



INSTITUTIONALIZING STRATEGIC FORESIGHT

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Make an impact



INSTITUTIONALIZING STRATEGIC FORESIGHT | KEY MESSAGES

- ◆ Organizations are **not “by default” future prepared** (in fact, the opposite is true).
- ◆ Many organizations have **unlearned foresight** (we need to remarry it with strategy).
- ◆ Future prepared organizations are financially more successful and capable to execute on **meaningful strategic moves**.
- ◆ Only future prepared organization can help us to tackle the **societal and planetary challenges** that we face.

MISSION



“Through its research, training and the actions of its alumni, **EDHEC** engages the **power of business to serve future generations**”.



#7

Business School
in Europe '2023



5

Campuses
Lille, Nice, Paris, London, Singapore



10.000

Students
Graduate & Undergraduate

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REASONS FOR A LACK OF FUTURE PREPAREDNESS

My personal TOP 5



We enjoy a **great performance and growth**, why bother investing in the mid and long-term (research on Problemistic Search, e.g. Posten et al. 2018)



We are under **financial pressure**, let's cut the slack and privilege liquidity! (particularly true in shareholder companies)



Too much uncertainty, let's not take bets and rather stay agile (in fact delaying decisions and investments)



Too much complexity, we can't control the future of the market, let's wait and see (think for example: energy transition)



Overly narrow focus of the business (think for example how today car companies need to re-create themselves as mobility companies)

WHEN DO WE NEED FUTURE PREPAREDNESS

'Rules of the Game' change

e.g. Market liberalization



e.g. Mobility as a Service



Geopolitical tensions



...

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Geopolitical tensions



...

External Shock

Artificial intelligence



Armed conflicts












Inflation



...

WHEN DO WE NEED FUTURE PREPAREDNESS

'Rules of the Game' change	External Shock	Collaborative Responses
<p>e.g. Market liberalization</p> 	<p>Artificial intelligence</p> 	<p>Climate change</p> 
<p>e.g. Mobility as a Service</p> 	<p>Armed conflicts</p> 	<p>Safekeeping Biodiversity</p> 
<p>Geopolitical tensions</p> 	<p>Inflation</p> 	<p>Peace</p> 
...

