

Aspects	Level 1	Level 2	Level 3	Level 4
Willingness to share across functions	Poor: Information is ignored and hoarded	Exchange of information is rare and happens only in predefined formal channels	Exchange of information occurs on various levels but mostly in formalized channels	Excellent: Ongoing information sharing on many levels
Readiness to listen to scouts and external sources	The organization is closed. Contacts with the outside are discouraged	Some external personal contacts are called upon, but gathered insights are disguised as coming from the inside	Personal contacts are regarded as valuable. Few have a variety of external contacts	The organization is open. Building and maintaining an external network are encouraged
Informal communication	Poor: No informal communication	Limited informal information across functions	Informal communication is encouraged	Future insights are diffused effectively and reach the relevant decision makers through informal communication
Organization's attitude toward the periphery	Limited and myopic: few people care	Some people are looking into the periphery, but they are not known and called upon	Some people are looking into the periphery, they are known but not called upon regularly	Active and curious: Scanning the periphery is commonplace
Willingness to test and challenge basic assumptions	The basic assumptions are neither known nor made transparent	Some basic assumptions are known but not challenged	There is a good understanding of basic assumptions and they are tested	Basic assumptions are explicit, much talked about, and frequently challenged

Aspects	Level 1	Level 2	Level 3	Level 4
Mode	Foresight activities are top-management triggered and issue specific	Most foresight activities are issue driven	Continuous foresight complements project-based, issue-driven foresight	Both continuous and project-based foresight is triggered bottom-up and top-down
Integration with other processes	Technology foresight gives input to the technology strategy	Foresight triggers innovation management activities	Insights from foresight are used for strategic and innovation management	Foresight is linked to corporate development, strategic controlling, and strategic and innovation management
Formal diffusion of insights	Future insights are discussed on cross-functional board	Future insights are discussed as one element in functional boards	Future insights are integrated into functional and divisional boards	Future insights are integrated into most decision making processes and can be brought onto boards by the foresight unit
Accountability	No defined responsibility to detect weak signals	Responsibility is defined within technology domain	Responsibility falls to specific units	Every employee is responsible for detecting weak signals; foresight unit serves as information hub
Incentives	No incentives to reward wider vision	Rewards are available only if a financial impact can be identified	Incentives are primarily financial and are handed out within annual review	Incentives are recognition from senior management and financial rewards

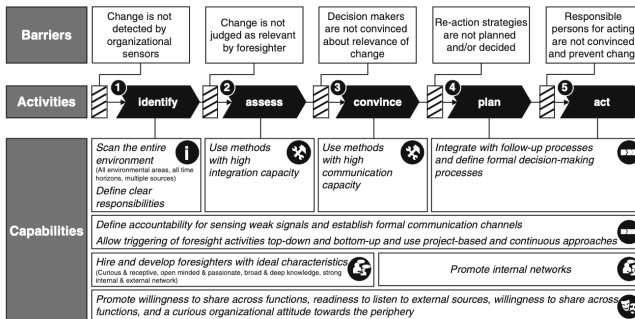


Fig. 4.6 Procedural barriers and capabilities of corporate foresight

Aspects	Level 1	Level 2	Level 3	Level 4
Reach	Scanning only in current business	Scanning in current business and areas of interest	Scanning in current and adjacent business	Scanning in current business, adjacent business, and white spaces
Scope	Focus on technology scanning	Scanning technologies and some other areas poorly	Scanning the areas of the environment to a different extent	Scanning in all areas (technology, political, competitor, customer, and socio-cultural environment)
Time horizon	Emphasis on short term	Short and medium term are taken into account (1–2 product life cycles)	Long, medium and short term are taken into account	Pro-active scanning in long, medium and short term in place
Sources	Use of few and easily accessible sources	Use of multiple easily accessible sources	Use of some restricted sources that provide a competitive advantage	Use of many sources that provide a competitive advantage

