

Better Performance Evidence using Corporate Foresight (CF)

How to achieve a 33% higher profitability and a 200% higher market capitalization growth

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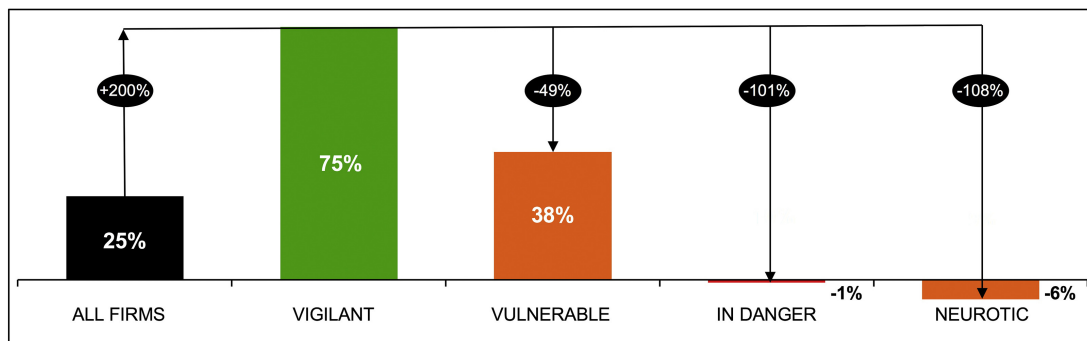
Although planning (strategic, business, corporate, family, etc.,) is about creating preferred futures most corporations don't use futures thinking tools and methodologies to enhance their performance.

Why, especially when the evidence is now so strong? Probably because the evidence, over the long term, wasn't available or they didn't know how to find it. This has now changed. For example:

Corporate foresight and its impact on firm performance: A longitudinal analysis
Rohrbeck, R., Technological Forecasting & Social Change (2017),

"To our knowledge, our study is the first to be able to report on the strategic foresight maturity of companies and its impact on firm performance in a large dataset. Our study has produced strong evidence for the positive impact of CF on firm performance. **We used a seven-year time-lag** to allow for the translational processes from corporate-foresight insight, to action, to value appropriation.

This analysis revealed that vigilant firms had a 33% higher profitability and a 200% higher market capitalization growth when compared with the sample average."



Read the full report at:

<https://www.sciencedirect.com/science/article/pii/S0040162517302287>

The increasing awareness of the value of futures thinking and strategy development is demonstrated by The Academy for Design Innovation Management choosing the subject "design with foresight: strategic anticipation in design research" as its theme for the 2019 conference on 'Research Perspectives in the Era of Transformations' to be held in London 18-21 June 2019.

Questions asked of participants and authors are:

- What role can strategic foresight play in enhancing design decision-making?

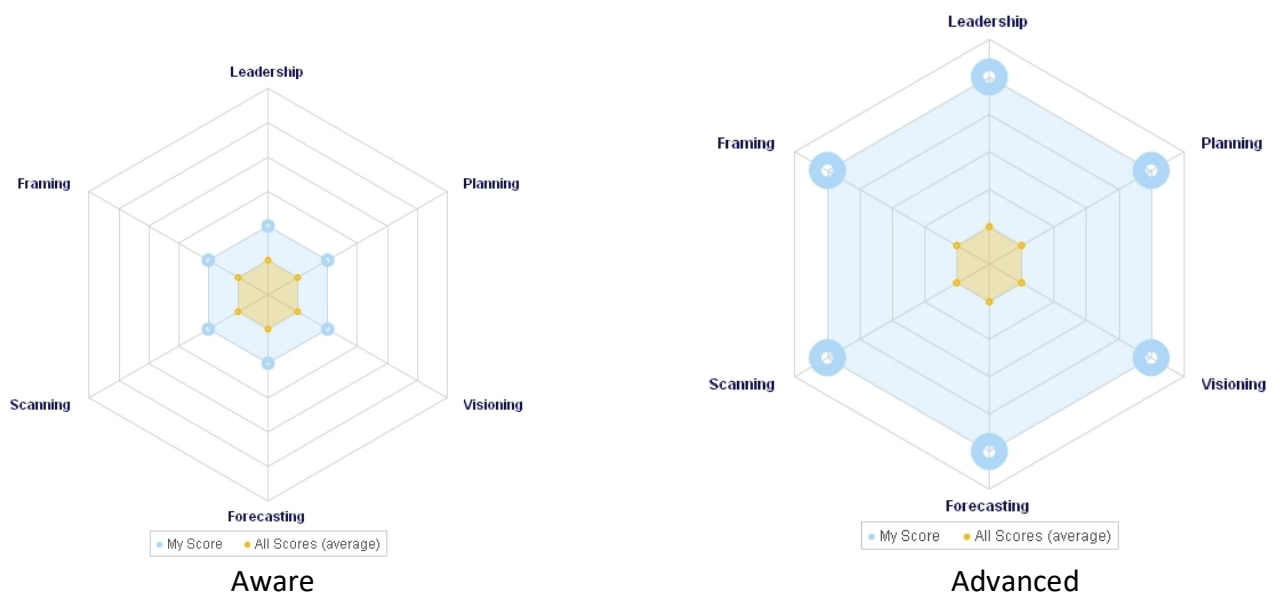
- Does strategic foresight in design boost innovation performance? And under which conditions?
- What are cases that have transformed individual experiences, frameworks and perspectives into a shared, understandable, and transmittable area of insight into the future.
- How to counteract cognitive barriers and enhance foresight capacities?
- Can foresight yield the early discovery of radical innovations with future impact?

Design thinking is usually focused on people, business and technology. Futures thinking is broader; in that people, business and technology are considered, but also social, economic, political, environmental, legal and ethical considerations. I like to use STEEPLE for the reasons below.

Checklist	Conditions
Social	Does it meet the needs of society
Technical	Is it using all technical methods available, including social technology
Economic	Does it make sound economic sense for all tiers of society and does not favour one tier at the expense of others
Environmental	Does it comply with best practice environmentally including, but not exclusive to, the natural environment
Political	Does it benefit all society without creating losers
Legal	Does it comply with all laws and therefore is the right thing to do
Ethical	Is it good

In addition, research by Shaping Tomorrow of 'future foresight' has found that 60 per cent of organisations are currently not considered 'fit for the future' and are at a considerable disadvantage to those who are 'future thinkers'.

Future thinking enables executives to develop their creative imagination, their foresight and their organisation's knowledge, to be able to spot opportunities for growth and be more innovative.



When I am working with organizations these questions help clarify their strategic focus.

- What worldviews are the historic precursors limiting your organisation and/or industry to realise its full potential?
- What is the significance of emerging social factors that may bear on your industry that may assist or impede the organization reaching its full potential?
- What are the main barriers and impediments to enabling the potential of your organization to be fully realised?
- What kind of values can remove these barriers and impediments?

This helps people understand, at a deeper level, their personal and organizational meaning and purpose. *Why we are here?* and *Why we do what we do?* The answers makes implementation of strategy natural and effective.