



SIEMENS

Corporate Foresight Siemens Approach

Research Workshop
Foresight and Science, Technology and Innovation Policies:
Best Practices - Session 3. Applied Foresight
Moscow, October 13, 2011

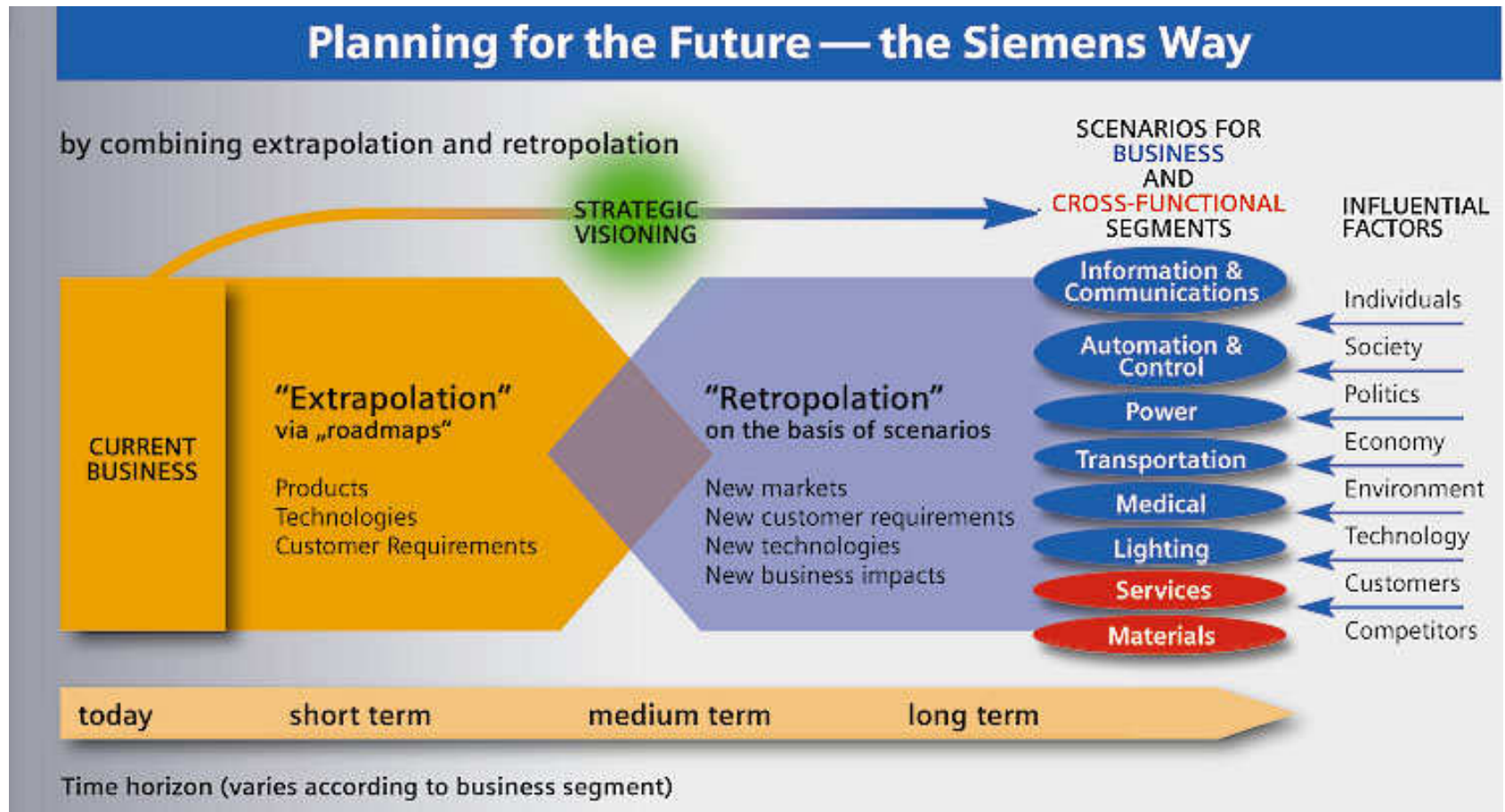
Dr. Alper Alsan
Siemens A.Ş.



