GLOBAL FUTURE FITNESS STUDY 2023

Ignat Kulkov
Patrick van der Duin
Rene Rohrbeck
Chair for Foresight, Innovation and Transformation

Make an impact

AGENDA

1. Partners and **motivation**
2. The **Future FITness model**
3. **Data** collection, storage, analysis and deadling with anonymity
4. **Publishing** together, in teams and alone
5. **Further engaging** with your interviewees (corporates, NGOs and governmental organizations)
6. **Timeline**
7. AOB

PARTNER PRESENTATION

1. Name
2. Affiliation(s)
3. Motivation

CONTACTS

Ignat Kulkov, PhD
ignat.kulkov@edhec.edu

Project Manager and lead contact at
EDHEC FIT Chair
Researcher at EDHEC Business School

Patrick van der Duin, PhD

Project Associate
EDHEC FIT Chair
Researcher at EDHEC Business School

René Rohrbeck, PhD

Project Leader
EDHEC FIT Chair
Professor at EDHEC Business School

GLOBAL PARTNERS (1/3)

Created with mapchart.net

Legend: ■ European region

Toni Ahlqvist, Finland
Professor at Finland Futures Research Centre (FFRC), University of Turku

Sofi Kurki, Finland
Senior Scientist at VTT

Jan Oliver Schwarz, Germany
Professor of Strategic Foresight and Trend Analysis at Technische Hochschule Ingolstadt

Matthew Spaniol, Denmark
Assistant Professor in Strategic Foresight at Roskilde University

Dr. Adam Gordon, Denmark
Copenhagen Institute for Futures Studies

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GLOBAL PARTNERS (2/3)

American region
Australian region

Created with mapchart.net

Raquel Janissek-Muniz, Brazil
Director at IEA Future lab
Associate Professor at UFRGS

Bárbara Ferrer Lanz, Chile
Foresight commitee at Senodo de Chile
Chief Forsight Officer and Partner at Memética

Janvier A. Vitale, Argentina
Founder and current Co-Director of the Center for Prospective Studies of the National University of Cuyo

Guillermina BENAVIDES, Mexico
Directora de la Maestría en Prospectiva Estratégica

Luke Van Der Laan, Australia
Associate professor and Director of professional studies at University of Southern Queensland

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GLOBAL PARTNERS (3/3)

Legend:
- 🟩 African region
- 🟥 Asia-Pacific region

Deunchalerm Khiewpun, Thailand
Foresight Integration at FutureTales Lab by MQDC

Shermon Cruz, Philippines
Chair at the Association of Professional Futurists
Consultant at Asian Development Bank (ADB)

Dr. Karndee Leopairote, Thailand
Executive Vice President at FutureTales Lab by MQDC

Rugphong Vongsaroj, Thailand
Executive Director FuturISt@NIDA
Associate Professor at NIDA

Juneseuk Shin, South Korea
Advisor at CJ CheilJedang
Professor/Head of Graduate School of Management of Technology at Sungkyunkwan University

Dr. Tanja Hichert, South Africa
Center of Sustainability Transitions
Stellenbosch University

Dr. Julius Gatune, Kenya
Senior Policy Advisor at ACET
Dedan Kimathi University of Technology

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DEFINITION OF FUTURE FITNESS

◆ Is the **capability** to anticipate and assess drivers of change, understand systemic effects and foresee consequences to take a proactive posture towards change

◆ It leverages on this capability to accelerate system level change, develop a wider set of opportunities and drive desirable futures, organization, and our planet

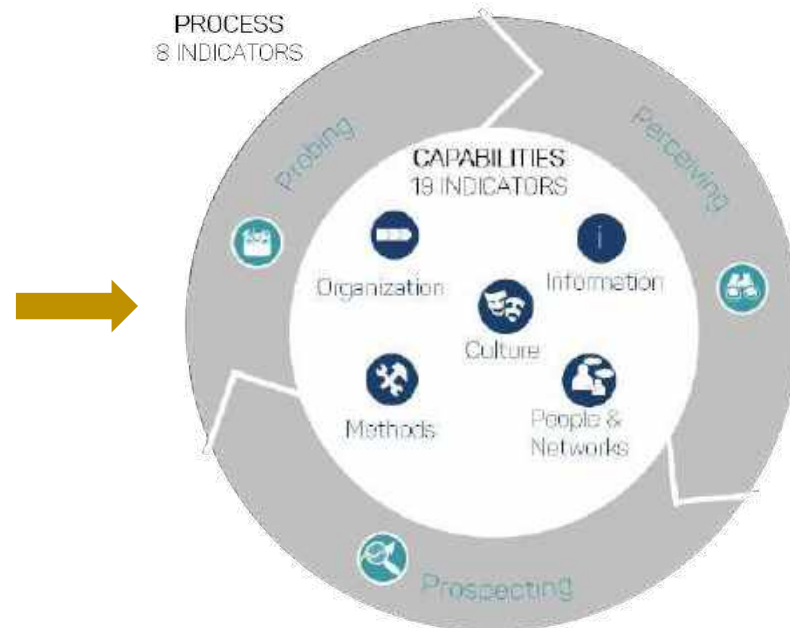◆ It is measured by comparing the need with maturity of an organization's strategic foresight capabilities

HISTORY OF RESEARCH ON FUTURE FITNESS

2010: 1st Generation Model → **2016: 2nd Generation Model** → **2023: Current Status**

Organizational Future Orientation Model (OFO)

Corporate Foresight Maturity Model

Rohrbeck, R., Mahdjour, S., Knab, S., & Frese, T. (2009). Benchmarking Report: Strategic Foresight in Multinational Companies. *SSRN Electronic Journal*, 1–38. https://doi.org/10.2139/ssrn.1470050

Rohrbeck, R., Etingue Kum, M., Jissink, T., & Gordon, A. V. (2018). Corporate Foresight Benchmarking Report 2018: How Leading Firms Build a Superior Position in Markets of the Future. In *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.3178562

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Rohrbeck, R., & Ram, C. (2019). *Making Organisations Fit to Drive Desirable Futures*. https://doi.org/10.2139/ssrn.3484538

FUTURE FITNESS CONCEPTUAL MODEL

PERCEIVING | **PROSPECTING** | **PROBING**

FUTURE FITNESS CONCEPTUAL MODEL

PERCEIVING

PROSPECTING

PROBING

DETECT TRENDS

Trend Management

- Internal and external experts
- Existing and new value networks
- Internal and external databases
- Publications

SMART FACTORY TREND REPORT

IDENTIFY & EVALUATE OPPORTUNITIES

Opportunity Radar & Portfolio Management

Business units

PREPARE IMPLEMENTATION

Matching & Roadmapping

Markets

Technologies

BUILD & ACT UPON FUTURE SCENARIOS

Scenario-based Strategizing/Business Modeling

ACCELERATE

Start-up competitions
Corporate venturing
Ecosystem development

FUTURE FITNESS MEASUREMENT MODEL

Descriptive model, cross-sectional

NEED	FUTURE FITNESS	MATURITY

Uncertainty
(four levels)
Courtney, Kirkland and Viguerie, 1997

Strategic orientation
(Prospector, Analyser, Defender)
Miles & Snow 1978

Future FITness
(four levels)

- **Vigilant:** need=maturity level
- **Vulnerable:** need > maturity by 1 level
- **In danger:** need >> maturity by 2 levels
- **Neurotic:** need < maturity

Foresight Capabilities (four levels)

- **Strategic awareness**
- **Strategic early warning**
- **Scenario-based strategizing**
- **Investing into the future**
- **Developing news businesses**
- **Leveraging the Ecosystem**

RELEVANCY OF STUDYING FUTURE FITNESS

Future prepared firms prepare better in terms of profitability and market capitalization

PROFITABILITY*

	+33%			
ALL FIRMS 12%	VIGILANT 16%	NEUROTIC 10% (+37%)	VULNERABLE 10% (+37%)	IN DANGER 9% (+44%)

MARKET CAPITALIZATION*

	+200%			
ALL FIRMS 25%	VIGILANT 75%	VULNERABLE 38% (-49%)	IN DANGER -1% (-101%)	NEUROTIC -6% (-108%)

