



This document is for innovation practitioners to equip their organizations with the innovation management framework and Foresight & Strategy capabilities needed to anticipate, prepare for, and shape possible futures.

FORESIGHT & STRATEGY

THE CAPABILITIES TO TAKE TRENDS TO OPPORTUNITIES

How to use this document

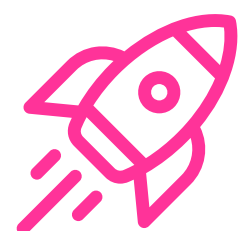
This document is for innovation practitioners to equip their organizations with the innovation management framework and Foresight & Strategy capabilities needed to anticipate, prepare for, and shape possible futures.



Overview: save this document as a quick reference and share it with your team



Deep-dive: peruse the links on the Resources pages and start building your innovation library



Launch off: contact our team to get started tailoring your own innovation management framework

Learn best practices for:

- *Beginning the innovation journey by understanding your business environment*
- *Developing future plausible scenarios to build resilience*
- *Using roadmaps to align innovation activities with strategic objectives*
- *Gaining management buy-in and commitment to execute innovation goals*
- *Communicating innovation objectives to all stakeholders within your organization*

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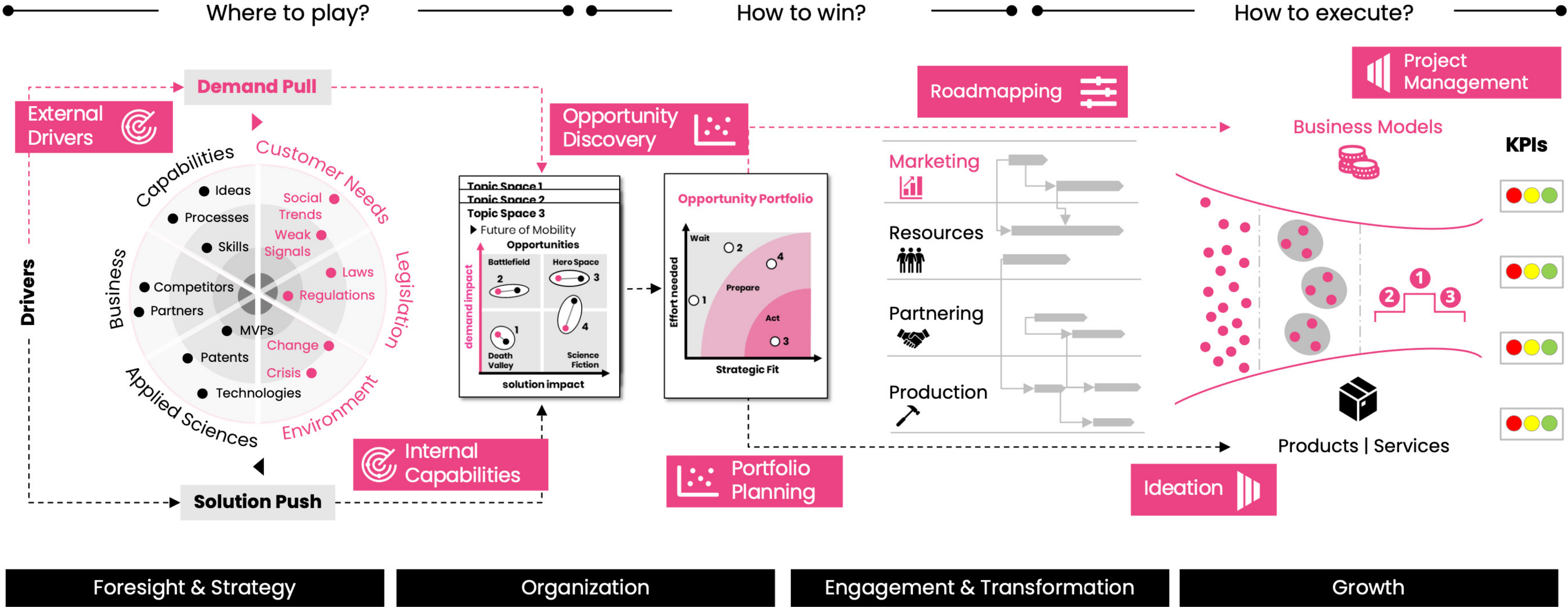


ITONICS Big Picture

Through our [Big Picture](#), the ITONICS model provides focus for the design of a holistic End2end Innovation Management process and covers three strategic questions: *Where to Play*, *How to Win* and *What to Execute*.

Where to play?	How to win?	How to execute?
This stage leverages Foresight & Strategy capabilities, covered in this document, to identify external forces shaping the future and discover relevant opportunity spaces based on your organization’s strategic objectives.	This stage employs Organization as well as Engagement & Transformation capabilities to build consensus and align people, processes, and courses of action.	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.