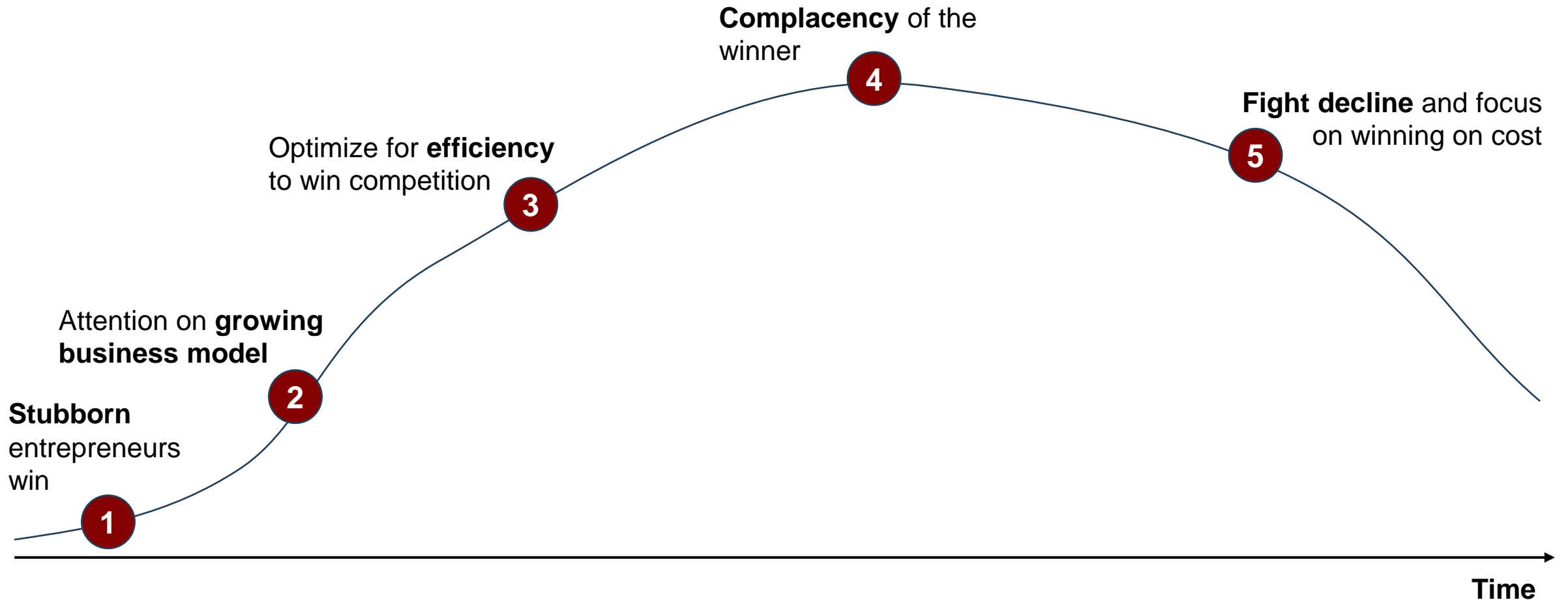


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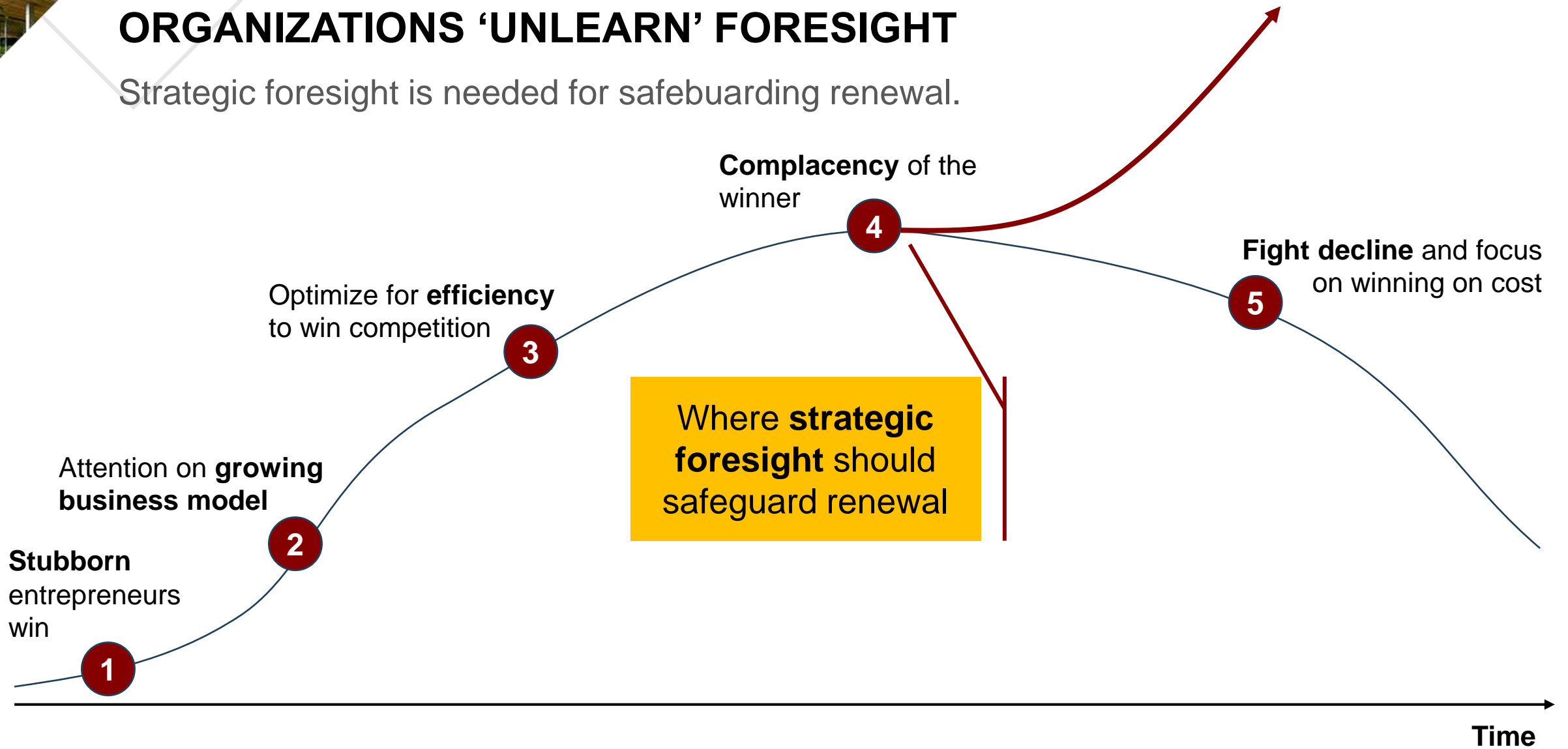
ORGANIZATIONS 'UNLEARN' FORESIGHT

Throughout their life cycle.



ORGANIZATIONS 'UNLEARN' FORESIGHT

Strategic foresight is needed for safeguarding renewal.



