

# CORPORATE FORESIGHT QUESTIONNAIRE

## 1 BASE DATA

COMPANY/ POSITION	
<b>1</b>	<b>Company</b>
	Industry <input type="text"/>
	Name <input type="text"/>
	If applicable please specify Business Unit <input type="text"/>
<b>2</b>	<b>Your name and position</b>
	Name <input type="text"/>
	Position <input type="text"/>

FINANCIALS	
<b>1</b>	<b>Annual revenues</b>
	In million US\$ <input type="text"/>
<b>2</b>	<b>R&amp;D spending</b> (you may choose one of the two options)
	In million US\$ <input type="text"/>
	In % of annual revenues <input type="text"/>
<b>3</b>	<b>Spending on Corporate Foresight</b> (dedicated effort spend on organizational sensors and activities dedicated to make sense of future-related information)
	In million US\$ <input type="text"/>
	In % of annual revenues <input type="text"/>
<b>4</b>	<b>Spending on probing in new markets</b> (dedicated effort spend on experimenting, exploring and piloting new activities in new markets)
	In million US\$ <input type="text"/>
	In % of annual revenues <input type="text"/>

COMMENTS ON BASE DATA:

## 2 CONTEXT

I		NATURE OF YOUR STRATEGY		
Choose one of the statements below that most closely describes your current organization:				
<b>1</b>	<b>Strategy 1</b>	This organization typically operates within a broad product-market domain that undergoes periodic redefinition. The organization values being “first in” in new product and market areas even if not all of these efforts prove to be highly profitable. The organization responds rapidly to early signals concerning areas of opportunity, and these responses often lead to a new round of competitive actions. However, this organization may not maintain market strength in all of the areas it enters.		
<b>2</b>	<b>Strategy 2</b>	This organization attempts to locate and maintain a secure niche in a relatively stable product or service area. The organization tends to offer a more limited range of products or services than its competitors, and it tries to protect its domain by offering higher quality, superior service, lower prices, and so forth. Often this organization is not at the forefront of developments in the industry—it tends to ignore industry changes that have no direct influence on current areas of operation and concentrates instead on doing the best job possible in a limited area.		
II		COMPLEXITY OF YOUR ENVIRONMENT		
<b>1</b>	<b>Industry structure</b>	(circle a number)		
	Few, easily identifiable competitors	1 2 3 4 5 6 7	Many competitors from unexpected sources	
<b>2</b>	<b>Channel structure</b>			
	Simple and direct	1 2 3 4 5 6 7	Long and complex	
<b>3</b>	<b>Market structure</b>			
	Fixed boundaries and simple segmentation	1 2 3 4 5 6 7	Fuzzy boundaries and complex segmentation	
<b>4</b>	<b>Enabling technologies</b>			
	Few and mature (simple systems)	1 2 3 4 5 6 7	Many converging (complex systems)	
<b>5</b>	<b>Regulations (federal, state, etc.)</b>			
	Few or stable	1 2 3 4 5 6 7	Many or changing rapidly	
<b>6</b>	<b>Public visibility of industry</b>			
	Largely ignored	1 2 3 4 5 6 7	Closely watched by media or special-interest groups	
<b>7</b>	<b>Dependence on government funding and political access</b>			
	Low: operates largely independent of government	1 2 3 4 5 6 7	High: sensitive to politics and the funding climate	
<b>8</b>	<b>Dependence on global economy</b>			
	Low: affected principally by domestic conditions	1 2 3 4 5 6 7	High: affected by global conditions	

III VOLATILITY OF YOUR ENVIRONMENT			
<b>1</b>	<b>Number of surprises by high-impact events in the past three years</b>		
	None	1 2 3 4 5 6 7	Three or more
<b>2</b>	<b>Accuracy of past forecasts</b>		
	High: small deviations from actual forecasts	1 2 3 4 5 6 7	Low: results differs greatly from forecasts
<b>3</b>	<b>Market growth</b>		
	Slow and stable	1 2 3 4 5 6 7	Rapid and unstable
<b>4</b>	<b>Growth opportunities</b>		
	Have decreased dramatically in the past three years	1 2 3 4 5 6 7	Have increased dramatically in the past three years
<b>5</b>	<b>Speed and direction of technological change</b>		
	Very predictable	1 2 3 4 5 6 7	Highly unpredictable
<b>6</b>	<b>Behavior of key competitors, suppliers, and partners</b>		
	Very predictable	1 2 3 4 5 6 7	Highly unpredictable
<b>7</b>	<b>Posture of key rivals</b>		
	Live-and-let-live mentality	1 2 3 4 5 6 7	Hostile (aggressive)
<b>8</b>	<b>Susceptibility to macroeconomic forces</b>		
	Low sensitivity to price changes, currencies, business cycle, tariffs, etc.	1 2 3 4 5 6 7	High sensitivity to price changes, currencies, business cycles, tariffs, etc.
<b>9</b>	<b>Dependence on financial markets</b>		
	Low	1 2 3 4 5 6 7	High
<b>10</b>	<b>Customer and channel power</b>		
	Low	1 2 3 4 5 6 7	High
<b>11</b>	<b>Sensitivity to social changes (fashion and values)</b>		
	Low: mostly gradual change from the past	1 2 3 4 5 6 7	High: good chance of major disruptions and changes in business models
<b>12</b>	<b>Potential for major disruptions in the next five years</b>		
	Low: few surprises expected, mostly things we can handle	1 2 3 4 5 6 7	High: several significant business shocks are expected, without knowing which in particular

