

FORESIGHT & STRATEGY
MASTERCLASS

ENVIRONMENTAL SCANNING

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ITONICS Masterclasses 2021

Session 1	Dr. Tassilo Henike & Rachel Ramsay	6 July, 03:00 pm CEST	Environmental Scanning	<i>"How do I take emerging Trends & Technologies insights to actionable steps for my organization?"</i>
Session 2	Michelle Beale	13 July, 03:00 pm CEST	Pictures of the Future	<i>"How do I create different scenarios with relevance to the success of the organization's future?"</i>
Session 3	Christopher Robertson	20 July, 03:00 pm CEST	Planning & Goals	<i>"How do I identify actions and goals based on opportunity spaces?"</i>
Session 4	Dr. Michael Durst	27 July 03:00 pm CEST	Commitment	<i>"How do I get management buy-in and commitment for innovation goals?"</i>
Session 5	Dr. Christian Mühlroth	3 Aug 03:00 pm CEST	Dissemination	<i>"How do I communicate Innovation goals throughout the organization?"</i>

Aims & Objectives of the Session

We hope that by the end of today you will have a greater insight into:

- Environmental Scanning as **the key starting point** for efficient **innovation strategies**
- **Trend & Tech scouting** as part of Environmental Scanning
- **How to determine the key factors** which hold the most strategic relevance for your organization

Environmental Scanning

Dr. Tassilo Henike
Senior Innovation
Consultant at ITONICS

"How do I take emerging Trends & Technologies insights to actionable steps for my organization?"

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Environmental Scanning

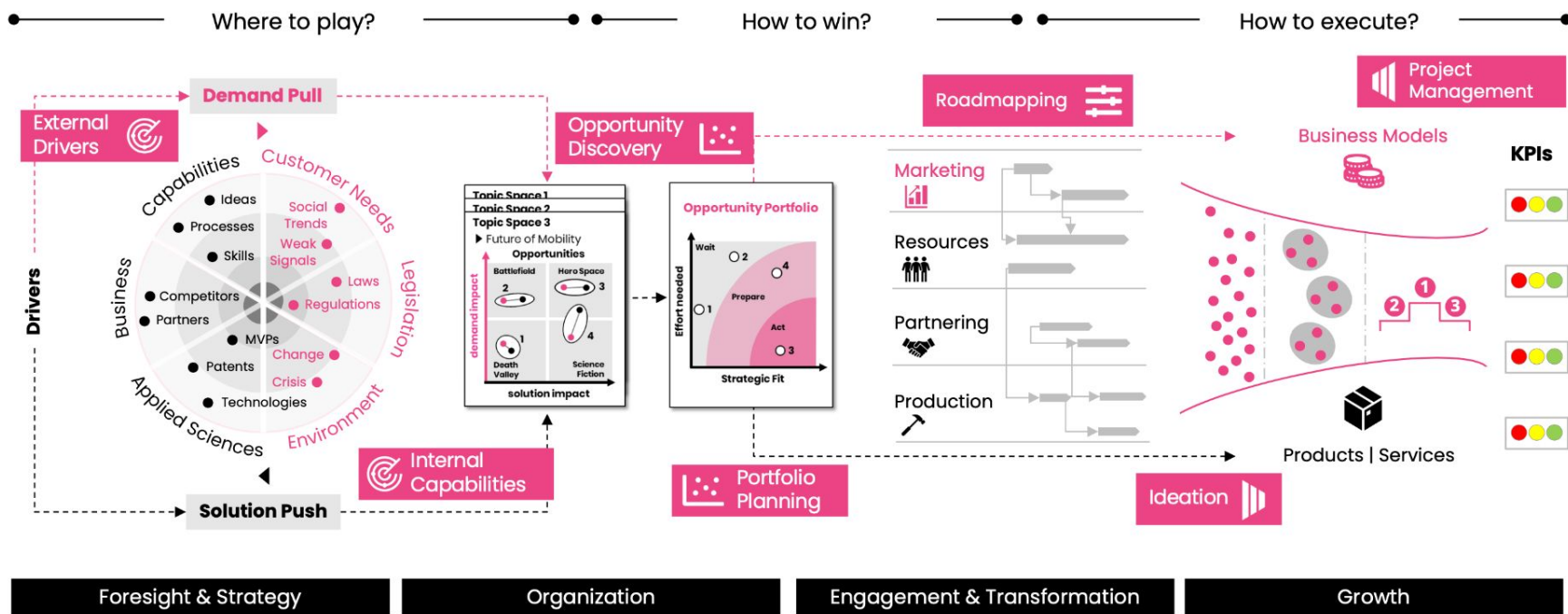
Rachel Ramsay
Innovation Manager at Smollan

"How do I take emerging Trends & Technologies insights to actionable steps for my organization?"