OUR 15+ YEARS RESEARCH PROGRAM



Global Future FITness Study 2023 (n=300+) ♦

Maturity Model 2.0
Including non-profit version

♦ 7-year longitudinal study³

Test value
of Future FITness

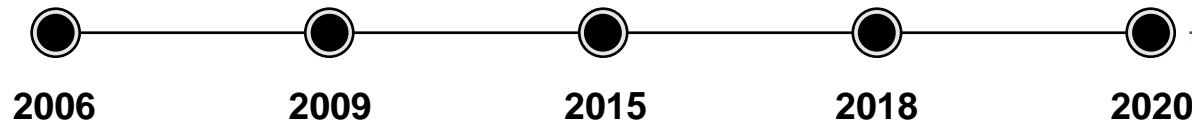
♦ 2nd benchmarking study (n=200)²

Define Future FITness
Comparing need and maturity

♦ 1st benchmarking study (n=83)¹

♦ 20 case studies

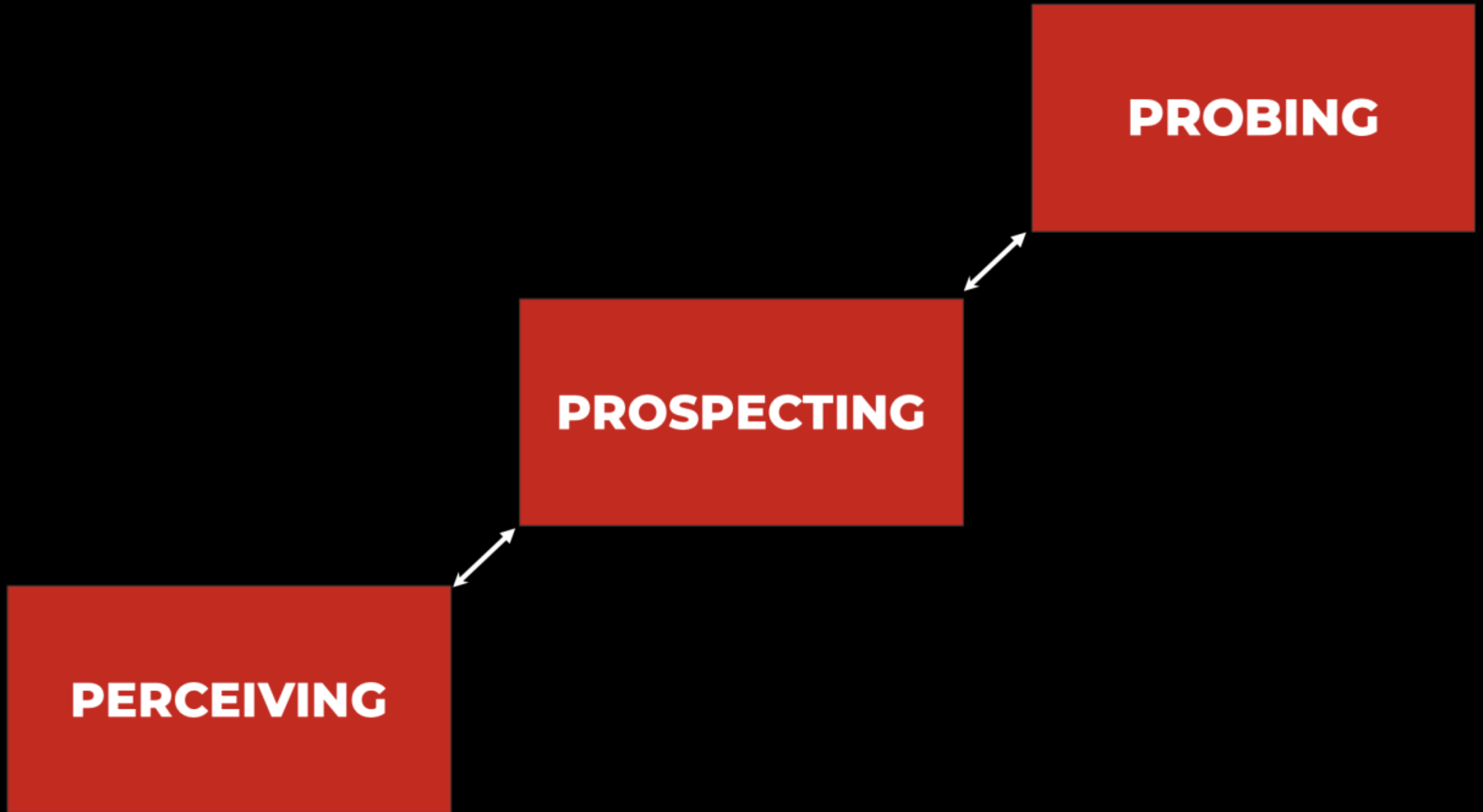
Maturity Model
and best-practice library



1) Rohrbeck, R., Mahdjour, S., Knab, S., & Frese, T. (2009). Benchmarking Report: Strategic Foresight in Multinational Companies. SSRN Electronic Journal, 1–38. <https://doi.org/10.2139/ssrn.1470050>

2) Rohrbeck, R., Etingue Kum, M., Jissink, T., & Gordon, A. V. (2018). Corporate Foresight Benchmarking Report 2018: How Leading Firms Build a Superior Position in Markets of the Future. In SSRN Electronic Journal. <https://doi.org/10.2139/ssrn.3178562>