* Data: Future preparedness data from 2008;
Profitability and Market Capitalization data from 2015
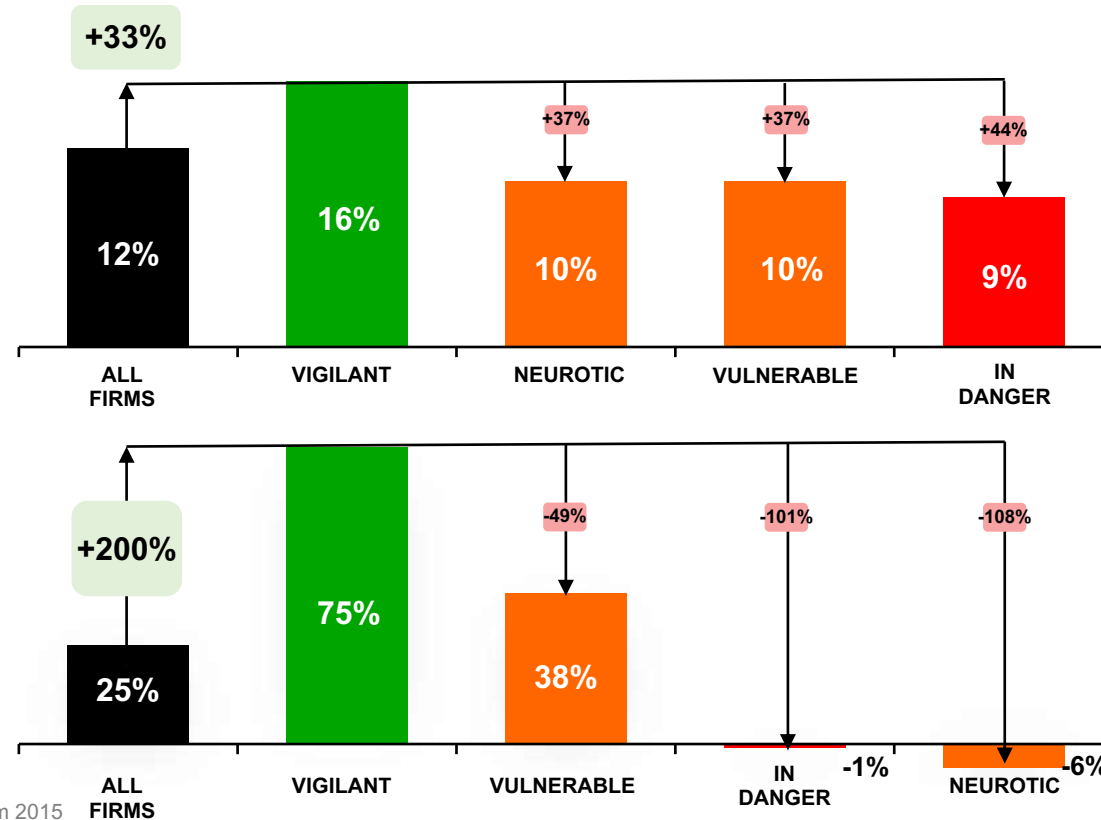
Our results show that firms that are **Vigilant** (Need = Maturity for Foresight) increased their **Profitability by 33%** and their **Market Capitalization by 200%** compared to the average of all the firms

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PERCEIVING 1: STRATEGIC AWARENESS

0	1	2	3	4
No processes, tools, knowledge, skills currently exist	We explore information on the factors that will shape the organisational environment on an ad-hoc/ one-off basis	We create a regularly updated and shared forward view on the key factors that will shape the organisational environment, but there is little/no sense-making of the collected data to create actionable intelligence	We create a regularly updated, interpreted, and shared forward view on the key factors that will shape the organisational environment, but do not create actionable intelligence	We create a regularly updated, interpreted, shared and actionable forward view on the key factors that will shape the organisational environment

FUTURE FITNESS MEASUREMENT MODEL

Regression analysis, longitudinal, corporate partners only
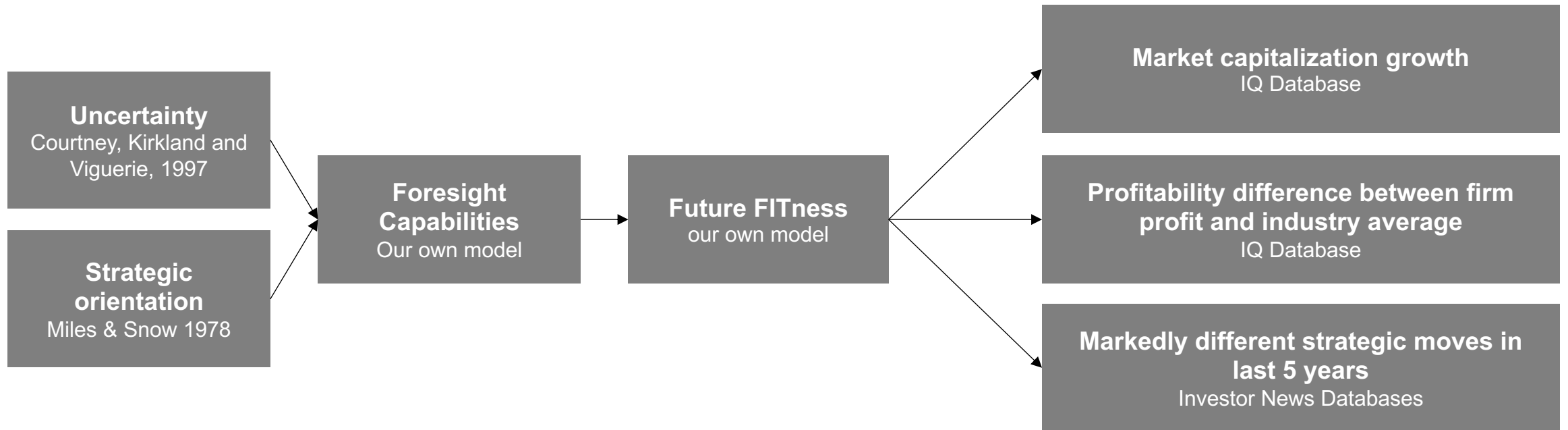
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DATA

Collection, storage, analysis and deadling with anonymity
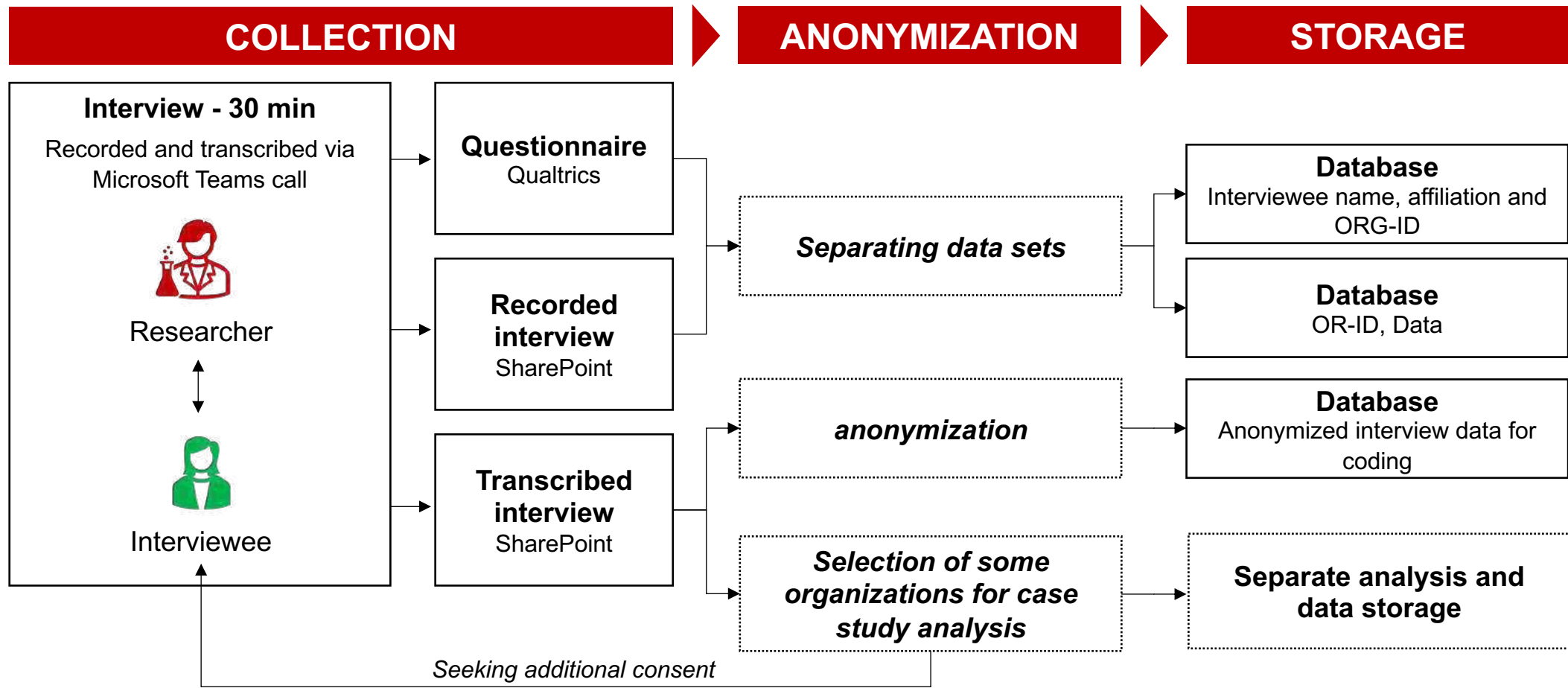
COLLECTION	ANONYMIZATION	STORAGE

Interview - 30 min

Recorded and transcribed via Microsoft Teams call

Researcher

Interviewee

Questionnaire
Qualtrics

Recorded interview
SharePoint

Transcribed interview
SharePoint

Separating data sets

anonymization

Selection of some organizations for case study analysis

Database
Interviewee name, affiliation and ORG-ID

Database
OR-ID, Data

Database
Anonymized interview data for coding

Separate analysis and data storage

Seeking additional consent

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PUBLISHING

We will publish the core of the research as a joint publication, but parts of the dataset can also be individually utilized.