ITONICS Big Picture

THE SYSTEMATIC END2-END-INNOVATION MANAGEMENT APPROACH



The ITONICS COFIM Methodology

 Foresight & Strategy Within the foresight & strategy capabilities, you set up and shape your future, i.e., sensing, prospecting, planning the future competitive position and establishing a 360° view on competitive developments.	Environmental Scanning Commitment	Pictures of the Future Dissemination	Planning & Goals
 Organization Within the organization capabilities, you set up and shape your internal structure and processes, i.e., aligning people, strategic as well as day-to-day actions, and strategic objectives.	Structure & Process Measures	Roles & Routines Synergetic Portfolio	Resources
 Engagement & Transformation Within the engagement & transformation capabilities, you set up and shape your culture, i.e., establishing a purpose holding the organization together and a collaborative, open-minded environment, facilitating engagement and learning.	Values & Purpose Understanding	Support Marketing & Communication	Motivation
 Growth Within the growth capabilities, you set up and shape your operations, i.e., providing channels for exploring new opportunities and maximizing the effectiveness and efficiency of your innovation activities.	Insights Project Excellence	Ideation Scaling & Adoption	Solution Design

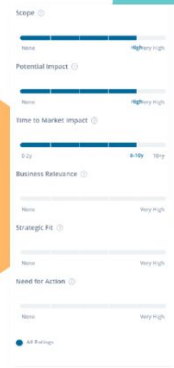
ITONICS Insights & Environmental Scanning

ITONICS Insights gives key decision-makers, innovation leads and strategists access to focused foresight, grounded in dependable market analysis so that they are equipped to appropriately identify and evaluate innovation opportunities and inform proactive responses.

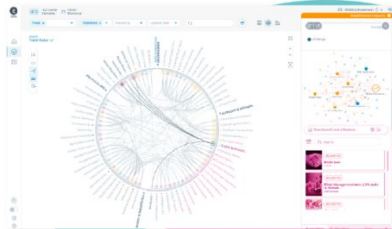
Pre-filled Trend, Technology and Risk Radars.



Rated & Evaluated to accelerate decisive action.



+90 market trends updated annually



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Signals

Adidas doubles down on sustainability with new clothing return initiative

How To Make Money On Your Old & Unwanted IKEA Furniture

How To Buy Back Furniture For up to Half Its Original Value

Industry and navigation tags to ensure relevance

Tag Filter

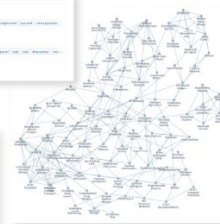
Industry tags

Navigation tags

Search



+90 emerging technologies.



2200+ inspirations

Access to 6 million+ signals to uncover insights at large scale.

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Aligning COFIM to Client Needs

The ITONICS Big Picture

ITONICS supports the holistic end2end innovation management process, from environmental scanning, trendmanagement, technology & resource management, strategic foresight and ideation to innovation roadmapping.

We believe that successful innovation management requires a structured innovation strategy that nurtures innovation culture and enables efficient process flows to make sense of and manage the ever-increasing amount of data at every stage of innovation and strategic planning and execution.

Through our **Big Picture**, the ITONICS model provides focus for the design of a holistic end2end innovation management process and covers three strategic questions from *Where to Play* to *How to Win* and *What to Execute*.

Where to Play

This stage leverages Foresight & Strategy as well as Organisational capabilities to identify weak signals, Trends, Emerging Technologies and related Startup activities that Influence Innovation objectives.

By considering the relevance, and associated Impact related to this information as well as the Inter-connections between data points, teams are empowered to derive fresh opportunity spaces.

How to Win

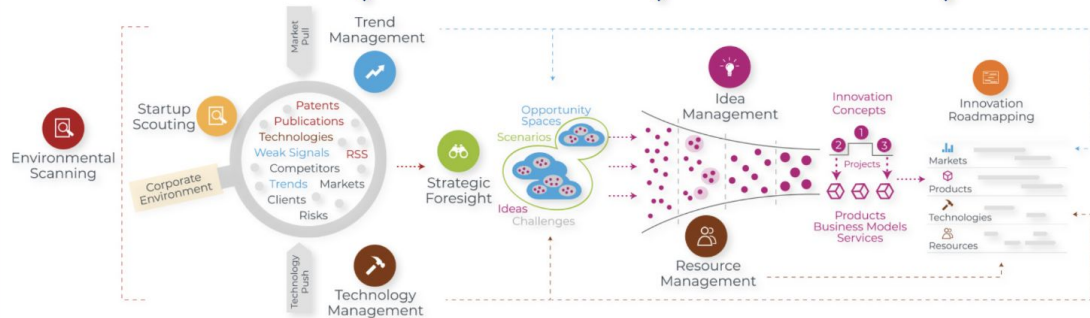
This stage employs Organisational as well as Engagement & Transformation capabilities to align people, processes and objectives and establish innovation-friendly conditions for targeted idea development.

