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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	Philips
A country	other (Netherlands)
A city	Amsterdam
A field of activity	Designing of the appliances, digital media, electrical tools
A size of the enterprise	Large
What was the scope of foresight practice? (a short description, up to 1500 characters including spaces)	<p>The foresight practice in the Philips relies on scenarios and roadmapping. Within this approach the foresight practice focuses on emerging trends (mainly technology and market trends) and on the demand of the goods produced by the company. Foresight is also used more broadly: to acquire the knowledge about potential users of new technologies. Therefore foresight practice facilitates orientation of managers in the external environment and is regarded as the condition of their strategic planning. Information about such foresight practice is disseminated among all employees of the company and also outside the company (for example on the internet). This open space of the dissemination of the foresight practice, gives the managers the opportunity of receiving constructive feedback from a wide audience.</p>
Core foresight and innovation/entrepreneurship competencies	<ul style="list-style-type: none"> - Being able to identify new trends - Being able to interact with a wide external audience and extract valuable information from it - Being able to recognize fast customer demand (trends, shifts) - Being able to identify customers' preferences at the early stage - Being able to apply roadmapping for new technologies identification - Ability of strategic thinking and planning - Perceiving future directions and aims within the main business areas of the company - Being able to quickly adjust to the changing environment
The source of knowledge about the foresight activities of the enterprise	<p>K. Cuhls, R. Johnston, <i>Corporate Foresight</i>, in: C. Cagnin, M. Keenan, R. Johnston, F. Scapolo, R. Barre, <i>Future-Oriented Technology Analysis. Strategic intelligence for an innovative economy</i>, Paris 2008.</p> <p>N. Wippel, <i>Multinational strategic foresight of environmental trends in the automobile industry using internal resources</i>, Munster 2014.</p> <p>R. Vecchiato, C. Roveda, <i>Uncertainty, foresight and strategic decision –making: evidence from leading companies</i> (Forth International Seville Conference on Future-Oriented Technology Analysis – FTA 12-13.05.2011 – conference's materials and articles) http://foresight.jrc.ec.europa.eu/fta_2011/documents/download/PAPERS/THEME_2/2c_Business/Vecchiato.doc</p>



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Other observations or comments	The foresight practice is conducted by the special internal team in the company dedicated to the exploration of emerging trends