JOINT PUBLICATIONS EDHEC will orchestrate the writing team and all partners will be invited to join	ON REQUEST Using parts of the overall dataset needs to be requested and approved by EDHEC	EVERYONE CAN Publish the data collected by them, qualitative and quantitative
Descriptive cross-sectional statistics of international dataset	Specific paper projects using parts of the data, that don't conflict with joint publications	State of Future FITness in Country Y
Longitudinal study of international dataset	Comparative papers country A vs. country B	Case studies on Future FITness in Country Y
…	…	…

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ENGAGEMENT WITH ORGANIZATIONAL PARTNERS

*Many companies, NGOs and governmental organizations engage with research mainly for learning from **best practices, networking,** and **meeting peers** from other industries.*

EDHEC will provide you with

- Slides on **best practices**
- Invitations to **webinars**
- Invitations to **ExecEd courses**
- Invitation to benchmarking **conferences**
- **Help you** run your own events in your home country

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TIMELINE

	01	02	03	04
December	January	February	March	September	December

Key activities

01
- Preparing measurement model
- Developing questionnaire
- Developing academic partnership model and contract

- #1 workshop: Kick-off workshop

02
- Piloting and fine-tuning questionnaire
- Developing research training material
- Development of an outline of and plan for the Strategic Project Portfolio
- Initiation of strategic partnerships

- #2 workshop: Academic partner training

03
- Data collection
- Intermediate data-analysis calls
- Forming of writing teams

- #3 workshop: Presentation of key results

04
- Authoring academic papers
- Authoring white paper
- Forming of additional writing teams on specific papers

- #4 conference: For global partners

Key output

01
- ✓ Questionnaire
- ✓ Measurement Model

02
- ✓ Partnership model
- ✓ Academic partner training

03
- Key results presentation

04
- White paper
- Joint academic papers
- Approval of additional papers

Key people

Academic partner

Respondents

■ Full Stakeholder Engagement ◨ Engagement with selected Stakeholders 👥 Workshops

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BENEFITS FOR ACADEMIC PARTNERS

Engage with your local, regional and national partners, including firms, NGOs and governmental agencies

Work together with globally leading academic research centers on future preparness and foresight

Keep usage rights on the data you collect in your country and participate in paper projects that work with global data

Gain access to best practices collected through the 15-years research program of EDHEC on strategic foresight and Future FITness

Join a network of academic partners that will work additional collaborative projects funded by industry and public research funds

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SUPPORT FROM EDHEC TO ACADEMIC PARTNERS

Before the study
- Corporate/governmental partner invitation package
- Webinars to onboard your partners that you invite to the study
- Training for researchers to run the study in their home context

Within the study
- Landing web page and quick assessment web application to interest participants (web application still work in progress)
- Setup the survey tool and help in translating it if necessary
- Contact person for questions and sparring
- Regular updates on the study progress and networking among partners

Publication
- Joint publications of results
- Possibility to publish selected results individually on request
- Joint public events (webinars, podcasts, conferences, etc.)
- Industry/NGO/governmental white papers

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WHY PARTICIPATE IN THE STUDY ?

- It gives insight into how your organisation is performing foresight
- It provides insight into how to improve your foresight
- It provides insight into how you are doing foresight in comparison with other organisations
- It provides into how foresight at your organisation has evolved throughout the years

- RQ of the project: How do organizations carry out foresight in relation to the need of foresight?

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CONCEPTUAL AND MEASUREMENT MODEL CROSS-SECTIONAL, DESCRIPTIVE

Context

Future FITness

Foresight capabilities

Need for Strategic Foresight (Uncertainty)

Uncertainty in industry (stock market volatility)

Uncertainty by Courtney, Kirkland and Viguerie (HBR, 1997): four levels of uncertainty

Strategic orientation as defined by Miles & Snow (1978)

+/-

Future FITness

Future FITness index has four levels

- **Vigilant:** need=maturity level
- **Vulnerable:** need > maturity by 1 level (need=3, maturity=2)
- **In danger:** need >> maturity by 2 levels (need=3, maturity=1)
- **Neurotic:** need < maturity (need 2, maturity 3)

+/-

Maturity of strategic foresight capabilities at the organizational level

Maturity of Strategic Foresight Capabilities (6 capabilities)

CONCEPTUAL AND MEASUREMENT MODEL LONGITUDINAL, REGRESSION (CORPORATE PARTNERS)

Context

Future FITness

Foresight capabilities

Dependent variables/performance outcomes

Need for Strategic Foresight (Uncertainty)

Uncertainty in industry (stock market volatility)

Uncertainty by Courtney, Kirkland and Viguerie (HBR, 1997): four levels of uncertainty

Strategic orientation as defined by Miles & Snow (1978)

+/-

Future FITness

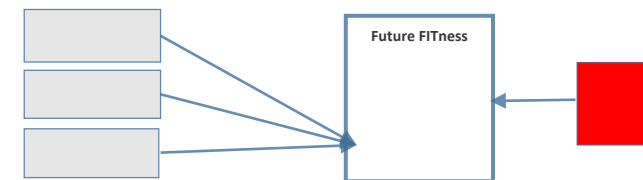**Future FITness index has four levels**

- **Vigilant:** need=maturity level
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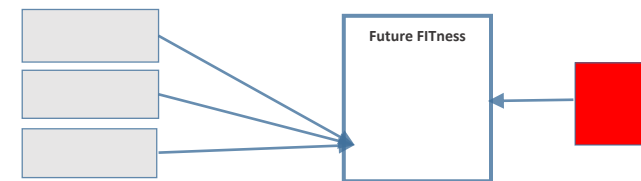Maturity of strategic foresight capabilities at the organizational level

**Maturity of Strategic Foresight Capabilities (6 capabilities)**

Market capitalization growth (IQ Database)

Difference in firm profitability to average profitability in industry (IQ Database)

Markedly different strategic moves in last 5 years (Investor news DB)

CONCEPTUAL AND MEASUREMENT MODEL LONGITUDINAL, REGRESSION (NON-PROFIT PARTNERS)

Context

Future FITness

Foresight capabilities

Dependent variables/performance outcomes

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+/-

Maturity of strategic foresight capabilities at the organizational level

Maturity of Strategic Foresight Capabilities (6 capabilities)

Increase in budget

 # new policies

Increase in staff

National welfare index

Happiness index

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CONSTRUCT- UNCERTAINTY IN INDUSTRY MEASURES VIA SECONDARY DATA: STOCK MARKET VOLATILITY

Abbr.	Sector Index	10-Yr Annualized Total Return*	Best Year*	Worst Year*
COMS	Communication Services	16%	40.80%	-6.90%
COND	Consumer Discretionary	17.4%	43.1%	1.8%
CONS	Consumer Staples	12.3%	27.7%	8.4%
ENRG	Energy	3.5%	28.2%	-21.6%
FINL	Financials	12.3%	35.6%	-17.1%
HLTH	Health Care	14.8%	41.6%	-2.7%
INDU	Industrials	13.8%	40.8%	-13.0%
TECH	Information Technology	17%	50.3%	-1.4%
MTRL	Materials	9%	26.2%	-14.8%
RLST	Real Estate	N/A	32.3%	-2.2%
UTIL	Utilities	11.8%	29.0%	-4.8%
S&P	S&P 500	14.2%	32.4%	-4.4%
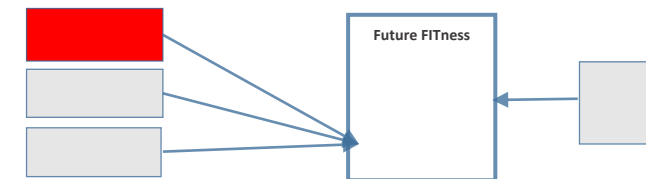
Stock market volatility databases by industry, for example
www.cboe.com/sectors

FOUR LEVELS OF UNCERTAINTY
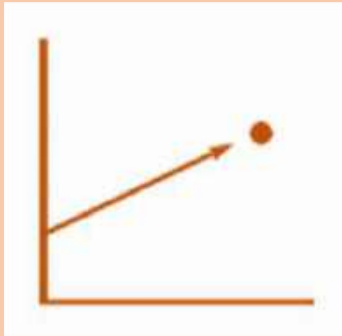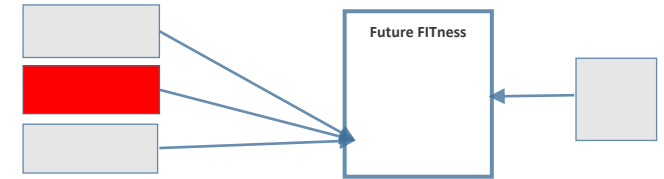
	A Clear-Enough future	Alternate Futures	A range of futures	True ambiguity
What can be known?	• A single forecast precise enough for determining strategy	• A few discrete items that define the future	• A range of possible outcomes, but no natural scenarios	• No basis to forecast the future
Analytical tools	• "Traditional" strategy tool kit	• Decision analysis • Option valuation models • Game theory	• Latent-demand research • Technology forecasting • Scenario planning	• Analogies and pattern recognition • Nonlinear dynamic models
Examples	• Strategy against low-cost airline constraint	• Long-distance telephone carriers' strategy to enter deregulated local-service market • Capacity strategies for chemical plants	• Entering emerging markets, such as India • Developing or acquiring emerging technologies in consumer electronics	• Entering the market for consumer multimedia applications • Entering the Russian market in 1992

Uncertainty by Courtney, Kirkland and Viguerie (HBR, 1997)

MAIN CONSTRUCTS OF THE SURVEY

Antecedents	Independent variables	Dependent variables

Need for Strategic Foresight (Uncertainty)

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Maturity of strategic foresight capabilities at the organizational level

Maturity of Strategic Foresight Capabilities (6 capabilities)