3) Rohrbeck, R., & Kum, M. E. (2018). Corporate foresight and its impact on firm performance: A longitudinal analysis. *Technological Forecasting and Social Change*, 129(4), 105–116. <https://doi.org/10.1016/j.techfore.2017.12.013>



OUR STRATEGIC FORESIGHT MATURITY MODEL IS ORGANIZED IN THREE STEPS AND 6 KEY CAPABILITIES



PERCEIVING

PROSPECTING

PROBING

AWARENESS

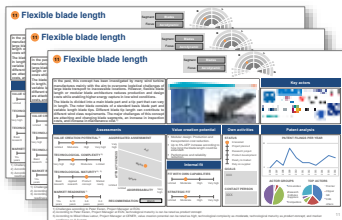
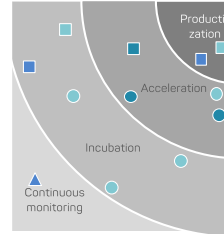
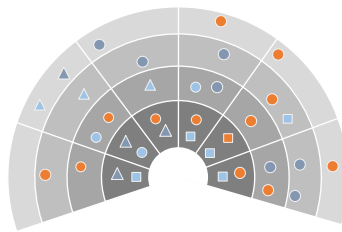
Trend Management

-  Internal and external experts
-  Existing and new value networks
-  Internal and external databases
-  Publications



EARLY WARNING AND INVEST IN THE FUTURE

Opportunity Radar & Portfolio Management



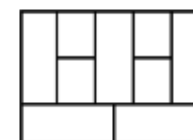
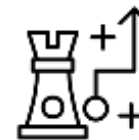
DEVELOP NEW BUSINESS

Matching & Roadmapping



SCENARIO-BASED STRATEGIZING

From Scenarios to new Business Models



ACCELERATE

Corporate venturing Ecosystem management and co-design



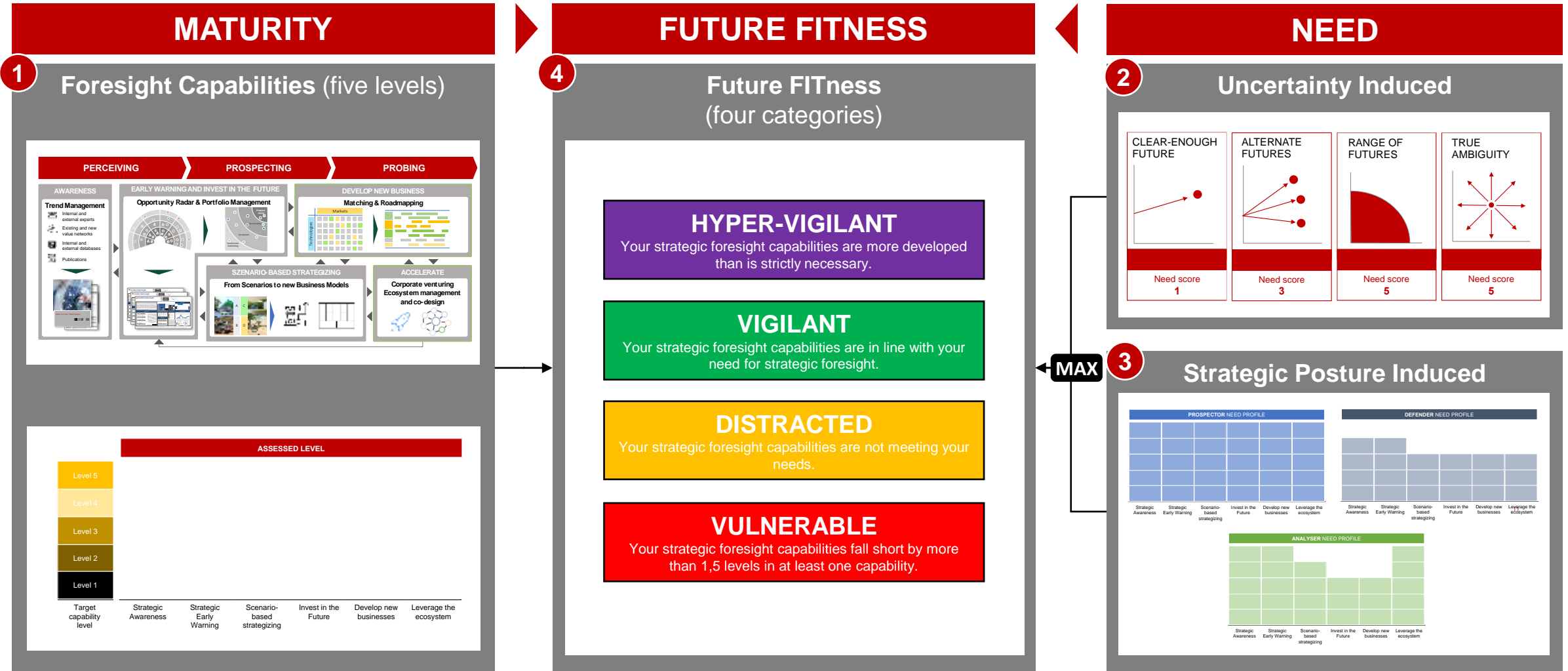


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DEFINING FUTURE FITNESS

As a comparative construct that compares the need level (induced by environmental uncertainty and the strategic posture of an organization) with the SF maturity level.





