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TEMPLATE OF CROSS-LITERATURE REVIEW RESULTS

beFORE - Becoming-Oriented Entrepreneurs in universities and companies

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for top publications presenting core foresight and entrepreneurial competences excluding domestic publication
Analysis of at least 10 publications

We would like to direct your attention that filling the last page in this questionnaire is obligatory

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 source of data for the analysis are key books in the field and the other printed works on foresight and entrepreneurship (even popular-scientific studies), as well as peer review articles coming from leading journals such as *Technological Forecasting and Social Change*, *Futures*, *Long Range Planning*, to name but a few. Each partner involved in the task (universities) is free to select at least ten articles/books on the subject matter. The partners are also free to add any relevant articles/books. In the first place, we suggest to work on the publications which deal with the convergence among futures studies, entrepreneurship and innovation. In case of difficulty with the identification of core foresight and innovation/entrepreneurship competences in these sources, we suggest to work on the articles/books from three fields of expertise (namely foresight, entrepreneurship and innovation) separately.

The authors with affiliations	Heiko A. von der Gracht, Christoph R. Vennemann, Inga-Lena Darkow (Supply Chain Management Institute, European Business School, International University Schloss Reichartshausen - Germany)
Title of the publication	Corporate foresight and innovation management: A portfolio-approach in evaluating organizational development
Journal title*	Futures
Number of journal*/year of publication/pages	42(4) / 2010 / Futures
Database of the scientific article's retrieval*	ScienceDirect
Keywords (or phrases)by which the publication was identified	Innovation foresight
Main keywords/phrases of the publication	Not provided
Core foresight and entrepreneurial competences	Were not explicitly stated <i>e.g.: 1) Finding signals of change that affect business activity; 2) Setting specific, tangible goals to create a preferred future; 3) Raising awareness and building foresight capacity with company's employees; 4) Guiding interpersonal interactions to achieve desired foresight results; 5) Using information, knowledge, and beliefs to generate original, innovative solutions; 6) Considering new ways of doing things; 7) Showing tolerance for ambiguous, unstructured situations</i>
Convergence among futures studies and entrepreneurship	- <i>e.g.the application of foresight in the enterprise increases entrepreneurial activities</i>
Convergence among futures studies and innovation	Corporate foresight and innovation management are systematic methods of managing knowledge and coping with future challenges. The first one can be understood as an overarching futures orientation of an organization and may be considered a part of strategic innovation management. Excellence in innovation management is being linked to a company's capability in futures research supporting decisions in the area. Before the idea is born, corporate foresight is applied to inspire and create new ideas for innovation. It provides comprehensive insight into the future development of the environment, which in turn induces ideas for new products and services. In case, the idea is already established, foresight can help to assess either the commercial and technological viability and to adjust or abandon the innovation process. Foresight copes with uncertainty by preventing companies from investing time, money and other resources in ideas that might not prove to be successful innovations in the future.

	<p>Foresight can contribute to the innovation process by: the anticipation of future demand, improvement of quality through better information, implying context orientation, timing and the identification of strategic innovation networks. It can support innovation policy: as a systemic instrument fostering innovation capability, as an orientation towards societal needs, as an agenda-setting process, and as a provider of anticipatory intelligence for decision-making. Scenario techniques can be applied to analyzing disruptive innovation. Such techniques as well as other vision-oriented methodologies are more appropriate when radical innovations are needed.</p> <p><i>e.g. the application of foresight in the organization increases innovation capabilities</i></p>
<p>Convergence among futures studies and entrepreneurship and innovation</p>	<p>-</p> <p><i>e.g. strategic capacity of the organization in a result of convergence among futures studies and entrepreneurship or innovation</i></p>
<p>Main highlights of the article (in bullets, up to 2500 characters including spaces)</p>	<ul style="list-style-type: none"> - The authors start with an in-depth literature review on corporate foresight and innovation management: their role in organizations, their mutual relations and connections. This part of the paper is most useful for the purpose of beFORE state of the art analysis. - Knowledge on the empirical status quo of organizational development mix of corporate foresight and innovation management was identified as incomplete. The paper tries to close this gap by the means of 'Future-Fitness-Portfolio' approach. - Stages of foresight and innovation management development were identified and operationalized. A 2x2 (corporate foresight vs. innovation management stage) matrix was constructed. Case studies (basing on primary and secondary data) of different companies were mapped onto the matrix and five strategic clusters were identified. - It was identified that the type of industry and corporation's organizational structure are the two factors that influence a company's position in the Future-Fitness-Portfolio matrix.
<p>Other observations or comments</p>	<p>The article is valuable in its introductory part, where the broad literature-review is presented. The methodology of further research, however, is disputable. The stages of development of corporate foresight seem to be defined incorrectly, as they are rather different foresight methods and techniques. None of them is more advanced than the others. They should be chosen one over another to fit specific circumstances, and not because one particular approach is superior because of its novelty. The paper lacks such a situational approach and assumes one-fits-it-all reality.</p>

*Fill the following fields for the articles exclusively