Strategic Orientation* can be treated as an antecedent or as a component of the Future FITness need, tbd

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STRATEGIC ORIENTATION

Strategic orientation as defined by Miles & Snow (1978)

FUTURE FITNESS INDEX

How we construct it based on the scales "need" and "maturity"

Future FITness

◆ **Perceiving 1** (*Strategic Awareness*): Creating a regularly updated, interpreted, shared and actionable forward view on the key factors that will shape the organisational environment

◆ **Prospecting 1** (*Strategic Early Warning*): Sending signals about strategic consequences of change drivers to the parts of the organisation that respond generally faster than rivals

◆ **Prospecting 2** (*Scenario-based Strategizing*): Regular updating of plausible futures (scenarios of alternative futures states) and making them central elements in strategic discussions

◆ **Prospecting 3** (*Investing into the Future*): Making timely, sufficient investment to develop future businesses, products and services, based on shared understanding of the investment rationale

◆ **Probing 1** (*Developing new Businesses*): Creating a continuous stream of candidates for breakthrough innovations by systematically mapping future market needs to emerging technologies

◆ **Probing 2** (*Leveraging the Ecosystem*): Maintaining connections to external sources of innovation to get access to complementary capabilities and reduce R&D cost

Future FITness index has four levels

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Antecedents	Independent variables	Dependent variables

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FUTURE FITNESS MATURITY (CORPORATE)

Capabilities/maturity	0	1	2	3	4
Perceiving 1 (Strategic Awareness) Creating a regularly updated, interpreted, shared and actionable forward view on the key factors that will shape the organisational environment	No processes, tools, knowledge, skills currently exist	We explore information on the factors that will shape the organisational environment on an ad-hoc/ one-off basis	We create a regularly updated and shared forward view on the key factors that will shape the organisational environment, but there is little/no sense-making of the collected data to create actionable intelligence	We create a regularly updated, interpreted, and shared forward view on the key factors that will shape the organisational environment, but do not create actionable intelligence	We create a regularly updated, interpreted, shared and actionable forward view on the key factors that will shape the organisational environment
Prospecting 1 (Strategic Early Warning): Sending signals about strategic consequences of change drivers to the parts of the organisation that respond generally faster than rivals	No processes, tools, knowledge, skills currently exist	We send signals on an ad-hoc/ one-off basis about consequences of change drivers	We send signals on a periodic basis about consequences of change drivers	We send signals in real time about consequences of change drivers, but lack a coordinated and quick response	We send signals about strategic consequences of change drivers to the parts of the organisation that respond generally faster than rivals
Prospecting 2 (Scenario-based Strategizing): Regular updating of plausible futures (scenarios of alternative futures states) and making them central elements in strategic discussions	No processes, tools, knowledge, skills currently exist	We sporadically update our outlook on plausible futures (scenarios of alternative futures states) only, with no reference during strategic discussions	We sporadically update our outlook on plausible futures (scenarios of alternative futures states) but make them central elements in strategic discussions	We regularly update our outlook on plausible futures (scenarios of alternative futures states) and leverage them occasionally in strategic discussions	We regularly update plausible futures (scenarios of alternative futures states) and make them central elements in strategic discussions
Prospecting 3 (Investing into the Future): Making timely, sufficient investment to develop future businesses, products and services, based on shared understanding of the investment rationale	No processes, tools, knowledge, skills currently exist	We make insufficient investment to develop future businesses, products and services, with no clearly understood investment rationale	We make sufficient but slow investment to develop future businesses, products and services, with no clearly understood investment rationale	We make insufficient, reactive investment to develop future businesses, products and services, based on shared understanding of the investment rationale	We make timely, sufficient investment to develop future businesses, products and services, based on shared understanding of the investment rationale
Probing 1 (Developing new Businesses): Creating a continuous stream of candidates for breakthrough innovations by systematically mapping future market needs to emerging technologies	No processes, tools, knowledge, skills currently exist	We review innovations on a one-off/ad-hoc basis, with no clear mapping between future market needs and emerging technologies	We periodically review innovations by mapping future market needs to emerging technologies, with poor coordination across business units	We sporadically explore breakthrough innovations by mapping future market needs to emerging technologies	We create a continuous stream of candidates for breakthrough innovations by systematically mapping future market needs to emerging technologies
Probing 2 (Leveraging the Ecosystem): Maintaining connections to external sources of innovation to get access to complementary capabilities and reduce R&D cost	No processes, tools, knowledge, skills currently exist	We are aware of external sources of innovation only, and have not built connections	We have connections to external sources of innovation, but do not use these get access to complementary capabilities and reduce R&D cost	We have connections to external sources of innovation, have tried to leverage these but there is limited access to complementary capabilities and little/no impact on R&D costs	We maintain connections to external sources of innovation to get access to complementary capabilities and reduce R&D cost

FUTURE FITNESS MATURITY (NON-PROFIT)