By collaboratively engaging with teams to evaluate opportunity spaces and generate qualified concepts, teams are enabled to identify promising courses of action and selectively pursue the right ones.

What to Execute

This stage catalyzes Engagement & Transformation as well as Growth capabilities to establish a balanced innovation portfolio and execute innovation activities throughout the process with excellence.

By executing against a balanced innovation portfolio, mapping and monitoring strategic projects to shared roadmaps, teams are able to unify information and successfully operationalize innovation activities with transparency.



The Benefits of Environmental Scanning

	No Surprises	360° Early-Warning System
	Profound Decision Base	Better Data = Better Decisions
	Inspirator	Detection of New Opportunities
	Strategy Processor	Improved Market Fit

Environmental Scanning Activities

What

Environmental Scanning

The capability to scan the (business) environment comprehensively and continuously.

How

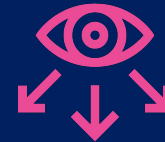
Trend Scouting



Emerging Tech Scouting



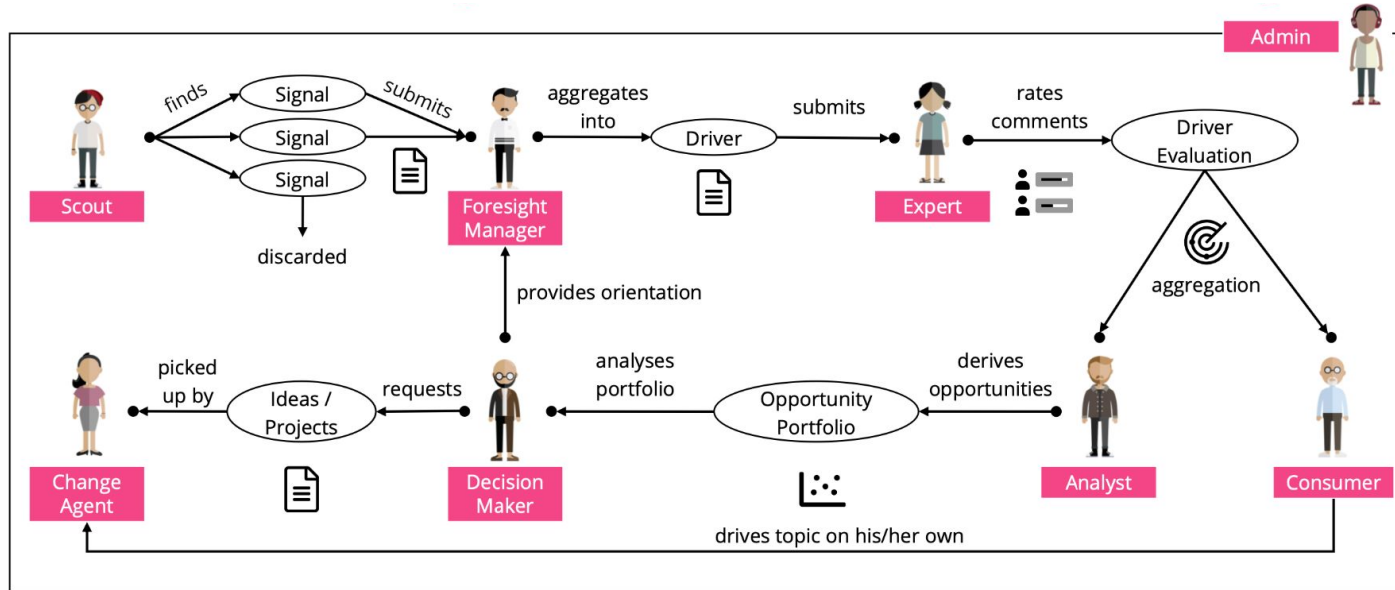
Capability Supervision



Competitor Watch



The Foresight Process in a User Role Story



INNOVATION AT SMOLLAN

The diagram features two large, overlapping circles. The left circle is a dark blue, and the right circle is a lighter blue. The text is centered across these circles. The main equation is: **(PEOPLE + PLACE + PROCESS) POTENTIAL = INNOVATION ⇒ FUTURE GROWTH**. Below the main text, there are five vertical lines, each corresponding to a word: WHO, WHERE, HOW, WHAT, and WHY. The word 'INNOVATION' is highlighted in a white box.

