

# STRATEGIC FORESIGHT

*EMGN Academy - Day 1*

**René Rohrbeck**

Professor of Strategy

Director of the Chair for Foresight, Innovation and  
Transformation,



IMPACT  
FUTURE  
GENERATIONS



# EDHEC Foresight, Innovation & Transformation (FIT) Chair



FIT-chair.edhec.edu

## Mission

Our research is driven by the belief that organisations as we have built them for stable environments are ill equipped for the era of relentless changes that they face today. Change creates challenges, but also opportunities. The ability to embrace and profit from change will determine the winners from the losers in the 21<sup>st</sup> century. For more than 15 years we have studied organisations that profit from change, developed a maturity model for the future preparedness of organisations and developed a comprehensive set of practices for enabling foresight, innovation and transformation (FIT).

Our passion is to **make organizations FIT to drive desirable futures for prosperity of people and planet.**



**René Rohrbeck**  
Director & Professor of  
Strategy



Business School  
in Europe '2021



**#5**  
Campuses  
Lille, Nice, Paris, London, Singapore



**#8000**  
Students  
Graduate & Undergraduate



**#167**  
Permanent  
faculty members

# Allocate enough attention on the future



# The case of ANT Financial

- Spinoff of Alibaba group
- Uses **artificial intelligence** and data from Alipay to run an extraordinary variety of businesses:
  - Consumer lending
  - Money market funds
  - Wealth management
  - Health insurance
  - Credit-rating services
  - ...
  - Online game that encourages people to reduce their carbon footprint
- **1 billion** consumers using its services in just 5 years
- More than **10 times as many customers as the largest U.S. banks**—with less than one-tenth the number of employees
- Valuation of **\$315 billion** (March 2021)





Accept the world as  
dynamic and  
unpredictable



We need capabilities for...

...systematically **creating superior positions** in  
attractive **arenas of the future!**

# Future FITness Model

Build on 15 years of research.

