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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>	<p>Click here to enter NAME OF THE ENTERPRISE</p> <p>Philips          Rovio Entertainment          Dibigogs          Google</p>
<b>A country</b>	<p>Various</p>
<b>A city</b>	<p>Multiple cities</p>
<b>A field of activity</b>	<p>Various</p>
<b>A size of the enterprise</b>	<p>Large</p>
<b>What was the scope of foresight practice? (a short description, up to 1500 characters including spaces )</b>	<p>The analysis concerning foresight practices in the abovementioned large companies from various branches was conducted by E. Hiltunen and described in a book entitled "Foresight and Innovation. How Companies are Coping with the Future". On the basis of the interviews with the presidents of the companies, the author managed to extract seven factors influencing the success of foresight/innovation activity (see below).</p>
<b>Core foresight and innovation/entrepreneurship competencies</b>	<ul style="list-style-type: none"> <li>- <b>Aiming high.</b> Being bold in setting goals.</li> <li>- Innovation activity requires <b>persistence, networking and communication.</b></li> <li>- Trying to find <b>positive sides to the innovation</b> when others not.</li> <li>- <b>Testing.</b> Being bold and dare to fail.</li> <li>- <b>Interaction with the target groups</b>, observing people's reactions and learning from them.</li> <li>- Accepting that <b>taking an innovation to the market usually takes time and money.</b></li> <li>- Having the <b>courage to act in a way that has not been done before</b> in your field (that is innovation activity in itself)</li> </ul>
<b>The source of knowledge about the foresight activities of the enterprise</b>	<p>E. Hiltunen, Foresight and innovation. How Companies are Coping with the Future, Palgrave MacMillan, 2013.</p>
<b>Other observations or comments</b>	<p>-</p>