Aspects	Level 1	Level 2	Level 3	Level 4
Integration capacity	No integration	Some integration methods are used	Integration methods are used but do not integrate all three dimensions	Methods integrate, scope, reach and time horizon of foresight
Communicative capacity	Methods don't support communication	Some methods are known that facilitate internal communication	Some methods are used that help internal communication	Methods help internal and external communication
Match with problem	No deliberate method selection	Some parts of the company choose methods deliberately	Most parts of the company choose methods deliberately	Methods are deliberately selected to match the business issue
Match with context	No deliberate method selection	Some parts of the company choose methods deliberately	Most parts of the company choose methods deliberately	Type of method and effort is consistent with context of company

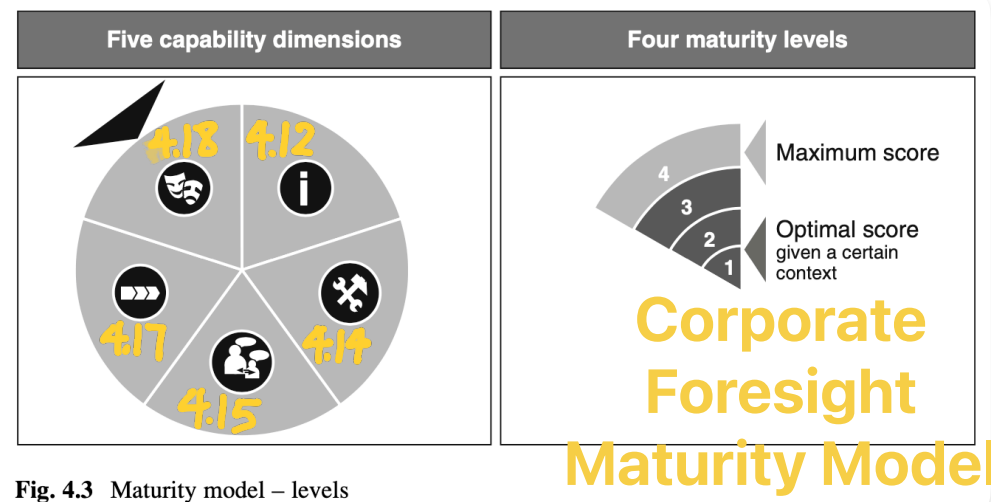


Fig. 4.3 Maturity model – levels

Aspects	Level 1	Level 2	Level 3	Level 4
External network	Some employees have formal and informal external contacts	Formal contacts are encouraged and in addition informal contacts are maintained by some employees	Formal and informal external contacts are encouraged	Building and maintaining a network of external partners is encouraged and perceived as important for every employee
Internal network	Some employees have formal and informal contacts to other units in the company	Cross-functional formal contacts are encouraged	Cross-functional formal and informal contacts are encouraged	Every employee is expected to build and maintain formal and informal networks to other units and functions
Characteristics of foresighters	Foresighters have deep knowledge in their domain	Foresighters have both deep and broad knowledge	Foresighters have deep and broad knowledge and are selected for being curious and open-minded	Foresighters have a strong internal and external network and broad knowledge and are passionate, curious, and open-minded