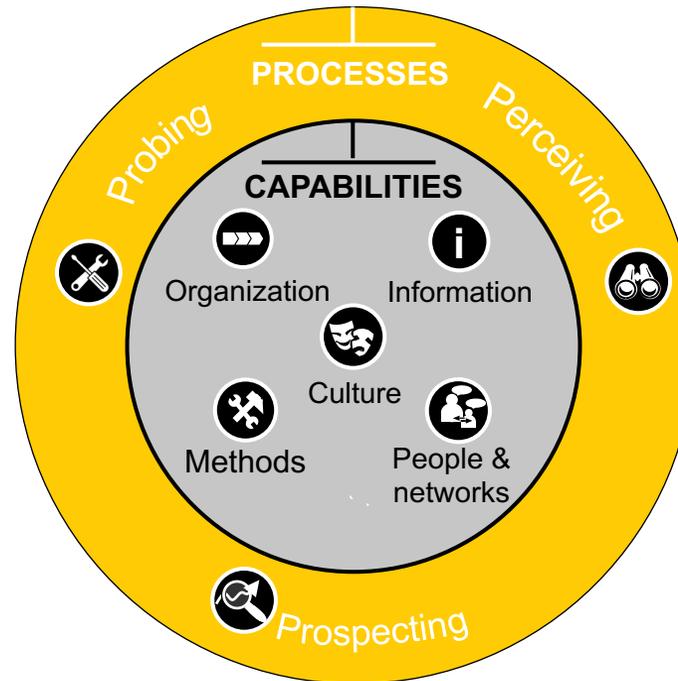
## CORPORATE FORESIGHT BENCHMARKING

Since 2006

**450+**  
benchmarked  
companies

**50+**  
top management  
workshops

**35+**  
implementation  
projects



## FUTURE FITNESS LEVEL

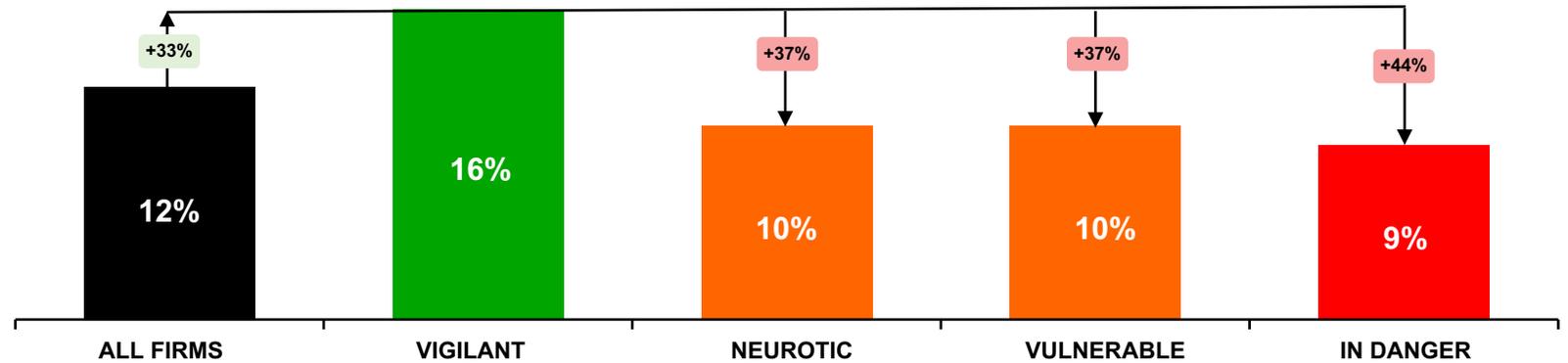


Need > Maturity  
(2 levels)

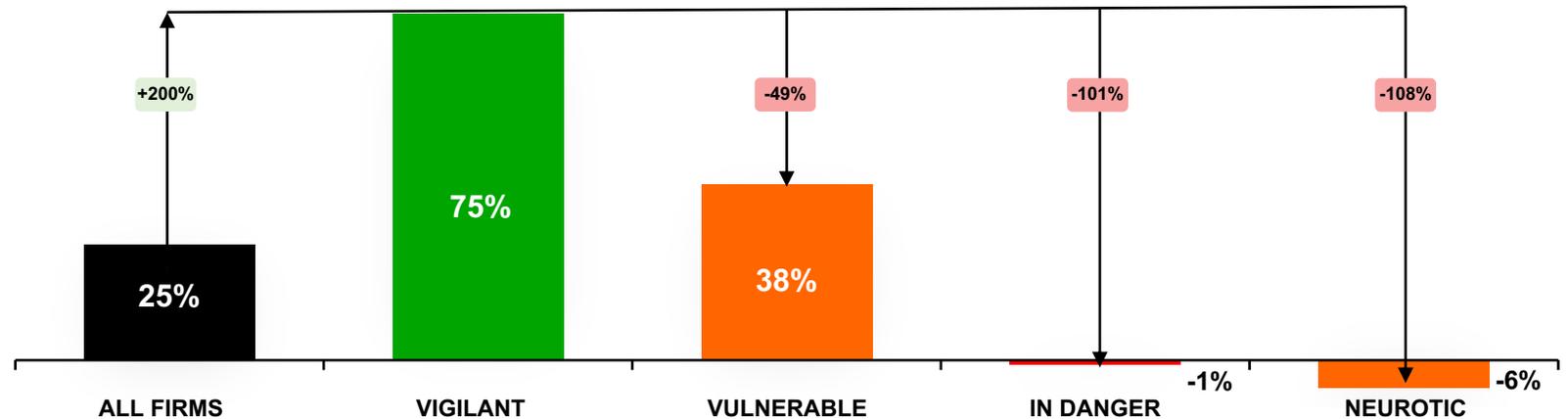
# Performance impact from Future Preparedness

Effects of Strategic Foresight on firm performance with a 7-year longitudinal study

