:**
 - *Engaging a virtual network of partners such as: consumers, technologists, suppliers who provide valuable input in the new product development efforts.*

COMPANY HIRES PEOPLE WHO ARE:

- Highly interested in learning;
- Highly interested in growth.

COMPANY'S CULTURE INCLUDES:

- Promoting inquisitive attitude that mobilises creative 'accidents' (risk-taking culture)
- Promoting different viewpoints
- Pushing employees to constantly challenge the status quo
- Pushing employees to do more thinking and planning before doing work
- Pushing employees to break the rules in every project
- Pushing employees to constantly ask the question: "Is there a better, smarter, faster way to do this?"
- Being able to 'sell' the vision of the project to fellow employees and proselytize them to the work
- Being able to push the clients to explore new avenues in product development
- Being able to conduct trial and error experiments
- Being able to involve clients in this forward-looking stances reg. product development
- Being able to explore new avenues in product development
- Being able to make connections between different industries or projects
- Being able to look at the company's existing portfolio or the wider competitive environment

	<ul style="list-style-type: none"> - Keeping people informed about past and recent developments - Getting and spreading knowledge about top advancements in multiple domains - Being able to draw external inputs for the identification of potential futures - Discussing industry trends and exchanging information about new materials, processes or technologies - Updating staff on latest developments on a regular basis - Mobilizing forward-looking thinking - Encouraging people to learn technical tools - Sharing knowledge in the company about its new pieces of technology or new tools - Keeping past ideas alive in databases and idea banks - Sharing methodologies for solving problems - Encouraging people to send out emails about interesting and funny things - Promoting proactive attitudes towards lifelong learning and knowledge brokering among employees (and thus extending knowledge of the organization) - Carrying out continued monitoring of business environment - Using previous unrealized ideas in processes of creation new, unconventional products - Enabling the generation of wild and impractical ideas - Enabling employees to consider and generate novel solutions - Enabling creativity
<p>The source of knowledge about the foresight activities of the enterprise</p>	<p>C. Andriopoulos, M. Gotsi, Probing the future: Mobilising foresight in multiple-product innovation firms, <i>Futures</i> 38 (2006), pp. 50-66 (available online 20 June 2005).</p>
<p>Other observations or comments</p>	