GROWTH



PROFITABILITY



TRANSFORM



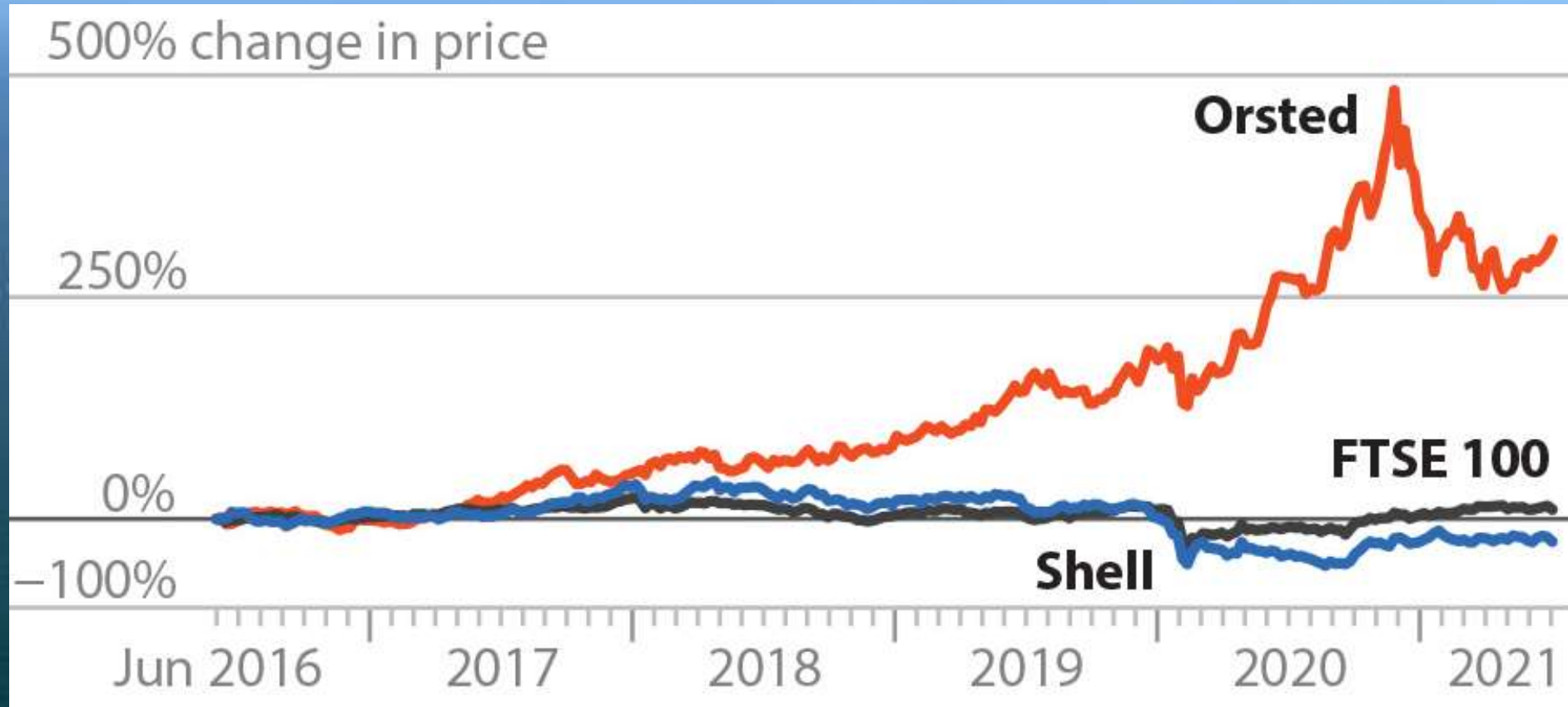
DONG
energy

2008: DONG Energy plans start building a new coal-fired powerplant in Lubmin, close to Greifswald.

2009: It abandons the project amidst mounting public protest.