PROFITABILITY\*



MARKET CAPITALIZATION\*



\* Data: Future preparedness data from 2008; Profitability and Market Capitalization data from 2015

# How we built our index?

Organizational FITness for driving desirable futures

**PROBING** entails real-world testing of solutions in order to mobilise resources and improve response time, providing a **transformation advantage**

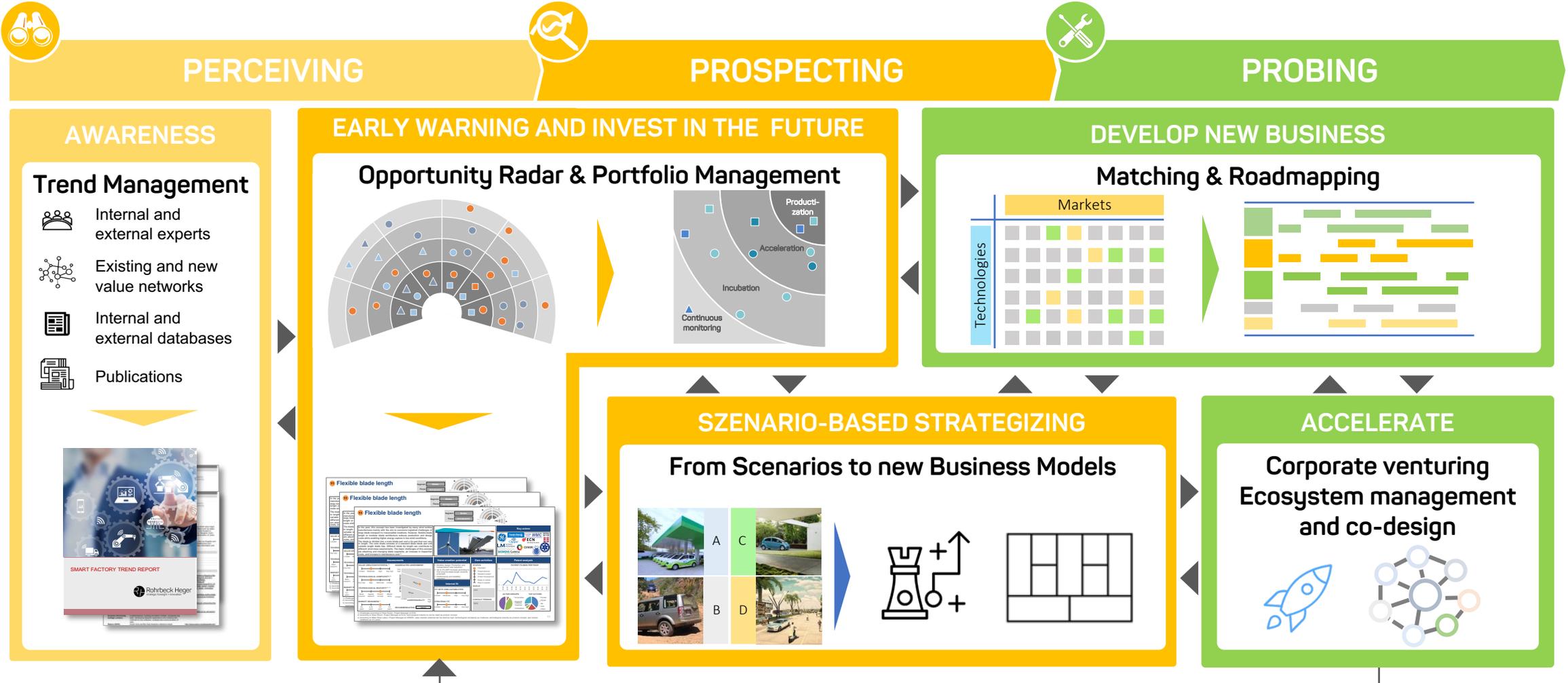


**PERCEIVING** entails scanning for signals. This allows organisations to prepare for threats and capitalise on opportunities earlier, providing a **foresight advantage**

