



CALL FOR PAPERS – SPECIAL ISSUE
in
FUTURES
on
**ORGANIZATIONAL FUTURE ORIENTATION:
EXPLORING THE RELATIONSHIP BETWEEN THE
CORPORATION AND ITS FUTURES**



MOTIVATION

In the past decade many industries have been affected by fast-emerging discontinuous change. For example the financial industry, which has barely survived the financial crisis, now finds itself in the centre of the blame by an increasingly outspoken and hostile public. The outcome of this public outcry could be a much more heavily regulated industry and the need to adapt both operational management as well as its strategic business models to the new reality.

Discontinuous change is by no means a new phenomenon, but companies find it increasingly difficult to respond timely enough to sustain their competitiveness. Indeed the Internet and communication channels such as social-networking sites have dramatically reduced the time from the emergence of a trend until the companies feel its full impact.

In consequence many firms feel they need to enhance their capabilities by, for example (1) *enhancing their corporate planning* to make it better capable to deal with fast-emerging issues and multiple possible futures or (2) *abandon mid and long-range planning altogether and build resilience and strategic flexibility through structural means*.

OUR INTEREST

With this special issue we want to explore how corporations deal with the increased volatility and uncertainty in their environments. We particularly encourage contributions that link to other related concepts such as:

- *Peripheral Vision*, which emphasizes the need to build specialized sensors to overcome limitations of perception, experienced by industrial firms (Day & Schoemaker, 2005; Winter, 2004)
- *Exploratory marketing*, which highlights the discovery of new businesses (O'Connor & Ayers, 2005)
- *Opportunity recognition*, which underlines the initial searching for ideas and their innovation evaluation process (O'Connor & Rice, 2001)
- *Environmental Scanning*, which emphasizes the top management role in perceiving and interpreting change, as well as initiating organizational responses (Jain, 1984; Tonn, 2008)
- *Corporate Foresight*, which advocates integrated systems that tied scanning for emerging issues to organizational responses, for example through strategic and innovation management actions (Battistella & De Toni, 2011; Rohrbeck, 2012; Rohrbeck & Gemünden, 2011; Vecchiato, 2012)
- *Resilience*, which describes means to respond to change and identifies instruments to build *high reliability organizations* that succeed in avoiding catastrophes in risky environments (Barton, 2011; Fang, Lee, & Schilling, 2010; Weick & M., 2001)
- *Ambidexterity*, which emphasises the need to build an organisation able to work in times of continuity and in times of discontinuity (O'Reilly, 2011; Tushman & O'Reilly, 1996)

HOW TO CONTRIBUTE

The final submission date for full papers is the 31 December 2014. However we encourage the submission of working versions or early idea drafts of your paper through submissions@futureorientation.net indicating this special issue in the title of your email.

You can also send in working version of your papers to the next ISPIM events, where we run a dedicated track and have group meetings for authors:

- ISPIM Annual Conference 2014, 8-11 June 2014, Dublin, Ireland, <http://conference.ispim.org> (submission deadline for outlines 31 December 2013)
- ISPIM Americas Innovation Forum 2014, 5-8 October 2014, Montreal, Canada.
- ISPIM Asia-Pacific Innovation Forum 2014, Singapore.



Submitted papers should not have been previously published nor be currently under consideration for publication elsewhere. All papers will be refereed through a double-blind peer review process.

For this special issue we ask for contributions that produce clear recommendations for managers and practitioners and follow the author guidelines from Futures that can be downloaded here:

<http://www.journals.elsevier.com/futures/>

SPECIAL ISSUE GUEST EDITORS

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.

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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, Production Planning & Control, Information Research and The Learning Organisation.



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).

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Alberto F. de Toni

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He has been scientific director of many EU and national projects on strategic management, innovation and foresight and has been involved in strategy and foresight activities in various companies (e.g. illycaffè, Eurotech, Pininfarina, Telecom Italia).

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