IV HOSTILITY OF YOUR ENVIRONMENT		
<b>1</b>	<b>Industry riskiness</b>	(circle a number)
	Very safe; little threat to the survival and well-being of my firm	1 2 3 4 5 6 7
		Very risky; a false step can mean my firm's undoing
<b>2</b>	<b>Industry munificence</b>	
	Rich in investment and marketing opportunities	1 2 3 4 5 6 7
		Very stressful, exacting, hostile; very hard to keep afloat
<b>3</b>	<b>Environment dominance</b>	
	An environment that my firm can control and manipulate to its own advantage, such that a dominant firm has in an industry with little competition and hindrance	1 2 3 4 5 6 7
		A dominant environment in which my firm's initiative counts for very little against the tremendous competitive, political, or technological forces

### 3 CORPORATE FORESIGHT CAPABILITIES

A INFORMATION SCOPE IN SCANNING		
<b>1</b>	<b>Reach</b>	(circle a number)
	Almost all of our scanning attention is directed towards our current business	1 2 3 4 5 6 7
		We systematically scan our entire environment including our current business, adjacent business and in far away fields
<b>2</b>	<b>Scope</b>	
	Focus on one environmental area (technology, political, competitor, customer and socio-cultural environment)	1 2 3 4 5 6 7
		We systematically scan all environmental areas (technology, political, competitor, customer and socio-cultural environment)
<b>3</b>	<b>Time horizon</b>	
	Emphasis on short term (e.g. 1 to 3 years)	1 2 3 4 5 6 7
		We systematically scan all, the short and medium to long-term (medium beyond 4 years)
<b>4</b>	<b>Usage of sources</b>	
	Few open access sources	1 2 3 4 5 6 7
		Many sources including sources that are difficult to access and yield a competitive advantage
B METHOD SOPHISTICATION		
<b>1</b>	<b>Integration capacity</b>	(circle a number)
	Low; we rely mostly on experience-based intuition rather than explicit methods to interpret our environment	1 2 3 4 5 6 7
		High; we systematically utilize a range of formal methods (such as scenario analysis and roadmapping) to create alternative future outlooks

<b>2</b>	<b>Communication capacity</b>		
	Low; we rely primarily on formal reports that are distributed to explicate the strategy (including vision, mission, milestones)	1 2 3 4 5 6 7	High; we use a large variety of communication mechanisms to paint motivating pictures of our strategic ambitions (we may utilize videos, strong narratives, pictures of desirable future states)
<b>3</b>	<b>Choosing of methods (problem fit)</b>		
	We usually do not know what methods we can apply and when to apply these, thus most of the time the choice of methods is guided by which have been used in the past	1 2 3 4 5 6 7	We carefully evaluate the situational needs for methods and employ regularly novel methods and develop our own approaches
<b>4</b>	<b>Choosing of methods (context)</b>		
	We have used methods in the past that did not lead to the wanted results	1 2 3 4 5 6 7	We know about limitations of methods we use and often systematically plan on how to overcome the limitations by using multiple methods that complement each other

<b>C</b>	<b>SENSING</b>
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<b>1</b>	<b>Sensing capability</b>	(circle a number)	
	Our sensors are able to identify a small number of important trends	1 2 3 4 5 6 7	Our sensors ensure that we detect 80% of all trends that will shape our industry in the next 5-10 years
<b>2</b>	<b>Report capability</b>		
	Trends are identified but not systematically reported	1 2 3 4 5 6 7	We report trends regularly and in formats that are adequate to the internal stakeholders. We use for example trend radars, trend briefs and trend reports, which are also available through the Intranet
<b>3</b>	<b>Response capability</b>		
	We provide the original information that we collected when detecting the trend	1 2 3 4 5 6 7	We provide the information about why the trend matters to our company; how we could act, and provide examples of suitable actions