**PROSPECTING** entails anticipating the consequences for the organisation and possibly also the implications for the entire industry, providing an **innovation advantage**

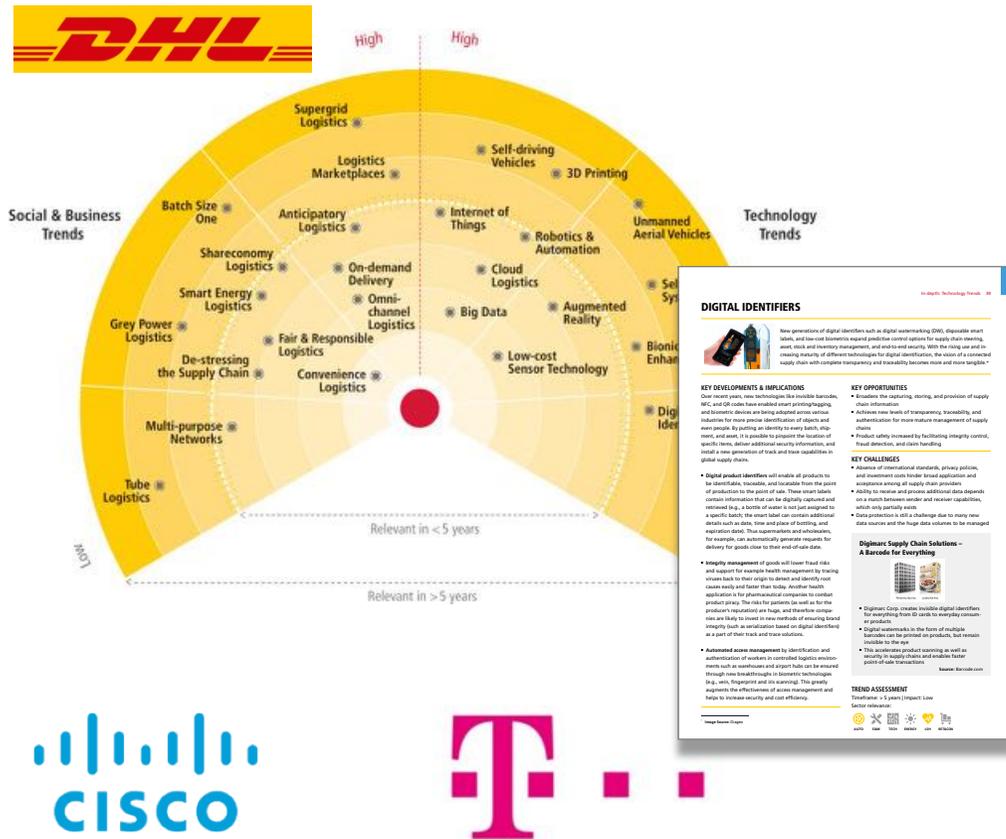
# New Capabilities

We have developed an **integrated set of capabilities** to succeed in a complex and uncertain world in which speed is key for success.