HIGHER SCHOOL OF ECONOMICS
NATIONAL RESEARCH UNIVERSITY

 ISSEK Institute
for Statistical Studies
and Economics of Knowledge

Pictures of the Future

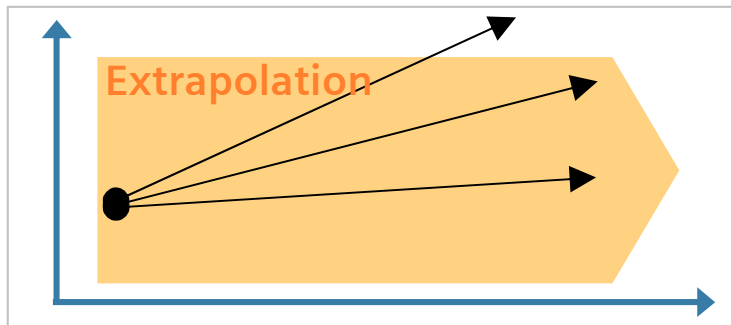


The combination of extrapolation and retropotation leads to the „Pictures of the Future“

Example 1: Corporate Foresight at Siemens Turkey: Siemens 2015 Project

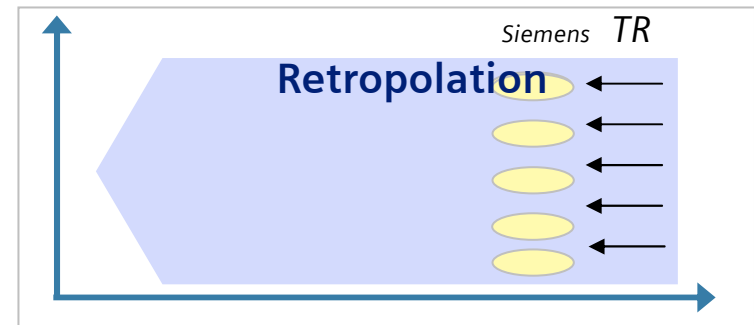
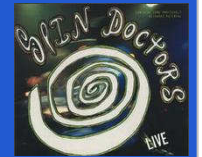
December 2004 – June 2005

Workgroup I Real World



- 5 Meetings
- Deep Interviews with all members
- Studied Strategic Macro-Meso Studies
- Identified Strategic Sectors
- Mapped Sectoral Trends and Figures
- Positioned Market Share and Sales
 - ▶ Participants: Business units + CEO
 - ▶ Coordinator: Corporate Strategy Consultant