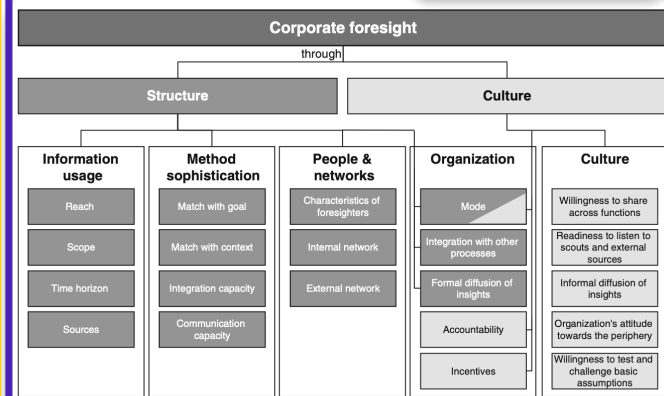


Fig. 4.4 Elements of the structural and cultural approach

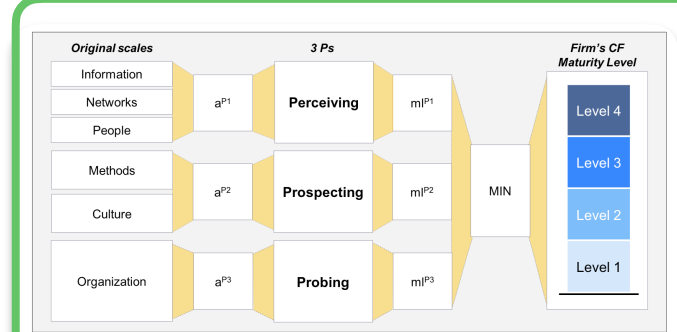


Figure 2: Measuring corporate foresight maturity

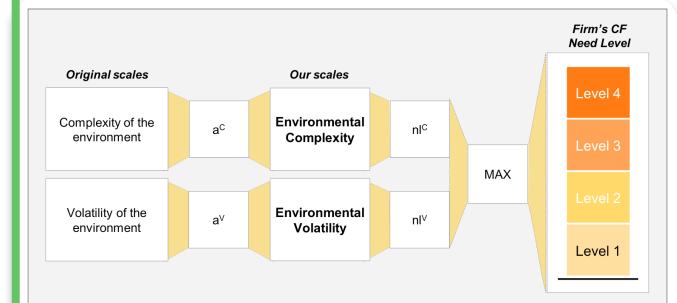


Figure 3: Measuring corporate foresight need

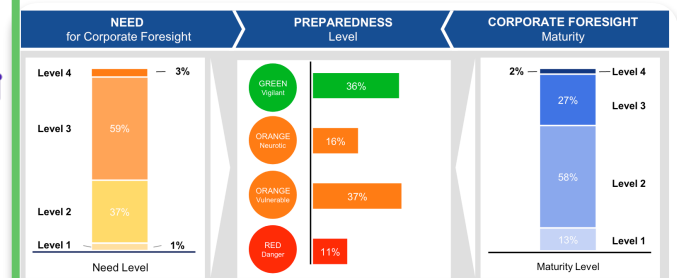


Figure 4: State of future preparedness in our sample in 2008 (n = 83)

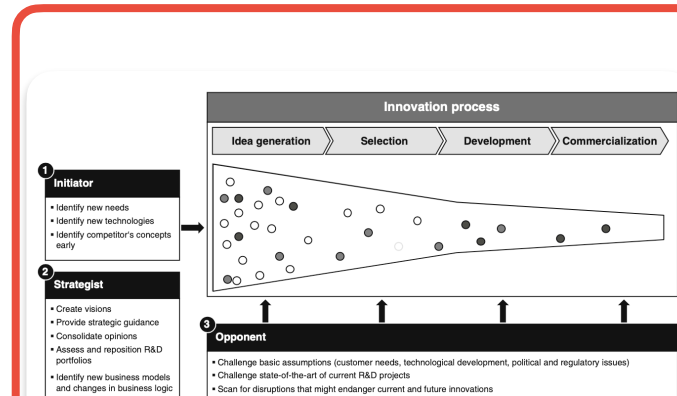


Fig. 5.14 The three roles of foresight in innovation management

Corporate Foresight: Towards a Maturity Model for the Future Orientation of a Firm

Rohrbeck, R., & Kum, M. E. (2018). Corporate foresight and its impact on firm performance: A longitudinal analysis. *Technological Forecasting and Social Change*, 129, 105–116. <https://doi.org/10.1016/j.techfore.2017.12.013>