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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.

A name of the enterprise	TUI
A country	Germany
A city	Düsseldorf
A field of activity	Tourism
A size of the enterprise	Large
What was the scope of foresight practice? (a short description, up to 1500 characters including spaces)	<p>Department within the marketing-function, associated to board-department. Focus on the whole enterprise. About 35 employees with research and innovation responsibilities, concentrated in the headquarters. Strategic research of markets and trends, process owner of the strategic innovation management (umbrella for bottom-up initiatives).</p> <p>Thematic areas: new markets, emergent growth centres, changing patterns of consumption, changing business models, socioeconomic and demographic studies.</p> <p>Specific thematic areas: Tourism / Travel, eCommerce / eBusiness, innovation research</p> <p>Environments viewed: all</p> <p>Thematic openness: medium</p> <p>Time horizon: 3 to 5 years, partially up to 15 years</p> <p>Core-Methods: Trend- and media analyses, Scenario-technique</p> <p>Supplementary methods: Wild Cards, Roadmapping</p>
Core foresight and innovation/entrepreneurship competences	<p>Low cultural diversity, low cultural distance to the rest of the enterprise</p> <p>Interdisciplinarity and networking, Internationality, individual autonomy and flexibility, customer, task, and service orientation, mediation of knowledge.</p>



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	Promotor for innovation and change, supporting the enterprise in adapting to changes in markets and relating to customers Plattform for innovation
The source of knowledge about the foresight activities of the enterprise	Click here to select the SOURCE OF KNOWLEDGE or add other
Other observations or comments	Source: Published studies, namely Müller & Müller Stewens, Strategic Foresight, Stuttgart: 2009.