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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	ULMA S.COOP
A country	SPAIN
A city	Oñati
A field of activity	Construction
A size of the enterprise	Large
What was the scope of foresight practice? (a short description, up to 1500 characters including spaces)	<p>The project was aimed to develop long term foresight scenarios in the framework of the 4-years strategic plan. As a first stage, a trend analysis was developed by the consulting team, through a desk research on the main trends on the construction sector as a whole, as well as in the concrete subsector where this company is acting. As a result of it, a first list of factors was drafted, as input for the structural analysis exercise. A reflection team of around 30 managers was created to develop the structural analysis exercise and it ended in the final list of strategic factors in the construction sector. The consulting team supported the lead team in the formulation of alternative hypothesis for each of the strategic factors previously identified and afterwards, 3 scenarios were drafted, including the reference "desired" scenario. These scenarios were presented to the management team and discussed in order to come to the final version of the scenarios.</p>
Core foresight and innovation/entrepreneurship competences	<ul style="list-style-type: none"> Willigness to prepare for the future Basic knowledge on foresight methods and techniques Ability to question own assumptions Readiness to reframe vision of the future In-depth knowledge on market and present customers Outside of the box thinking Understanding scenario approach and its implications Future-orientation Open-mindedness Leadership skills Project management skills
The source of knowledge about the foresight activities of the enterprise	Personal contact



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Other observations or comments

The scenario development process as part of the whole strategic planning process worked very well and was a guarantee that the "desired" scenarios was going to be considered as the main long term vision for the company.