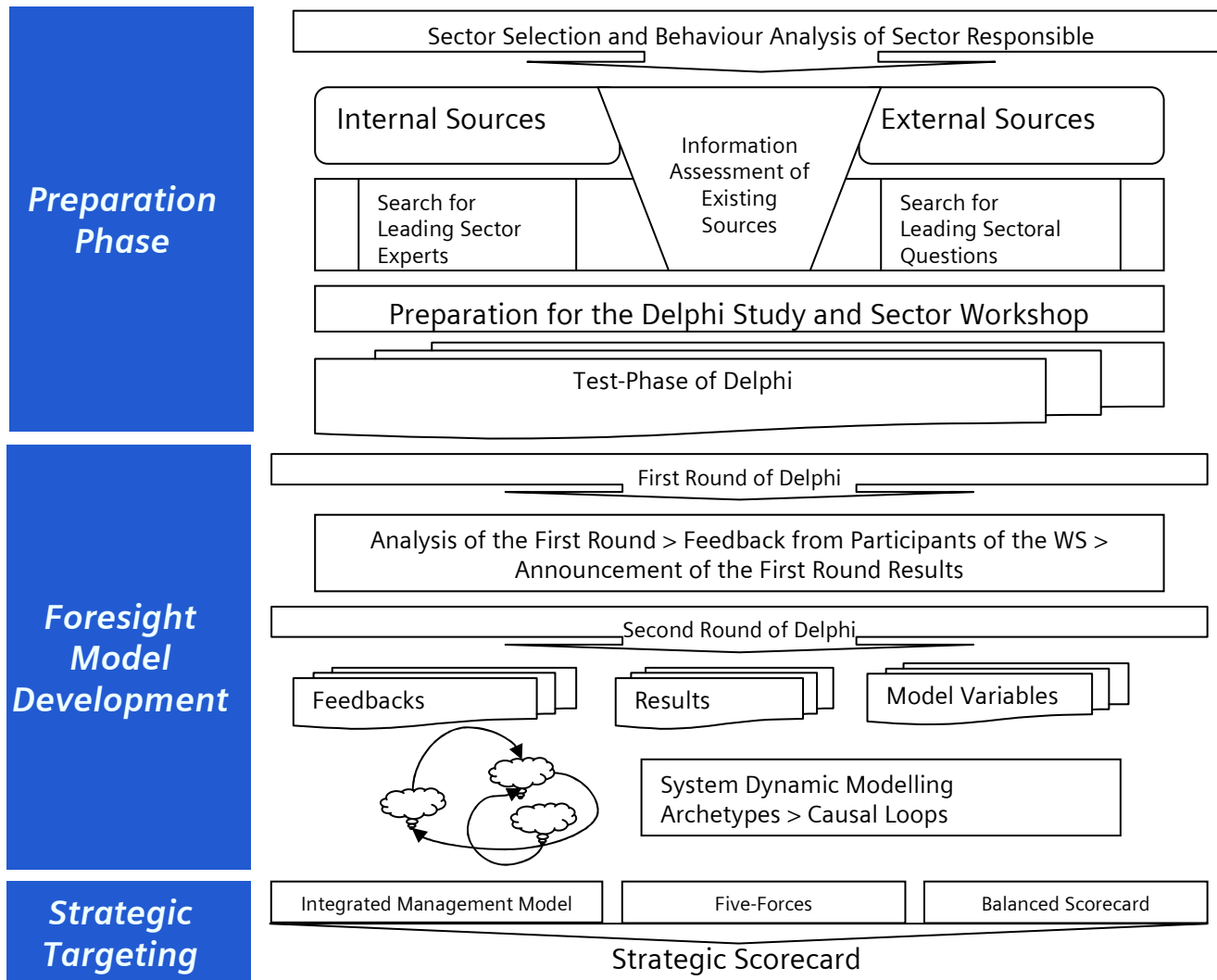
Workgroup II Spin Doctors



- 6 Meetings
- Scanned Futuristic Reports
- Watched Futuristic Films
- Mapped Trends for Turkey
- Evaluated Impact on Siemens Turkey
- Selected Most Preferred Scenario
 - ▶ Participants: Central units + CFO
 - ▶ Coordinator: Corporate Strategy Consultant

Example 2: Sectoral Foresight at Siemens Turkey: Healthcare Sector 2015

September 2005 – June 2006



Lessons Learned

Corporate

- ▶ Openness
- ▶ Trendsetter thinking
- ▶ Organisational vision
- ▶ Culture Change
- ▶ Normative target setting are needed....

Sectoral

- ▶ Sectoral Networking
- ▶ Information Retrieval is critical
- ▶ Process Design is key
- ▶ Sharing the risks and benefits
- ▶ Strategic target setting are needed....



Macro driven



Meso driven

- 1. Are there other activities of CEO and CFO which can be considered as “corporate foresight” ?**
 - Acquisition of a new real estate for the next 50 years
 - Development of new business units
 - Preparation of potential managers for future roles

- 2. Is continuous foresight necessary ?**
 - Political trends define medium term issues (e.g. elections)
 - Frequency of foresight studies
 - Relation with strategic planning and budgeting

- 3. What are the key platforms for “corporate foresight” ?**
 - Formal directly responsible organisation ?
 - Task of a Board/Council
 - Ad-hoc workgroups
 - Make/Buy decision of foresight consultancy