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	Białostocka Fabryka Okien
A country	Poland
A city	Białystok
A field of activity	Doors and windows industry
A size of the enterprise	small
What was the scope of foresight practice? (a short description, up to 1500 characters including spaces)	The case was based on the concept of business foresight which embraces a triad of assumptions, namely: anticipation, innovativeness and communication of the future. The foresight research process in the company took place in 2014 (within the project B+R platform – an innovative model of cooperation among science, business and administration in Podlaskie region coordinated by the Bialystok Foundation for Staff Training) and comprised of logically linked research methods including: an in-depth interview with the presidents of the company, business coaching workshops with the company's employees, STEEPVL analysis, scenario analysis, future box technique, Porter's five forces analysis, a survey carried out among the enterprise's customers, and strategy formulation. The main results of the research have enabled to determine the company's foresight maturity level, the most important factors influencing its activity, possible areas of improvement and to set strategic goals in the fields indicated by the presidents and the employees of the company

Core foresight and innovation/entrepreneurship competencies	DURING THE FORESIGHT RESEARCH PROCESS STAFF IN THIS COMPANY WAS EXPECTED AND ENABLED TO CONSTANTLY PROBE THE FUTURE THROUGH A COACHING EXERCISE BASED ON EMPLOYEES CREATIITY AND THEIR NEEDS FOR SELF-DEVELOPEMENT WITHIN A COMPANY:
	
	- **Brainstorming:**
	   o *probing the future of the company through brainstorming to identify potential business development*
	- **Scanning the external environment**:
	   o *identifying future trends in different industries through STEEPVL analysis, etc.;*
	- **Assessing the foresight potential**:
	   o *Enterprise maturity was determined on the basis of an in depth structured interview consisting of 25 questions with the presidents of the company addressing such dimensions as: leadership, framing, environmental scanning, forecasting and vision building.*
	
	- **Internal and external networks:**
	   o *The long term strategy of the company was elaborated taking into account the opinions of its employees, managers as well as external stakeholders such as customers and foresight researchers.*
	- **Moreover, company's culture promotes:**
	- different viewpoints

	- involving customers in forward-looking activities - exploring new business fields - spreading knowledge about top advancements in doors and windows industry - discussing industry trends and exchanging information about new materials, processes or technologies - encouraging people to learn technical tools both in windows and doors industry - creativity - open-minded attitude towards company's developement
The source of knowledge about the foresight activities of the enterprise	BUT team own experience
Other observations or comments	