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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.

<b>A name of the enterprise</b>	REPSOL S.A.
<b>A country</b>	SPAIN
<b>A city</b>	Madrid
<b>A field of activity</b>	Repsol Technology Center
<b>A size of the enterprise</b>	Large
<b>What was the scope of foresight practice? (a short description, up to 1500 characters including spaces )</b>	<p>The Repsol HEREDERA project presents an analysis of energy supply and its relationship with energy technologies. The research field has been divided in 10 Nodes: Water, Climate Change, Economy, Energy, Geopolity, Legal, Environment, Non-Energy Natural Resources, Social and Tecnosocial. The nodes have worked on their topic and have sent information, variables, trends, models, scenarios, proposed questions, experts and references. The project team, in the light of the information they were getting, and keeping in mind the objectives of Heredera Project and the information needs for the computer model which is being designed, have designed the Delphi questionnaire: types of questions or statements, and structure of the questionnaire. To select the questions (trends) they have served mainly to its importance in the node, its relationship to energy technologies, and that are not already contained in other nodes. After a review process, they had the latest information to complete the final questionnaires that we will send to each node in the first round Delphi. Using the feedback from the experts participating in the first round of the Delphi study, they have prepared the questionnaire for the second round.</p>
<b>Core foresight and innovation/entrepreneurship competences</b>	<ul style="list-style-type: none"> <li>Basic knowledge on foresight methods and techniques</li> <li>Ability to question own assumptions</li> <li>Readiness to reframe vision of the future</li> <li>In-depth knowledge on market and present customers</li> <li>Outside of the box thinking</li> <li>Understanding scenario approach and its implications</li> <li>Future-orientation</li> <li>Open-mindedness</li> </ul>
<b>The source of knowledge about the foresight activities of the enterprise</b>	Personal contact



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**Other observations or comments**

Combining the competence of a large experience with the Delphi method together with an advanced knowledge of the energy sector and related technologies was key for the success of this project.