Future FITness

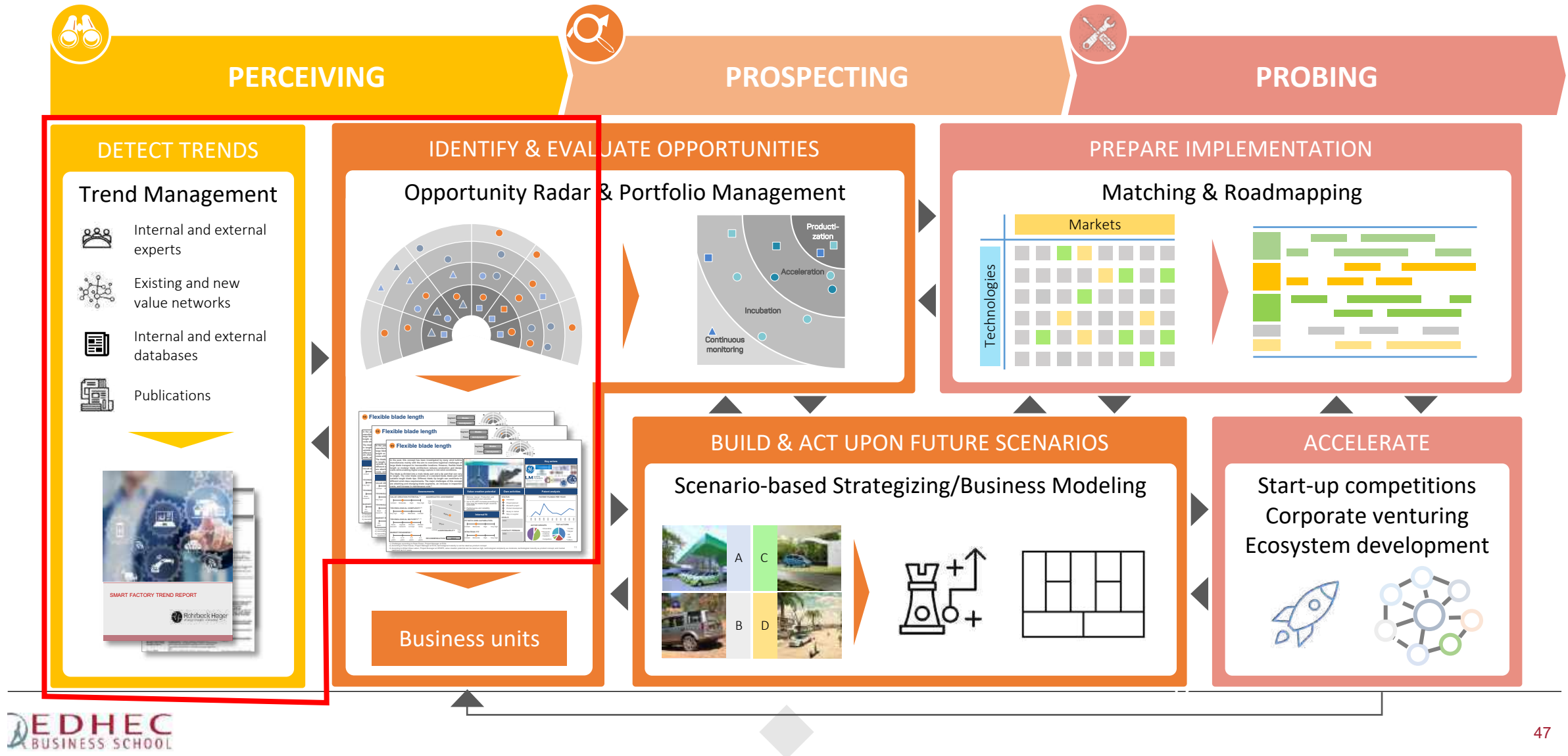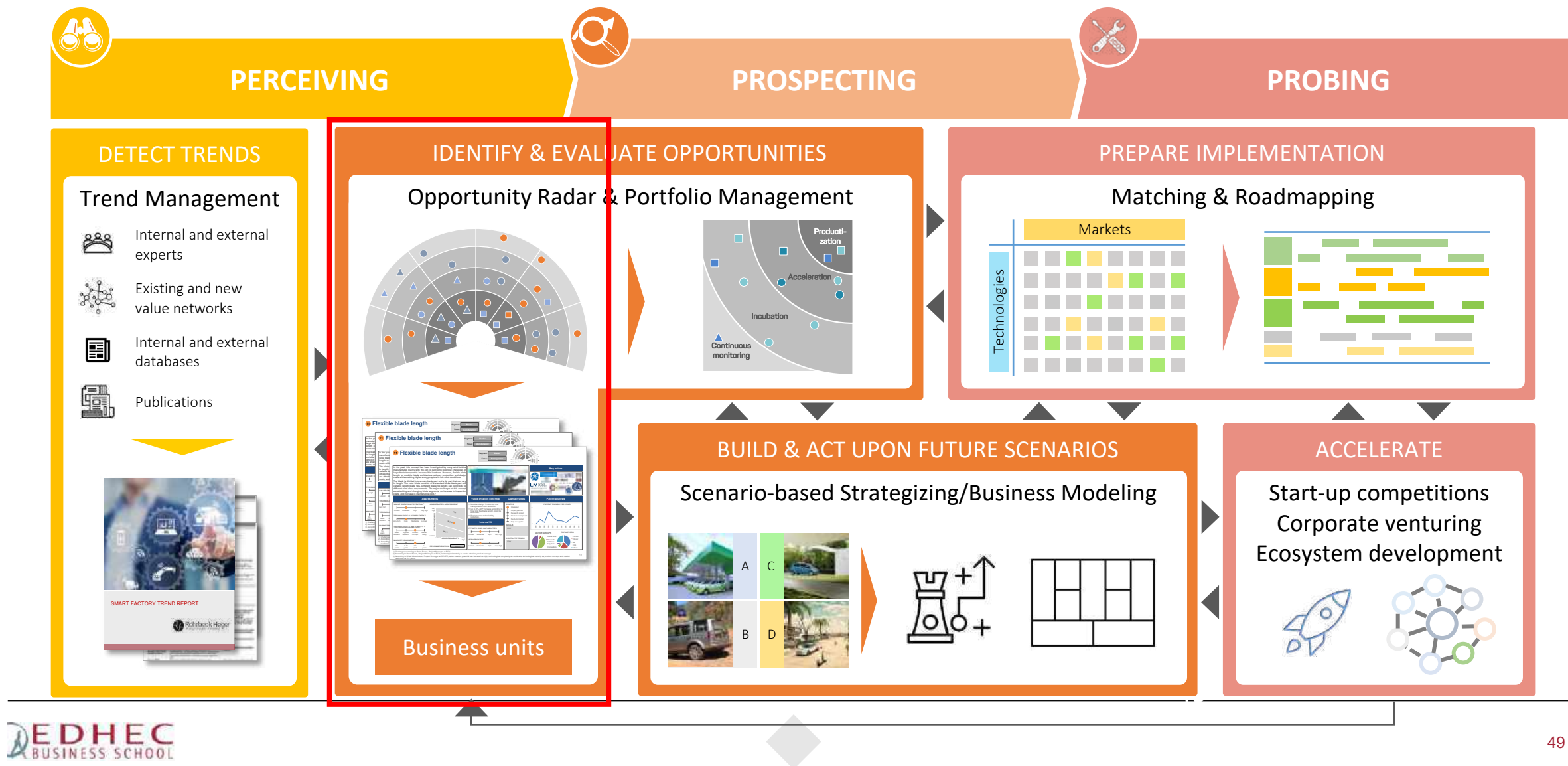| Capabilities/maturity	0	1	2	3	4
Perceiving 1 (Strategic Awareness) Creating a regularly updated, interpreted, shared and actionable forward view on the key factors that will shape the organisational environment	No processes, tools, knowledge, skills currently exist	We explore information on the factors that will shape the organisational environment on an ad-hoc/ one-off basis	We create a regularly updated and shared forward view on the key factors that will shape the organisational environment, but there is little/no sense-making of the collected data to create actionable intelligence	We create a regularly updated, interpreted, and shared forward view on the key factors that will shape the organisational environment, but do not create actionable intelligence	We create a regularly updated, interpreted, shared and actionable forward view on the key factors that will shape the organizational environment
Prospecting 1 (Strategic Early Warning): Sending signals about strategic consequences of change drivers to the parts of the organisation that are in the forefront of developing new policies	No processes, tools, knowledge, skills currently exist	We send signals on an ad-hoc/ one-off basis about consequences of change drivers	We send signals on a periodic basis about consequences of change drivers	We send signals in real time about consequences of change drivers, but lack a coordinated and quick response	We send signals about strategic consequences of change drivers to the parts of the organisation that are in the forefront of developing new policies
Prospecting 2 (Scenario-based Strategizing): Regular updating of plausible futures (scenarios of alternative futures states) and making them central elements in strategic policy discussions	No processes, tools, knowledge, skills currently exist	We sporadically update our outlook on plausible futures (scenarios of alternative futures states) only, with no reference during strategic policy discussions	We sporadically update our outlook on plausible futures (scenarios of alternative futures states) but make them central elements in strategic policy discussions	We regularly update our outlook on plausible futures (scenarios of alternative futures states) and leverage them occasionally in strategic policy discussions	We regularly update plausible futures (scenarios of alternative futures states) and make them central elements in strategic policy discussions
Prospecting 3 (Investing into the Future): Making timely, sufficient efforts to develop new policies, based on shared understanding of the policy rationale	No processes, tools, knowledge, skills currently exist	We make insufficient investment to develop future businesses, products and services, with no clearly understood investment rationale	We make sufficient but slow investment to develop future businesses, products and services, with no clearly understood investment rationale	We make insufficient, reactive investment to develop future businesses, products and services, based on shared understanding of the investment rationale	We make timely, sufficient investment to develop future businesses, products and services, based on shared understanding of the investment rationale
Probing 1 (Developing new Businesses): Creating a continuous stream of candidates for radical new policies by systematically mapping future societal needs to other emerging societal developments	No processes, tools, knowledge, skills currently exist	We review innovations on a one-off/ad-hoc basis, with no clear mapping between future societal needs and emerging societal technologies	We periodically review innovations by mapping future societal needs to emerging technologies, with poor coordination across governmental departments	We sporadically explore breakthrough innovations by mapping future societal needs to emerging societal developments	We create a continuous stream of candidates for breakthrough innovations by systematically mapping future societal needs to emerging technologies
Probing 2 (Leveraging the Ecosystem): Maintaining connections to external sources of new policies to get access to complementary capabilities and reduce policy efforts	No processes, tools, knowledge, skills currently exist	We are aware of external sources of innovation only, and have not built connections	We have connections to external sources of innovation, but do not use these get access to complementary capabilities	We have connections to external sources of innovation, have tried to leverage these but there is limited access to complementary capabilities	We maintain connections to external sources of innovation to get access to complementary capabilities

EDHEC
BUSINESS SCHOOL

MARKET CAPITALIZATION GROWTH (STATISTA)

Future FITness
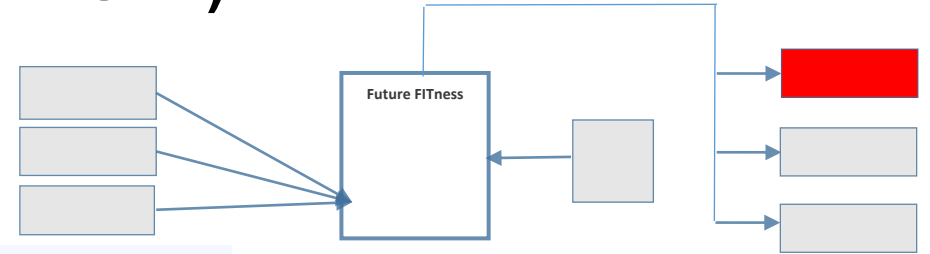
Search for a company

Matching companies: **3,245**

Locations	Industries	Trends	Revenue	Employees						$ USD	⬇ XLS
Worldwide	2 selected	All trends	All revenues	All sizes	Clear filters						

IPO Status	Operating Status	Founding Year / Est	Growth Champions					
Private, Public	Active	All years	All growth c...		Save search	Quick Compare	Choose Columns ⑦ ⌄	

#	Name	Location	Industry ▼	Revenue ⇅	Employees ⇅	IPO Status	Operating Status	Est. ⇅
1	Volkswagen	🇩🇪 Germany	Motor Vehicles	$296.1b	672,800	Public	Active	1984
2	Toyota Motor	🔴 Japan	Motor Vehicles	$285.9b	372,817	Public	Active	1937
3	Mercedes-Benz Group	🇩🇪 Germany	Motor Vehicles	$158.4b	172,425	Public	Active	1987
4	Ford Motor	🇺🇸 United States	Motor Vehicles	$136.3b	183,000	Public	Active	1903
5	Bmw	🇩🇪 Germany	Motor Vehicles	$133.4b	118,909	Public	Active	1984
6	Honda Motor	🔴 Japan	Motor Vehicles	$132.6b	204,035	Public	Active	1948
7	Hyundai Motor	South Korea	Motor Vehicles	$103.5b	66,002	Public	Active	1967
8	Nissan Motor	🔴 Japan	Motor Vehicles	$76.8b	134,111	Public	Active	1933

EDHEC
BUSINESS SCHOOL

DIFFERENCE IN FIRM PROFITABILITY TO AVERAGE PROFITABILITY IN INDUSTRY (STATISTA)

MARKEDLY DIFFERENT STRATEGIC MOVES IN LAST 5 YEARS

Investment and information portals, for example:

- https://www.investors.com/

- https://www.cnbc.com/business/

- https://www.marketwatch.com/
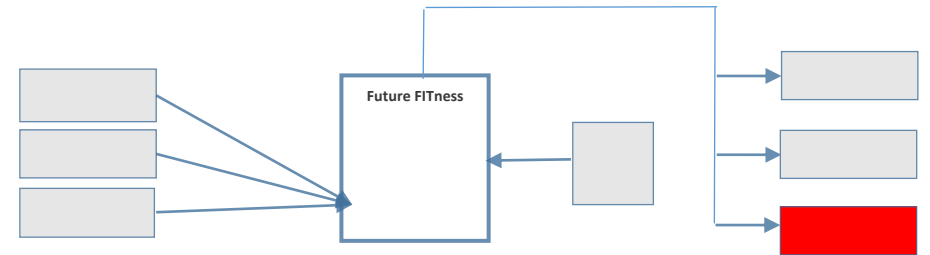
ELEMENTS OF MATURITY TO MEASURE

Very good/Thriving

Good/Optimizing

Average/Adapting

Poor/Surviving

Very poor/Failing
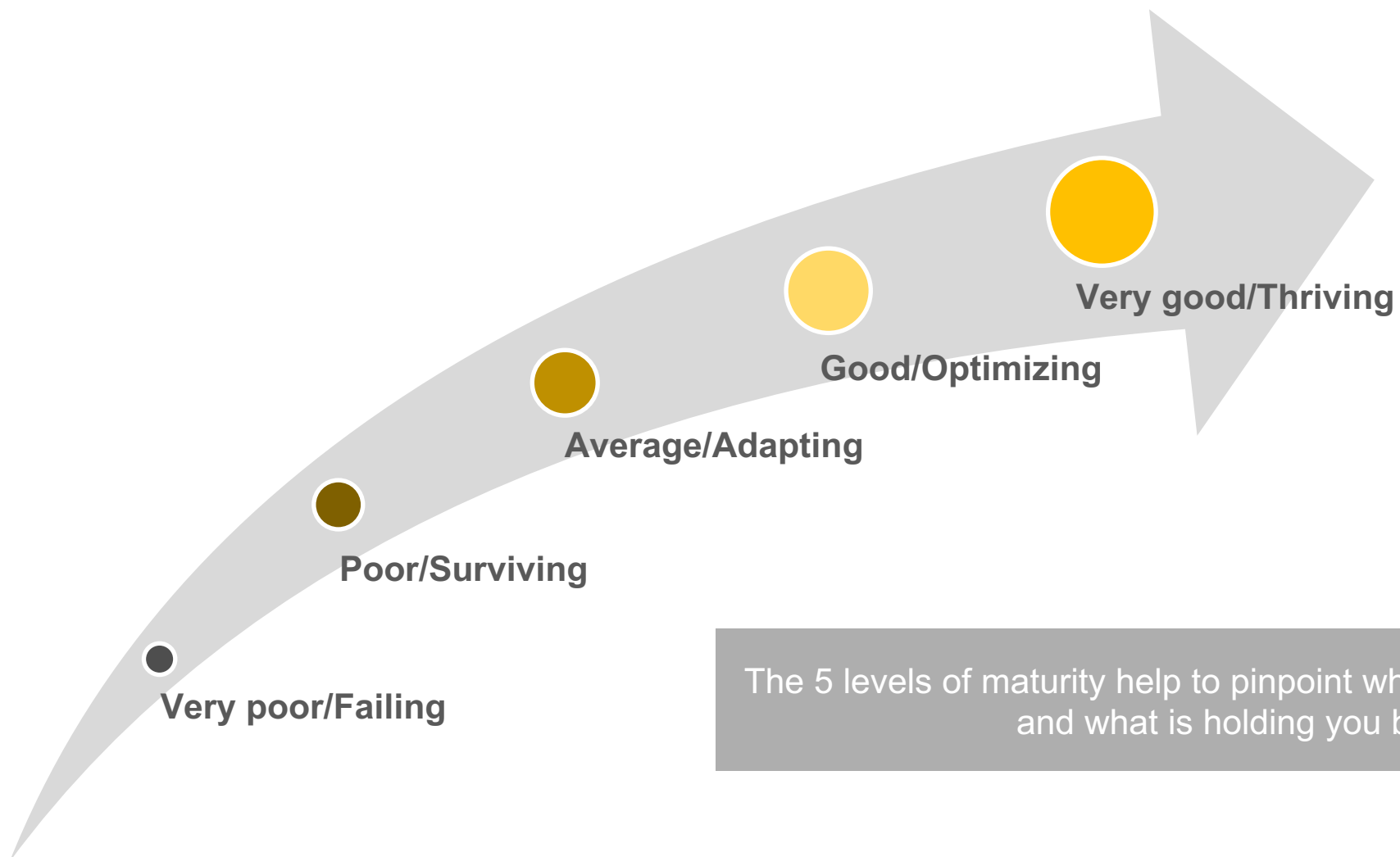
The 5 levels of maturity help to pinpoint where you are strongest and what is holding you back

FUTURE FITNESS CAPABILITIES (CORPORATE)

We assess the Future FITness of an organization across six capabilities

ORGANISATIONAL CAPABILITY

A capability is the ability to consistently deliver a specified outcome relevant to the business.

This takes place through the **right combination** of processes, tools, knowledge, skills, and organisation, generally developed across internal boundaries.

◆ **Perceiving 1 (*Strategic Awareness*):** Creating a regularly updated, interpreted, shared and actionable forward view on the key factors that will shape the organisational environment

◆ **Prospecting 1 (*Strategic Early Warning*):** Sending signals about strategic consequences of change drivers to the parts of the organisation that respond generally faster than rivals

◆ **Prospecting 2 (*Scenario-based Strategizing*):** Regular updating of plausible futures (scenarios of alternative futures states) and making them central elements in strategic discussions

◆ **Prospecting 3 (*Investing into the Future*):** Making timely, sufficient investment to develop future businesses, products and services, based on shared understanding of the investment rationale

◆ **Probing 1 (*Developing new Businesses*):** Creating a continuous stream of candidates for breakthrough innovations by systematically mapping future market needs to emerging technologies

◆ **Probing 2 (*Leveraging the Ecosystem*):** Maintaining connections to external sources of innovation to get access to complementary capabilities and reduce R&D cost

PERCEIVING 1: STRATEGIC AWARENESS

0	1	2	3	4
No processes, tools, knowledge, skills currently exist	We explore information on the factors that will shape the organisational environment on an ad-hoc/ one-off basis	We create a regularly updated and shared forward view on the key factors that will shape the organisational environment, but there is little/no sense-making of the collected data to create actionable intelligence	We create a regularly updated, interpreted, and shared forward view on the key factors that will shape the organisational environment, but do not create actionable intelligence	We create a regularly updated, interpreted, shared and actionable forward view on the key factors that will shape the organisational environment

CAPABILITY REFERENCE MODEL

Perceiving 1 : Strategic Awareness

◆ Scenario Planning

◆ Trend Radar/ Trend Audit

PROSPECTING 1: STRATEGIC EARLY WARNING

0	1	2	3	4
No processes, tools, knowledge, skills currently exist	We send signals on an ad-hoc/ one-off basis about consequences of change drivers	We send signals on a periodic basis about consequences of change drivers	We send signals in real time about consequences of change drivers, but lack a coordinated and quick response	We send signals about strategic consequences of change drivers to the parts of the organisation that respond generally faster than rivals

CAPABILITY REFERENCE MODEL

Prospecting 1: Strategic Early Warning

◆ Discovery driven planning

◆ Business Wargaming

◆ Link warning signals to strategic portfolios

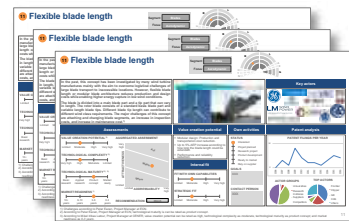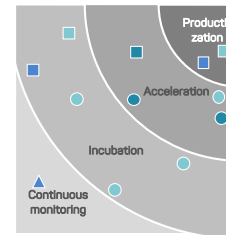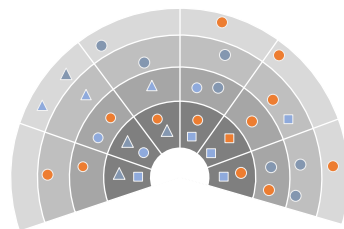**PERCEIVING**

PROSPECTING

PROBING

DETECT TRENDS

Trend Management

- Internal and external experts
- Existing and new value networks
- Internal and external databases
- Publications

SMART FACTORY TREND REPORT

IDENTIFY & EVALUATE OPPORTUNITIES

Opportunity Radar & Portfolio Management

Flexible blade length
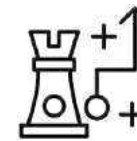
Business units

PREPARE IMPLEMENTATION

Matching & Roadmapping

Markets

Technologies

BUILD & ACT UPON FUTURE SCENARIOS

Scenario-based Strategizing/Business Modeling

A   C

B   D

ACCELERATE

Start-up competitions
Corporate venturing
Ecosystem development

EDHEC BUSINESS SCHOOL

PROSPECTING 2: SCENARIO-BASED STRATEGIZING

0	1	2	3	4
No processes, tools, knowledge, skills currently exist	We sporadically update our outlook on plausible futures (scenarios of alternative futures states) only, with no reference during strategic discussions	We sporadically update our outlook on plausible futures (scenarios of alternative futures states) but make them central elements in strategic discussions	We regularly update our outlook on plausible futures (scenarios of alternative futures states) and leverage them occasionally in strategic discussions	We regularly update plausible futures (scenarios of alternative futures states) and make them central elements in strategic discussions