(PEOPLE + PLACE + PROCESS) POTENTIAL = INNOVATION ⇒ FUTURE GROWTH

WHO

WHERE

HOW

WHAT

WHY

The Smollan Innovation Framework

- **Who** innovates? All PEOPLE at Smollan. However, the Innovation department team consists of 2 people.
- **Where** do we innovate? In digital and physical PLACES or environments the Innovation Team build.
- **How** do we innovate? By following a structured PROCESS.
- **What** do we innovate? We develop POTENTIAL ideas, information and insights. into solutions that ultimately deliver GROWTH for both us – as Smollan – but also our clients and customers.

The Smollan Innovation Framework

- Smollan's Environmental Scanning looks beyond **historical FMCG category** or channel data.
- Smollan uses a **PESTEL framework** to Environmental Scan, analysing the Political, Economic, Social, Technological, Environmental and Legal forces of change
- **Tracking consumer needs** is key their innovation process
- **Start-up activity and academia** are key to their data collection process

Key Learnings from Smollan Environmental Scanning process

- **Time & Capacity** is an issue for a small team to continuously scan and capture information.
- **Reaching** all 70 000 + employees can be cumbersome.
- Mass participation within the company would enhance the **rating and reviewing** of trends

Key Audience Questions from Masterclass Session 1

Question 1	<i>"Is it not too late to base Innovation on trends as others might have recognized them too?"</i>
Question 2	<i>"How many people do [you] think are necessary to perform a solid innovation management in a company with around 10.000 employees?"</i>
Question 3	<i>"What horizons do you look at in innovation?"</i>

"Is it not too late to base Innovation on trends as others might have recognized them too?"

- If a company merely parrots trends in research reports then that would be the case.
- The key is to understand the weak signals that underpin the trends.
- The Foresight Process of not only identifying pertinent trends relevant to your organization but also identifying weak signals should be managed by an innovation department but be something that the entire company is invested in undertaking.

“How many people do [you] think are necessary to perform a solid innovation management in a company with around 10.000 employees?”

- It must be mentioned that the outcome of an innovation strategy has the potential to be richer the more people are involved.
- By having a digital portal, you can lower the participation barrier for employees in a large organization enabling mass participation.
- Using a company-wide digital portal also sends a message that innovation is for everyone.
- What is key is that the required jobs are getting done, i.e., scouting for signals / market insights, peeling out the necessary drivers (trends, techs, companies), relating those to the internal capability portfolio and seeing new opportunities, finding people to drive new ideas responding to those opportunities, and connecting to the right internal stakeholders for bringing ideas / projects to live.
- If you have a rather centralized portfolio of value activities, this can be merely initiated by 2-3 FTEs (one foresight manager, one ideation manager, one portfolio manager). The more diverse the company gets, the more people you should include to meet each of the company's requirements.

“What horizons do you look at in innovation?”

- As a first interpretation, a horizon can be related to the company's strategic objectives. In this way, it is common to think that horizon 1, horizon 2, and horizon 3.
- In this regard, we are looking for drivers, such as trends, emerging technologies, start ups, that either affect the core (Horizon 1), the adjacent (Horizon 2), or the transformational side (Horizon 3) of the business environment a company is in.
- As a second interpretation, it can be related to the time horizon. As explained during the Masterclass session, the objective would be rather coming from the strategic side, e.g. scouting in strategically relevant fields. And within that, it is then rather a question to understand when a driver will have its maximum impact. This is regularly split between 0-2 years, 3-5 years, 6-10 years, 11-15 years, 15+ years. The further away, the less drivers will be commonly found.

Global Presence Trusted By Leaders

Our solutions empower everybody to innovate around the globe

We are the **leading provider of software solutions and services in innovation management**, serving organizations of any size and public institutions globally. Due to increased comprehensiveness, speed and accuracy in analyzing data, our two software suites, **Cloud and Enterprise**, ease decision-making and increase efficiency as well as effectiveness.

Our **ITONICS Consulting Team** serves organizations in unleashing the full potential of their innovation management. We support in developing **innovation management capabilities**, creating **growth** trajectories, benefiting from our **software solutions**, and bringing innovation **projects** to work **with long-term impact**.



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