ØRSTED'S GREEN TRANSITION

DONG
energy





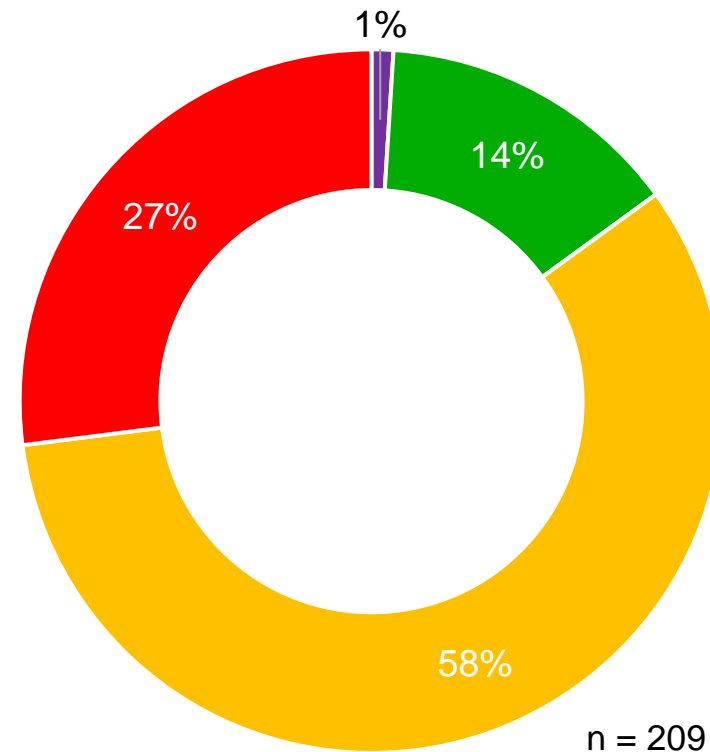
Giovanni Gavetti

*Strategic Foresight is the ability to identify a **superior course of action**; especially one that is **markedly different** from the status quo*

Source: Gavetti, G., & Menon, A. (2016). Evolution Cum Agency: Toward a Model of Strategic Foresight. *Strategy Science*, 1(3), 207–233. <https://doi.org/10.1287/stsc.2016.0018>

FUTURE FITNESS IN 2023 BENCHMARKING STUDY

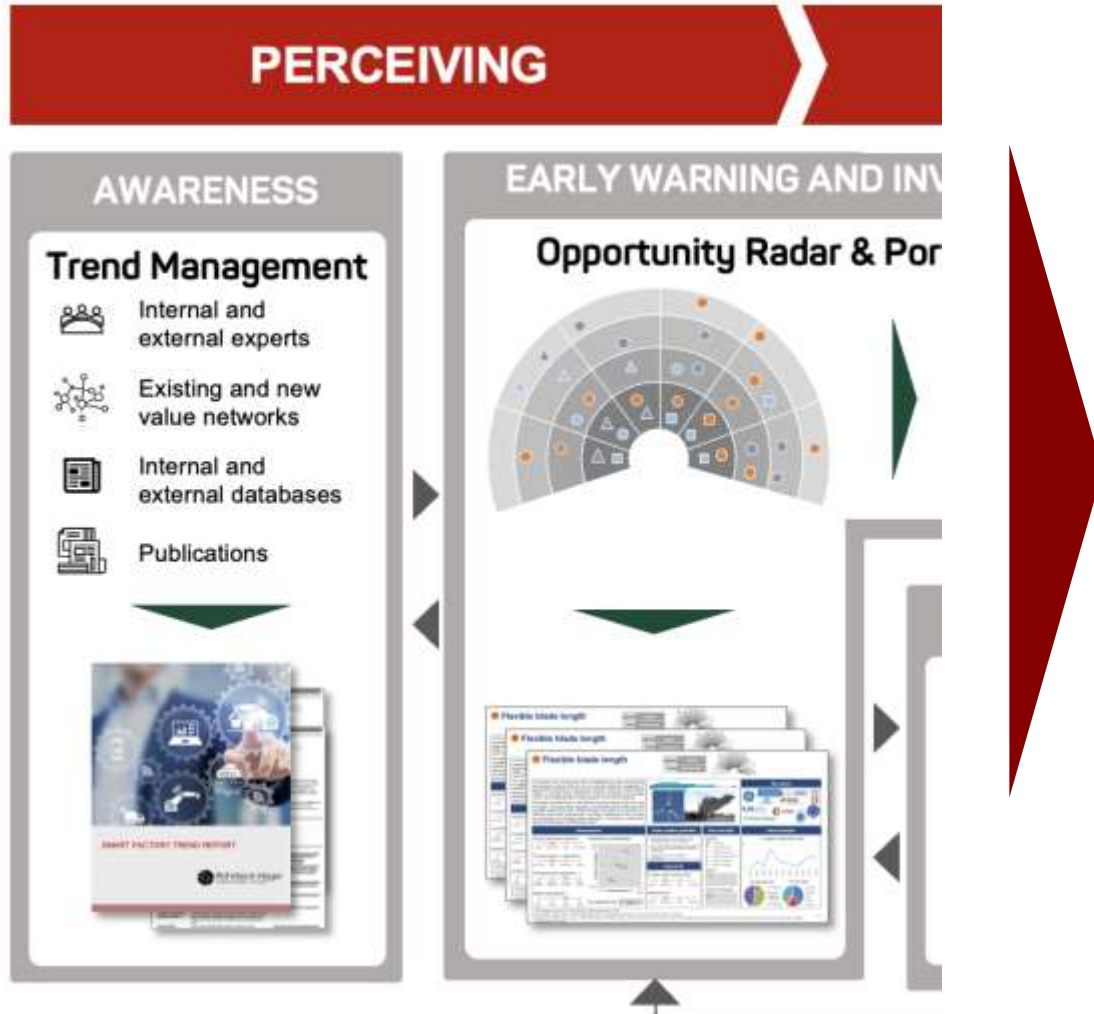
In the past years the increasing awareness of unpredictability of the environment has lead to a build-up of strategic foresight capabilities, but **less than 1 in 5 companies** have a systematic future preparedness.



