TEMPLATE OF THE BUSINESS FORESIGHT PRACTICES REVIEW RESULTS

beFORE - Becoming-Oriented Entrepreneurs in universities and companies

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	Shell
A country	The Netherlands
A city	Hague
A field of activity	Oil industry
A size of the enterprise	Large
What was the scope of foresight practice? (a short description, up to 1500 characters including spaces)	The foresight practice in the Shell company is based on scenario methods. Scenarios combine long-term prediction for the energy markets and the world economy with social and geo-political analysis. The scenarios focus on the following fields: economic growth, oil supply, oil price options, new challenges in the oil crisis, social change, economic development, globalization, liberalization of markets, dismantling of economic borders, new technology, crisis of international; security, economic crisis. The main advantages concerning foresight practice within company are: improvement of decision-making process and understanding of the environment of the company. The ultimate goal of scenarios for Shell is to encourage and equip business decision-makers to consider the factors that shape their choices right now. Shell scenarios implicitly informed the fundamental mind-sets underpinning decisions.
Core foresight and innovation/entrepreneurship competencies	- Being able to use scenarios to evaluate, identify and assess real-time (present) options - Being able to take into account and address medium-term concerns - Tactical decision-making ability - Strategic thinking ability - Leadership ability - Being able to take into account uncertainty - Understanding complexity of the reality - Understanding the trends - Adjusting easily to the changes - Understanding better the company's environment - Continuous questioning of the company's environment - Ability of overcoming one dominant vision of the reality - Understanding possible consequences of various occurrences - Fast reaction to different events - Understanding the essence of the various events and changes

	- Helping equip decision-makers with a deeper awareness of the very different perspectives others may have, - Helping decision-makers to understand the need to engage effectively with different perspectives others may have, - Helping equip decision-makers with a deeper awareness of the significance to their own future of the choices made by others. - Focusing on people and their behavior and not only on seemingly impersonal economic, political, and social forces - Bringing people together to explore areas in a way that may reveal 'unknown unknowns,' - Assessing on an ongoing basis economic, political, and market signals, and the strategic conversations that take place around these; - Encouraging decision-makers to explore the features, uncertainties, and boundaries of the future landscape, and engaging with alternative points of view.
The source of knowledge about the foresight activities of the enterprise	K. Burmeister, A. Neef, In the long run, Munchen 2005. K. Van der Heijden, Planowanie scenariuszowe w zarządzaniu strategicznym, przeł. L. Klin, Kraków 2000. Bentham J., The scenario approach to possible futures for oil and natural gas, Energy Policy, 64(2014)87–92 https://www.elsevier.com/__data/assets/pdf_file/0018/97002/scenarioapproachtopossiblefuturesforoilandnaturalgas.pdf
Other observations or comments	