

SPECIAL INTEREST GROUP

STRATEGIC FORESIGHT, STRATEGIC AGILITY AND FUTURE ORIENTATION

MOTIVATION

In the past two decades the competitive landscape has been altered dramatically. The emergence of the Internet has created global markets and now serves as a fast and inexpensive marketing and distribution channel, risk capital allows small firms and new ventures to become global players in months, and social networks have the power to turn niche trends into huge markets within weeks. In consequence firms are struggling increasingly to sustain their competitive advantage over time (Stadler, 2011; Stubbart & Knight, 2006).

OUR INTEREST

In our group we are particularly interested to explore how firms perceive change, recognize opportunities, and respond by creating breakthrough/radical innovations or develop new business fields. There are a number of research traditions that have a strong link to our interest:

- *Strategic Agility* advises to enhance the strategic sensitivity, build leadership unity, and ensure sufficient resource fluidity to increase the responsiveness towards emerging change (Doz & Kosonen, 2008; Doz & Kosonen, 2010).
- *Environmental Scanning* and *Peripheral Vision* emphasize the need to build dedicated sensors that inform top management about emerging change (Day & Schoemaker, 2004; Jain, 1984; Winter, 2004)
- *Strategic Foresight* promotes participative methods and processes that discover weak signals on change, engages internal and external stakeholders in joint interpretation activities, and triggers managerial responses (Rohrbeck & Gemünden, 2011; Slaughter, 1997).

In addition to these we also invite into our group any alternative explanations on how firms can build a *Future Orientation*. Such explanations might include (1) top manager's ability to create future visions and foresee change (Ahuja, Coff, & Lee, 2005; Hamel & Prahalad, 1994), (2) firm's experimentation activities to probe for the future (Brown & Eisenhardt, 1997), (3) corporate venturing schemes to invite internal entrepreneurs and use serendipity to find successful paths (Ahuja & Lampert, 2001; Vanhaverbeke & Peeters, 2005), and (4) systematic approaches such as dynamic capabilities that allow organizations to sense change, acquire resources, and integrate them to renew the competitive advantage (Eisenhardt & Martin, 2000; Helfat et al., 2007; Teece, Pisano, & Shuen, 1997).

The work in our group is guided by (but not focussed exclusively on) these questions:

- What are the origins of a firm's ability to perceive and respond to change?
- What is the role of early warning, prediction, planning, communication and organizational learning in (chaotic and) fast changing environments?
- How do firms build a future orientation (i.e. the ability to perceive and respond to change)? Is it built on processes, methods, tools or people?
- How does strategic foresight enable firms to adapt to changes in their environment?
- How does strategic foresight enhance the ability to create radical/breakthrough innovations?
- What do strategically agile firms do differently to their less agile peers?
- What are the barriers that prevent firms from adapting to external changes?
- How do advanced information and communication tools (e.g. the Internet, social networking and Enterprise 2.0 tools) enhance the strategic foresight ability of firms?

HOW TO PARTICIPATE

Practitioners can participate as speakers by presenting own practices or providing short papers and presentations on best practices.

Scholars can choose to present early stage research as short academic papers (max. 2500 words) or final research results in full academic papers (max. 5000 words).

To propose a contribution please submit an outline of

- 600-700 words for practitioner presentations and short academic papers

- 900-1000 words for full academic papers

until the **29 February 2012** to submissions@futureorientation.net

SPECIAL ISSUES AND PUBLISHING OUR WORK

Within the next four ISPIIM events in Barcelona, Luxembourg, Seoul and at the 2013 annual conference we will collect scientific papers and practitioner presentation to be published in two special issues in leading journals. Through our group meetings we will also actively encourage the forming of writing teams where we match industry practitioners with academic scholars that have similar interest and would like to work on a topic of interest together.

GROUP COORDINATORS

Cinzia Battistella

Cinzia Battistella is a post-doctoral researcher and lecturer in Innovation Management and Foresight. Her scientific interests are in the fields of innovation and strategic management, with primary focuses on the themes of corporate foresight and open and collaborative innovation. She published more than 30 works and her main publications appeared in *Technological Forecasting & Social Change*, *Management Decision* and *Production Planning & Control*.



She participates in various projects regarding complex systems, foresight and innovation. She collaborates with different companies (e.g. Telecom Italia) and research institutions (e.g. Area Science Park) in the areas of foresight and technology roadmapping. She participated in different foresight studies (e.g. the future of internet and collaboration, the future of agrifood and the future of e-governance).

Email: cinzia.battistella@uniud.it

René Rohrbeck

René Rohrbeck is Associate Professor for Strategy. His research interests are innovation management, corporate foresight, organizational change, and strategy as practice. His research has been published in *R&D Management*, *Technology Analysis & Strategic Management*, *Futures*, *Technological Forecasting and Social Change* and in several books, including "Corporate Foresight: Toward a Maturity Model for the Future Orientation of a Firm".



René has 6 years of practical experience in the ICT and automotive industry, where he worked for Deutsche Telekom and Volkswagen on strategic management, innovation management and corporate foresight. In addition he has served as a consultant for various companies in the ICT, automobile, luxury goods and energy industry.

Email: rrohr@asb.dk

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