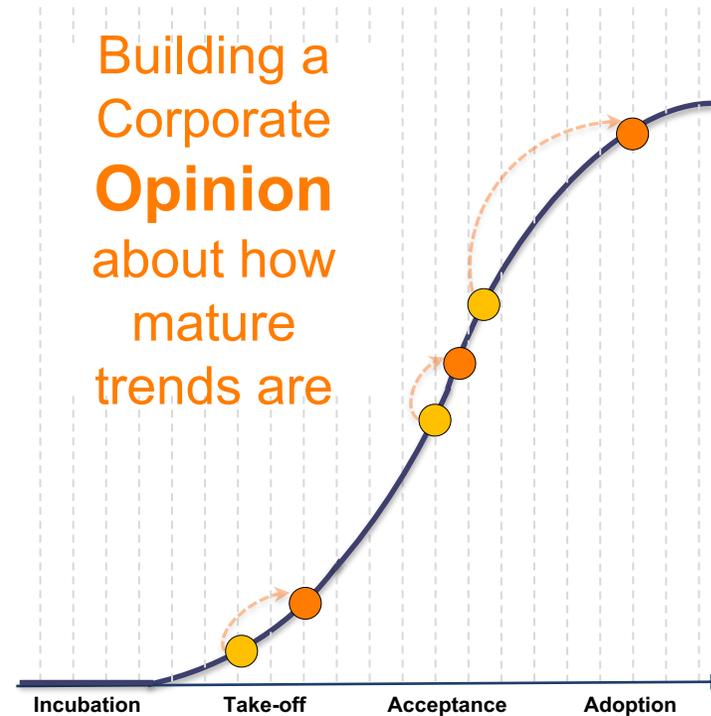
# PERCEIVING

## PERMANENT TREND RADARS



## INSTITUTIONALIZED TREND AUDITS

Building a Corporate Opinion about how mature trends are



# PROSPECTING

## SHARED SCENARIOS FOR ARENAS



TOMORROW

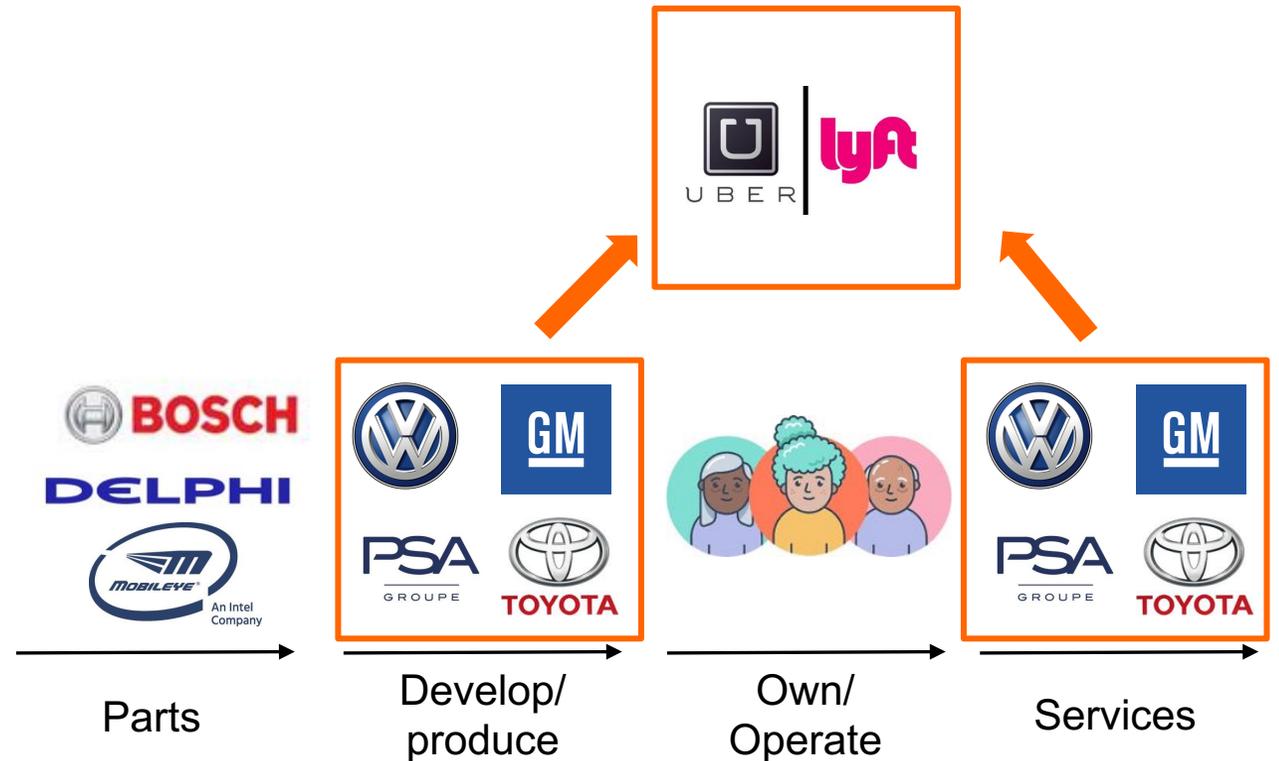


TODAY

SIEMENS



## ANTICIPATING FUTURE VALUE CHAINS



# PROBING

## VENTURING

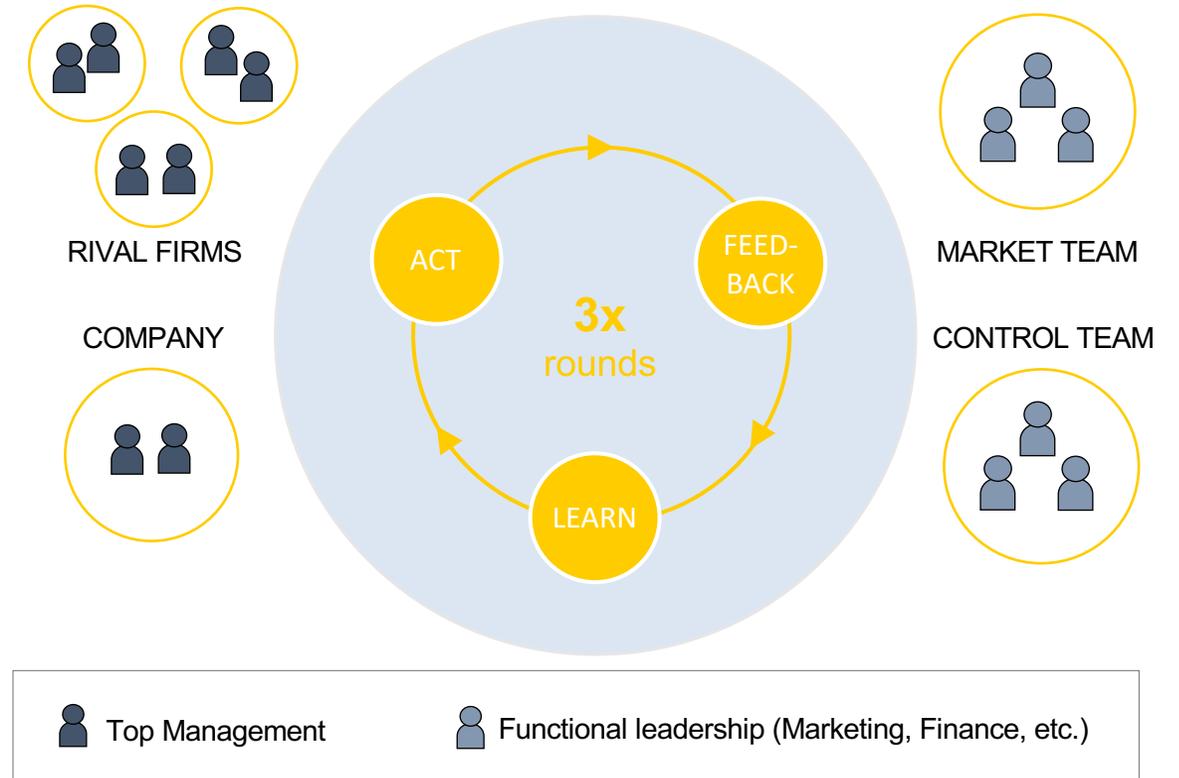
2017



2014

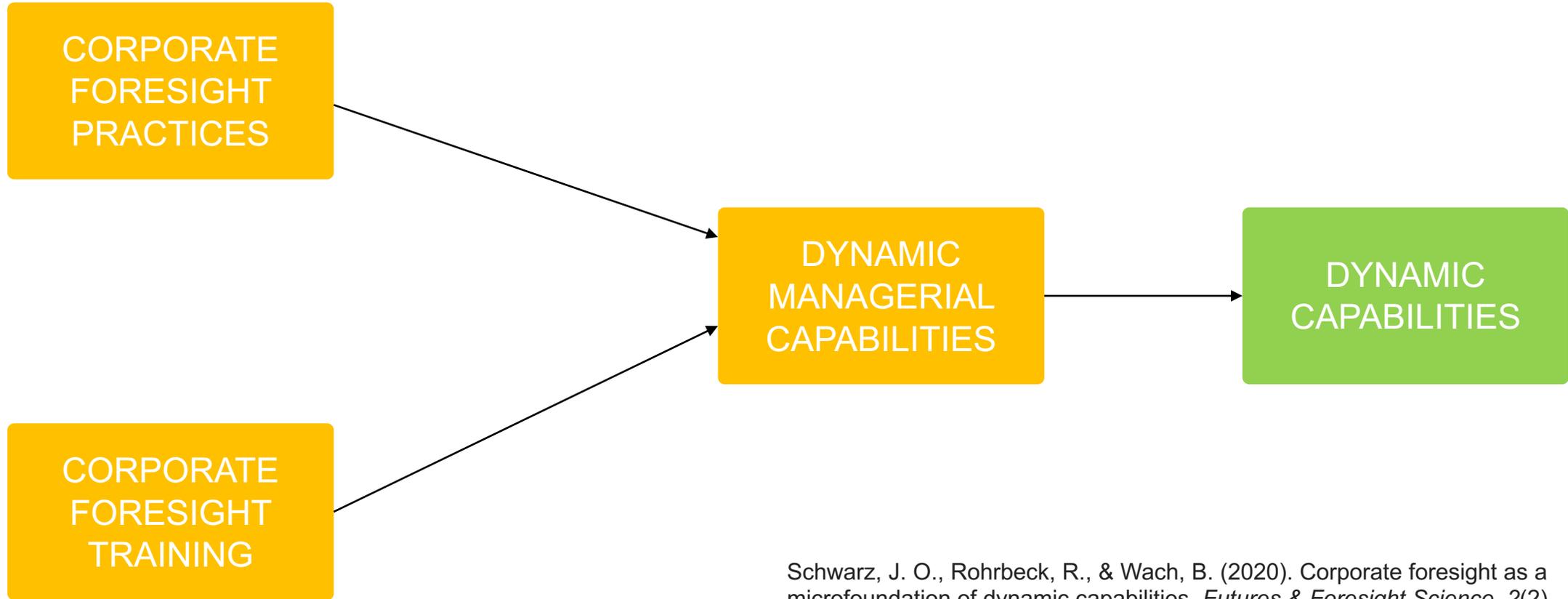