Source: Preliminary findings of the EDHEC [Global Future FITness Study 2023](#)

BENCHMARKING 2023/24 | PERCEIVING

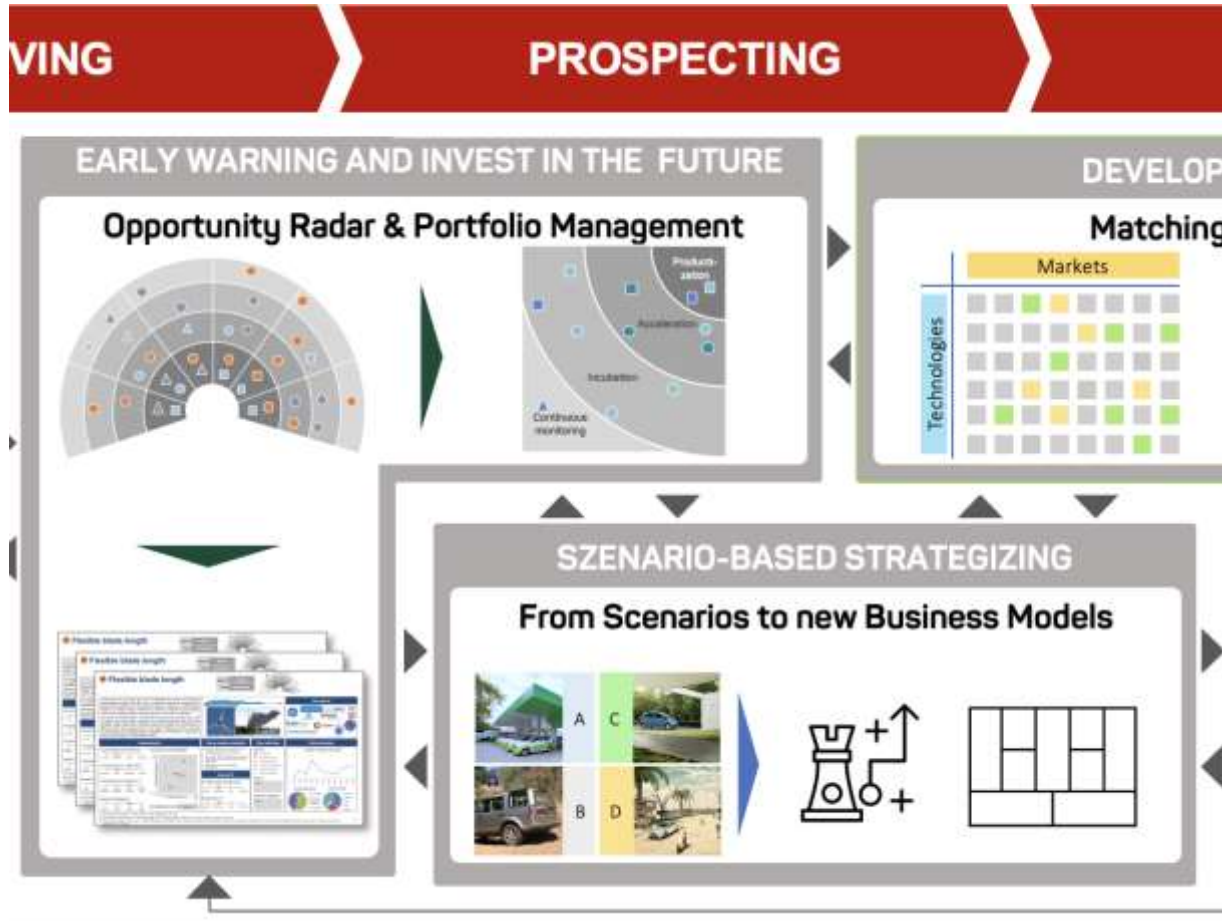
Key insights from Global Future FITness Study 2023/2024



- ◆ Proliferation of **Foresight Radars**
- ◆ **Struggle** to reach and engage internal customers
- ◆ AI-based and automated scanning still in its infancy
- ◆ AI starts to enable **stakeholder-specific intelligence**

