René Rohrbeck

Corporate Foresight

Towards a Maturity Model for the Future Orientation of a Firm

Physica-Verlag

Contents

1 Introduction 1
1.1 Motivation and Background 1
1.2 Objectives and Research Questions 6
1.3 Relevance of Research 7
1.4 Structure of Thesis 8

2 Literature Review 11
2.1 Strategic Management Perspective 13
2.1.1 Environmental Scanning 15
2.1.2 Corporate Change and Ambidexterity 16
2.1.3 Decision Making 24
2.2 Innovation Management Perspective 25
2.2.1 Radical Innovations 29
2.2.2 Disruptions 30
2.3 Future Research Perspective 35
2.3.1 A Brief Overview of Definitions and Relevant Terminology 35
2.3.2 National Economy Perspective (Macro) 35
2.3.3 Corporate Perspective (Micro) 40
2.4 Management Theories 48
2.4.1 Contingency Theory 48
2.4.2 Resource-Based View 49
2.4.3 Dynamic Capabilities 50
2.5 Implications from Past Research for Corporate Foresight 50

3 Research Design 55
3.1 Research Aims 55
3.2 Research Strategy 56
3.2.1 Sample and Case Selection 57
3.2.2 Data Collection Instruments 58
3.2.3 Key Informants 59

3.3 Research Sequence 61
3.4 Data Reduction and Coding 63
3.5 Drawing Conclusions and Verifying Data 63
3.5.1 Developing the Maturity Model of Corporate Foresight 64
3.5.2 Identification and Discussion of Best Practices 65
3.6 Measures Taken to Ensure Research Quality 66

4 The Maturity Model of Corporate Foresight 71
4.1 The Elements 71
4.1.1 Context 73
4.1.2 Capabilities 74
4.1.3 Impact/Value Creation 81
4.2 Maturity Levels 93
4.2.1 Information Usage 95
4.2.2 Method Sophistication 98
4.2.3 People and Networks 103
4.2.4 Organization 104
4.2.5 Culture 108
4.3 Usage Logic 110
4.3.1 The Trade-Off Between Structure and Culture 111
4.3.2 Process Dimension 113
4.3.3 Usage Procedure 115
4.3.4 Conclusion on Usage of the Maturity Model 120

5 Best-Practices in Corporate Foresight 123
5.1 Networks of Scouts (Information Usage) 123
5.1.1 Context and Motivation 123
5.1.2 Description of Practice 126
5.1.3 Evaluation 130
5.2 Data Mining (Information Usage) 131
5.2.1 Context and Motivation 132
5.2.2 Description of Practice 133
5.2.3 Evaluation 136
5.3 Combining Scenario Analysis with Roadmapping (Method Sophistication) 137
5.3.1 Context and Motivation 138
5.3.2 Description of Practice 139
5.3.3 Evaluation 143
5.4 IT Collaboration Tools (People and Networks) 145
5.4.1 Context and Motivation 146
5.4.2 Description of Practice 146
5.4.3 Evaluation 149
5.5 Communicating Insights Through Participation (People and Networks) 151

5.5.1 Context and Motivation 151
5.5.2 Description of Practice 152
5.5.3 Evaluation 155
5.6 Linking Foresight to Strategy (Organization) 156
5.6.1 Short-Term (1 Year) 157
5.6.2 Medium Term (3–5 Years) 159
5.6.3 Long Term (15–25 Years) 161
5.6.4 Evaluation 162
5.7 Linking Foresight to Innovation Management (Organization) 163
5.7.1 The Initiator Role 164
5.7.2 The Strategist Role 166
5.7.3 The Opponent Role 168
5.7.4 Evaluation 169
5.8 Involving Every Employee to Manage Discontinuous Change (Culture) 170
5.8.1 Context and Motivation 171
5.8.2 Description of Practice 171
5.8.3 Evaluation 175

6 Discussion and Conclusion 177
6.1 Managerial Contributions 177
6.2 Theoretical Contributions 180
6.3 Limitations and Future Research Directions 184

7 Appendix 187
7.1 Interview Guideline 187
7.2 Context Questionnaire 189
7.3 Interview Templates 192
7.4 Informants 196
7.5 Internal Documents 198
7.6 Public Information Sources 200
7.7 Academic Publications by Informants 201
7.8 Coding Tree 201

References 203