<b>D</b>		<b>PEOPLE &amp; NETWORKS</b>	
<b>1</b>	<b>External network</b>	(circle a number)	
	Weak (Some employees have external personal networks)	1 2 3 4 5 6 7	Strong (Building and maintaining a network of external partners is encouraged and perceived as important for every employee)
<b>2</b>	<b>Internal network</b>		
	Weak (Some employees have formal and informal contacts to other units within the organization)	1 2 3 4 5 6 7	Strong; employees are expected to build and maintain formal and informal networks to other units
<b>3</b>	<b>Traits of personnel that engages in corporate foresight</b>		
	Weak (e.g. analysts have only deep knowledge in their domain)	1 2 3 4 5 6 7	Strong (Analysts have strong internal and external networks, deep and broad knowledge, and are passionate, curious and open minded)

<b>E</b>		<b>ORGANIZATION</b>	
<b>1</b>	<b>Mode of gaining future insights</b>	(circle a number)	
	Mostly triggered top-down and issue-driven	1 2 3 4 5 6 7	Both continuous and issue-driven scanning that can be triggered bottom-up and top-down
<b>2</b>	<b>Integration with other processes</b>		
	Weak	1 2 3 4 5 6 7	Strong (corporate foresight activities are directly linked to other processes in the organization, e.g. to the mid-term strategy process)
<b>3</b>	<b>Formal diffusion of future insights</b>		
	Emerging issues are occasionally presented at dedicated meetings	1 2 3 4 5 6 7	Discussion of emerging issues is part of central meetings in all relevant units
<b>4</b>	<b>Accountability</b>		
	No defined responsibility for detecting emerging issues	1 2 3 4 5 6 7	We have a dedicated unit that performs scanning duties and serves as a hub to collect future insights generated by others inside and outside the organization
<b>5</b>	<b>Incentives to reward wider vision</b>		
	No incentives in place	1 2 3 4 5 6 7	We employ a large variety of incentives to encourage employees to contribute to a wider vision of the organization

<b>F</b>			<b>SENSEMAKING SUCCESS</b>						
<b>1</b>	<b>Number of alternatives</b>	(circle a number)							
	Single. We typically identify the one best strategic alternative	1	2	3	4	5	6	7	Multiple. We often consider multiple futures and have systematic ways for defining strategy in environments with different levels of uncertainty
<b>2</b>	<b>Distance of alternatives</b>								
	Low. We typically select the most feasible over the most desirable alternative	1	2	3	4	5	6	7	High. We have in the past repeatedly acted upon ambitious strategic alternatives that were distant to our current strategy
<b>3</b>	<b>Exploration capability</b>								
	We are best at exploring our current markets and/or adjacent to our current markets	1	2	3	4	5	6	7	We have in the past repeatedly explored new markets that were distant to our current business and typically feel that we have had an information advantage over our competitors

<b>G</b>			<b>CULTURE</b>						
<b>1</b>	<b>Willingness to share across functions</b>								
	Poor (Information is ignored and hoarded)	1	2	3	4	5	6	7	Excellent (Ongoing information sharing on multiple levels)
<b>2</b>	<b>Readiness to listen to scouts and external sources</b>								
	The organization is closed (Contacts to the outside are discouraged)	1	2	3	4	5	6	7	The organization is open (Bringing external information into the company and maintaining an external network is encouraged)
<b>3</b>	<b>Organization's attitude towards the environment</b>								
	Limited and myopic (Few people care)	1	2	3	4	5	6	7	Active and curious (Scanning the periphery is commonplace)
<b>4</b>	<b>Willingness to test and challenge basic assumptions</b>								
	The basic assumptions are neither known nor made transparent	1	2	3	4	5	6	7	We are not afraid to reflect critically on the shared assumptions we have about our market, customers, and the way we do business

<b>G</b>	<b>PROBING IN NEW MARKETS</b>
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<b>1</b>	<b>Dedicated unit</b>	(circle a number)
	We rely mostly on existing business units to explore new markets within their market scope	1 2 3 4 5 6 7
		We have a dedicated unit that has the mandate to explore and develop new markets that can become a significant contributor to our overall revenues
<b>2</b>	<b>Scope</b>	
	Low. Our activities for exploring new markets are limited to low-risk probing (for example through showing new offerings to existing customers)	1 2 3 4 5 6 7
		High. Our activities for exploring new markets can take the form of venture investments, alliances, acquisitions, mergers, and substantial investments in assets such as factories

<b>H</b>	<b>SUCCESS FROM PROBING</b>
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<b>1</b>	<b>New business units</b>	
	Number of business units formed in the past 10 years	
	Annual revenues from new business units formed in the past 10 years	