## BUSINESS WARGAMING



# Dynamic Capabilities

Dynamic capabilities are key and leverage on both organizational capabilities and leadership skills



Schwarz, J. O., Rohrbeck, R., & Wach, B. (2020). Corporate foresight as a microfoundation of dynamic capabilities. *Futures & Foresight Science*, 2(2).

# HOW WELL PREPARED ARE YOU?

## POLL

1



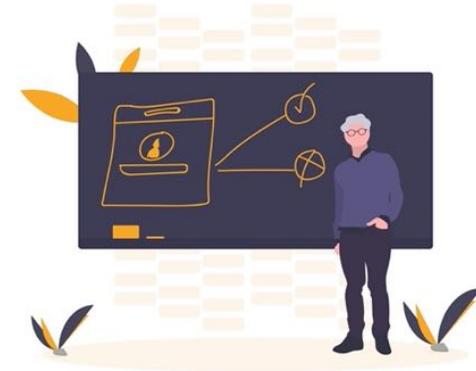
I believe that my organization is well prepared for the future

2



My organization has the capabilities to manage under uncertainty

3



I have the leadership skills needed in uncertain environments



## **Rene Rohrbeck**

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Chair for Foresight, Innovation and  
Transformation



Founding Partner  
Rohrbeck Heger GmbH



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CONSULTANCY: <http://rohrbeckheger.com>