CAPABILITY REFERENCE MODEL

Prospecting 2: Scenario-based Strategizing

◆ Scenario sprints

◆ Selectively quantify scenarios and implications for business

PROSPECTING 3: INVESTING INTO THE FUTURE

0	1	2	3	4
No processes, tools, knowledge, skills currently exist	We make insufficient investment to develop future businesses, products and services, with no clearly understood investment rationale	We make sufficient but slow investment to develop future businesses, products and services, with no clearly understood investment rationale	We make insufficient, reactive investment to develop future businesses, products and services, based on shared understanding of the investment rationale	We make timely, sufficient investment to develop future businesses, products and services, based on shared understanding of the investment rationale

CAPABILITY REFERENCE MODEL

Prospecting 3: Investing into the Future

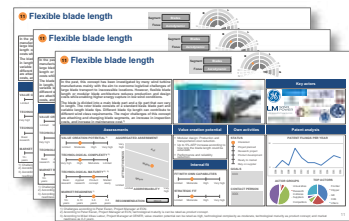◆ Strategic Portfolios/New Strategy Playbook

PERCEIVING

DETECT TRENDS

Trend Management
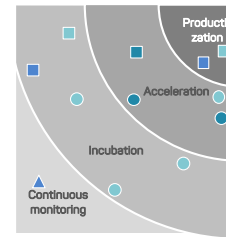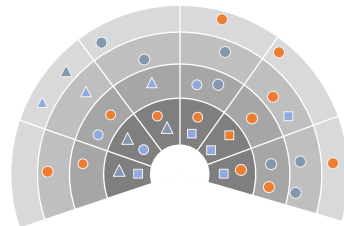
- Internal and external experts
- Existing and new value networks
- Internal and external databases
- Publications

SMART FACTORY TREND REPORT

PROSPECTING

IDENTIFY & EVALUATE OPPORTUNITIES

Opportunity Radar & Portfolio Management

Producti-zation
Acceleration
Incubation
Continuous monitoring

Flexible blade length

Business units

BUILD & ACT UPON FUTURE SCENARIOS

Scenario-based Strategizing/Business Modeling

A | C

B | D
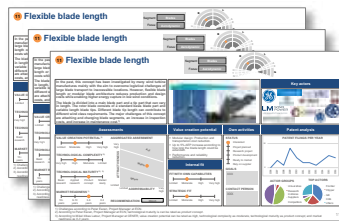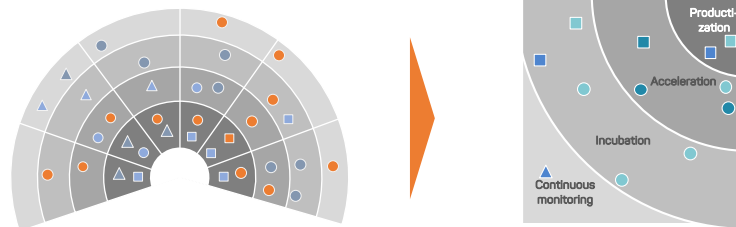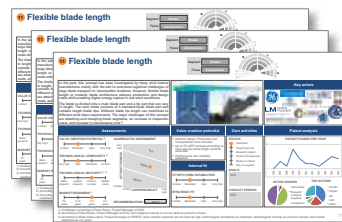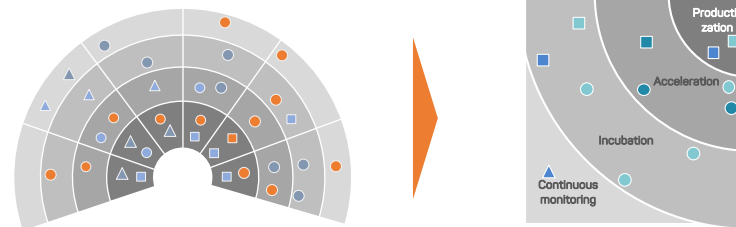
PROBING

PREPARE IMPLEMENTATION

Matching & Roadmapping

Markets
Technologies

ACCELERATE

Start-up competitions
Corporate venturing
Ecosystem development

EDHEC BUSINESS SCHOOL

PROBING 1: DEVELOPING NEW BUSINESSES

0	1	2	3	4
No processes, tools, knowledge, skills currently exist	We review innovations on a one-off/ad-hoc basis, with no clear mapping between future market needs and emerging technologies	We periodically review innovations by mapping future market needs to emerging technologies, with poor coordination across business units	We sporadically explore breakthrough innovations by mapping future market needs to emerging technologies	We create a continuous stream of candidates for breakthrough innovations by systematically mapping future market needs to emerging technologies

CAPABILITY REFERENCE MODEL

Probing 1: Developing new Businesses

◆ Matching and Roadmapping

PERCEIVING

PROSPECTING

PROBING

DETECT TRENDS

Trend Management

- Internal and external experts
- Existing and new value networks
- Internal and external databases
- Publications

IDENTIFY & EVALUATE OPPORTUNITIES

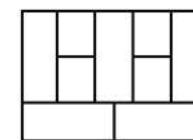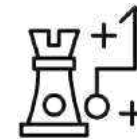**Opportunity Radar & Portfolio Management**

Business units

PREPARE IMPLEMENTATION

Matching & Roadmapping

Markets

Technologies

BUILD & ACT UPON FUTURE SCENARIOS

Scenario-based Strategizing/Business Modeling

ACCELERATE

Start-up competitions
Corporate venturing
Ecosystem development

EDHEC
BUSINESS SCHOOL

55

0	1	2	3	4
No processes, tools, knowledge, skills currently exist	We are aware of external sources of innovation only, and have not built connections	We have connections to external sources of innovation, but do not use these get access to complementary capabilities and reduce R&D cost	We have connections to external sources of innovation, have tried to leverage these but there is limited access to complementary capabilities and little/no impact on R&D costs	We maintain connections to external sources of innovation to get access to complementary capabilities and reduce R&D cost

CAPABILITY REFERENCE MODEL

Probing 2: Leveraging the Ecosystem

- ◆ Venture-like minority investments
- ◆ Innovation contests/challenges
- ◆ Hackathons
- ◆ Internal venturing

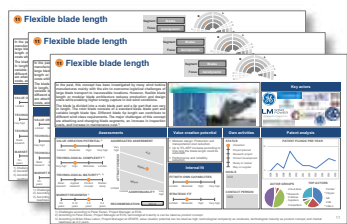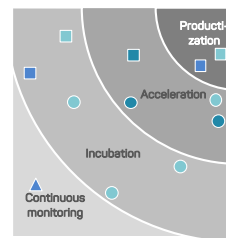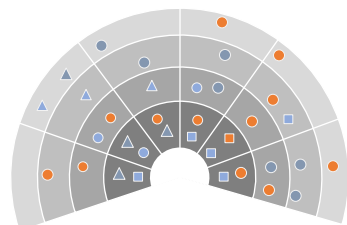| PERCEIVING	PROSPECTING	PROBING

DETECT TRENDS

Trend Management

- Internal and external experts
- Existing and new value networks
- Internal and external databases
- Publications

SMART FACTORY TREND REPORT

IDENTIFY & EVALUATE OPPORTUNITIES

Opportunity Radar & Portfolio Management

Productization
Acceleration
Incubation
Continuous monitoring

Business units

PREPARE IMPLEMENTATION

Matching & Roadmapping

Markets

Technologies

BUILD & ACT UPON FUTURE SCENARIOS

Scenario-based Strategizing/Business Modeling

A C
B D

ACCELERATE

Start-up competitions
Corporate venturing
Ecosystem development

EDHEC BUSINESS SCHOOL
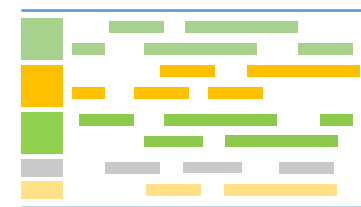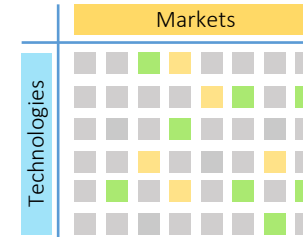
OUTPUT VISUALISATION: OPTION 1

Maturity
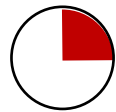
Perceiving
(Awareness)

Prospecting 1
(Early Warning
System)
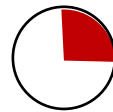
Prospecting 2
(Scenarios)
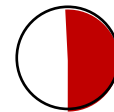
Prospecting 3
(Investing into
the Future)

Probing 1
(Roadmapping
and Matching)
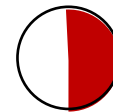
Probing 2
(Open
Innovation)

FUTURE FITNESS CAPABILITIES

PERCEIVING

PROSPECTING

DETECT TRENDS
Trend Management
- Internal and external experts
- Existing and new value networks
- Internal and external databases
- Publications