BENCHMARKING 2023/24 | PROSPECTING

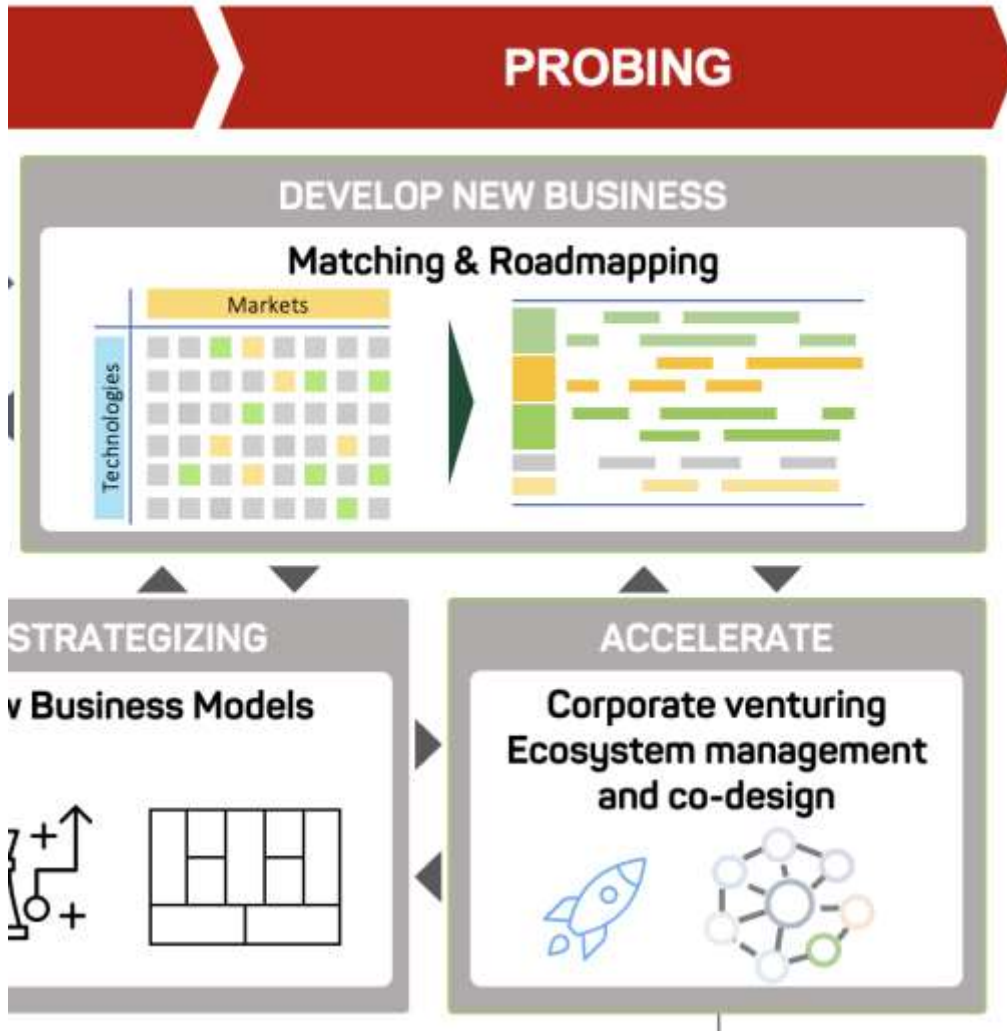
Key insights from Global Future FITness Study 2023/2024



- ◆ **Weakest phase** for many organizations
- ◆ **Lack of usage of data**
- ◆ Only few use **learning curves, tipping point** analysis
- ◆ Struggle to **quantify scenarios**
- ◆ Room for improvement on **link to strategy and M&A**

BENCHMARKING 2023/24 | PROBING

Key insights from Global Future FITness Study 2023/2024



- ◆ Many organizations that invested into **venturing** and **internal incubation** are **dissatisfied today**
- ◆ Probing across **intra-organizational** and **inter-organizational** boundaries is **weak**
- ◆ **Fast scaling** (of for example new businesses) **still rare**



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Siemens Pictures of the Future
invite to co-creation.



Evonik's Agri-Food outlook 2040 identifies where a speciality chemistry company can help ensuring accessible healthy nutrition for 8B+ people



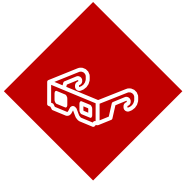
MOONSHOT INNOVATION – WHAT AND WHY?

A **moonshot** is an approach of choosing a problem and proposing a radical solution for the problem using disruptive technology.

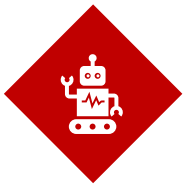
3 ELEMENTS OF A MOONSHOT



Big problem



Radically new solution



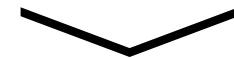
Breakthrough technology (that doesn't exist yet)

**Radical
innovation
takes time**



1991

World's first offshore wind farm
→ 200 households / turbine



2023

20,000

households / turbine



**Antoine
de Saint-Exupéry**

*It is not for us to **forecast the future,**
but to **shape it.***



Dr. René Rohrbeck
Professor of Strategy



SKILLS

FIT Chair Executive Education



BENCHMARKING

Global Future FITness Study 2023



CAPABILITIES

 **Creative Dock**


Rohrbeck Heger