SMART FACTORY TREND REPORT

IDENTIFY & EVALUATE OPPORTUNITIES
Opportunity Radar & Portfolio Management

Business units

PREPARE IMPLEMENTATION
Matching & Roadmapping

Markets

Technologies
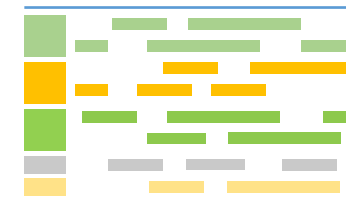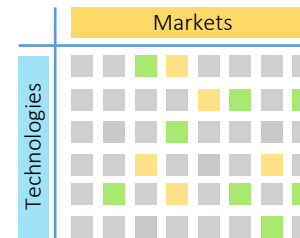
BUILD & ACT UPON FUTURE SCENARIOS
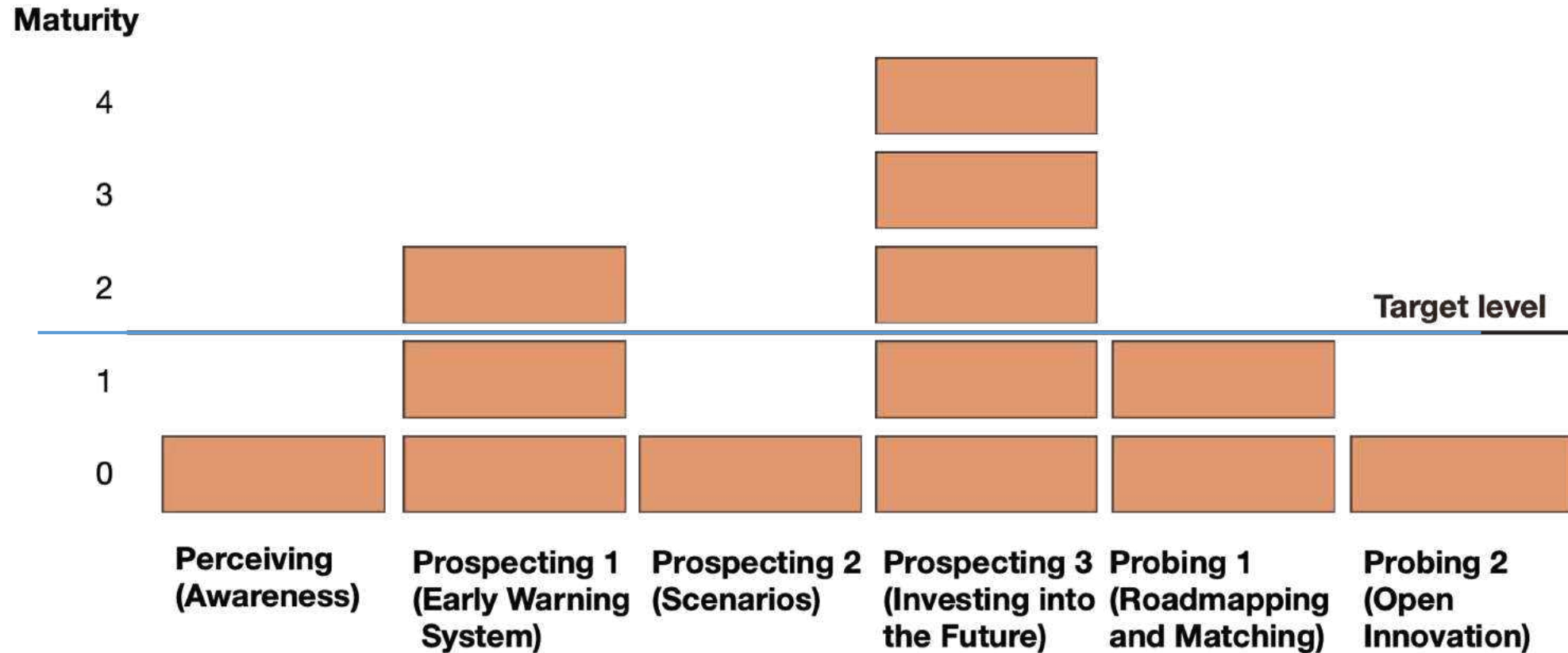**Scenario-based Strategizing/Business Modeling**
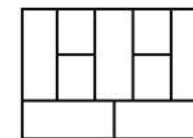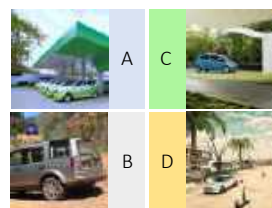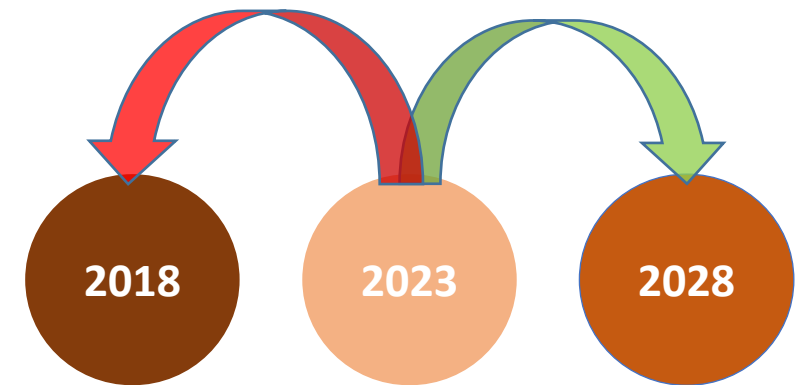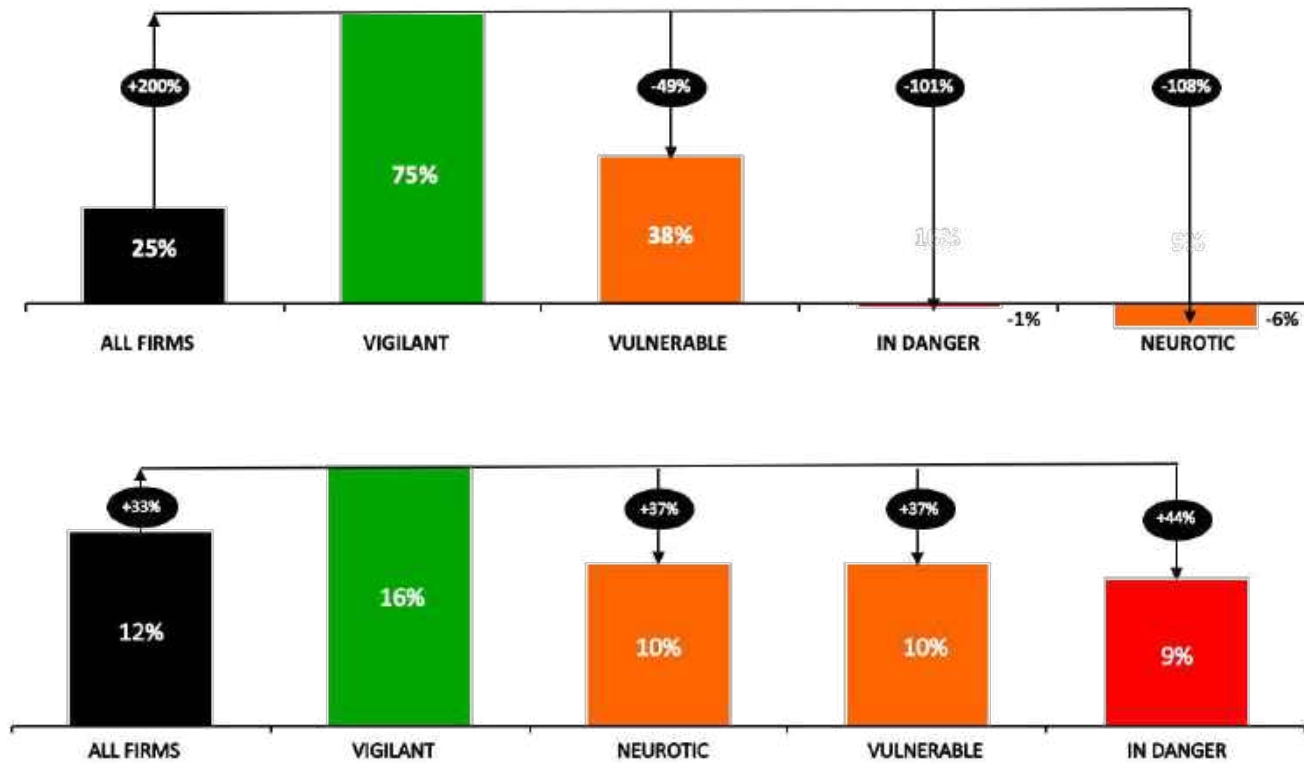
ACCELERATE
Start-up competitions
Corporate venturing
Ecosystem development
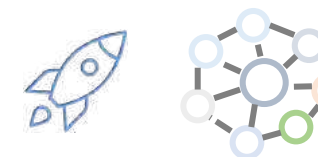
THE STRATEGIC NEED TO DEVELOP THE ORGANIZATION'S COMPETENCIES IN COMPARISON WITH THE AVERAGE MARKET INDICATORS

MARKET SHARE AND PROFIT GROWTH OVER 5 YEARS

TIMELINE OF THE STUDY

Onboarding academic partners: 21st Oct – 31 Dec 2022

Training academic partners: February 2023

Launch web landing page: Spring 2023

Launch of Future FITness web application: Spring 2023

Launch of Global Future FITness study: March 2023 (with webinar)

End of data collection: July 2023

Webinar series for participants (first one in English, then in local languages if needed): Jul 2023

Series of local workshops with companies: Q3-Q4/2023

Authoring joint paper: Jul – Oct 2023

Clearing period for individual partner paper projects: Sep - Dec 2023