ITONICS Big Picture



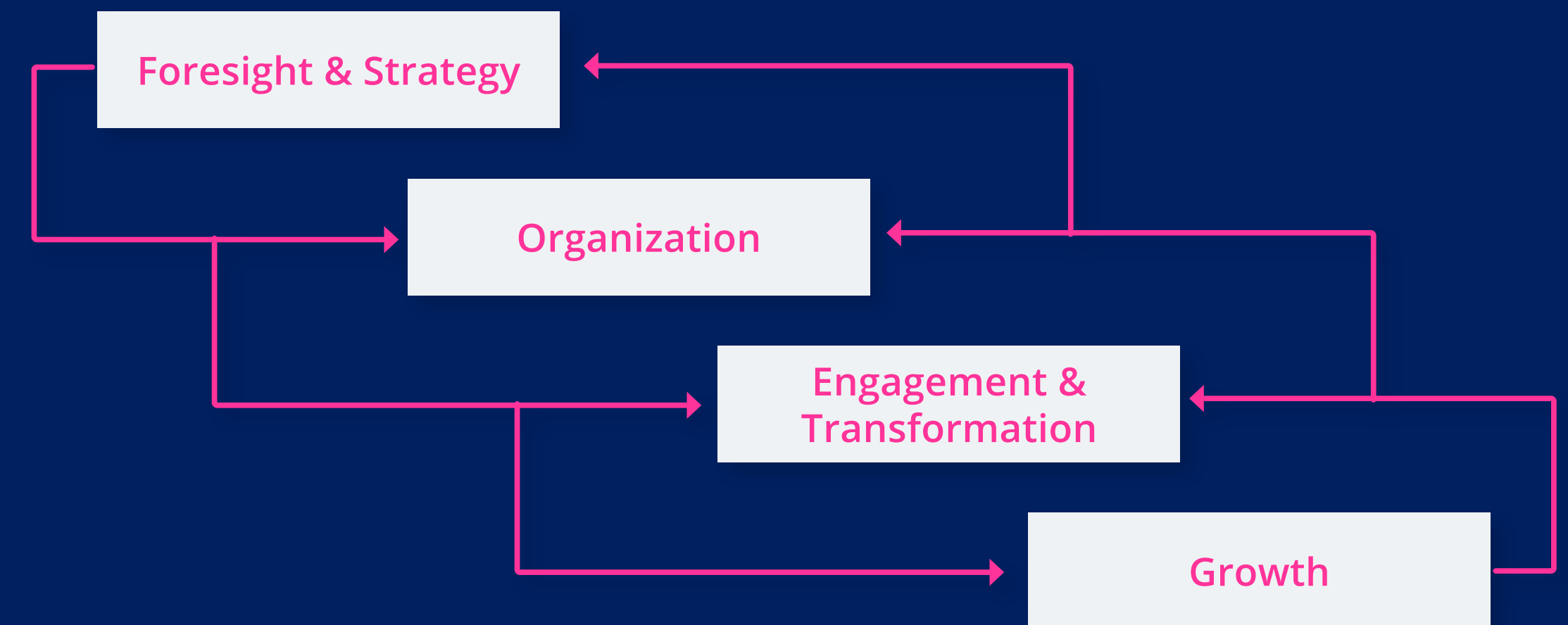
Control Objectives for Innovation Management

ITONICS Control Objectives for Innovation Management (COFIM) provides clear guidance on managing innovation across strategic and operative objectives, with key performance indicators to support effective and controlled innovation.

The COFIM model systemizes innovation management to maximize impact. Recognizing that change is not tied to a specific direction and will continue to shift directions, the model assists in building capacity that enables ongoing corporate innovation management across strategic and operative business units.

COFIM defines the innovation capabilities that need to be present in corporate innovation systems. Through its systematic structure, it supports the ITONICS model and End2end Innovation Management process.

The 4 Key Corporate Innovation Levels

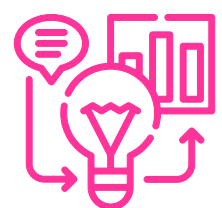


The ITONICS COFIM Methodology

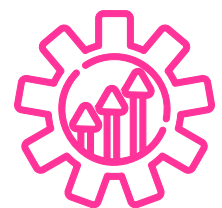
	Foresight & Strategy Within the foresight & strategy capabilities , you set up and shape your future, i.e., sensing, prospecting, planning the future competitive position and establishing a 360° view on competitive developments.	Environmental Scanning	Pictures of the Future	Planning & Goals
		Commitment	Dissemination	
	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	Roles & Routines	Resources
		Measures	Synergetic Portfolio	
	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	Support	Motivation
		Understanding	Marketing & Communication	
	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	Ideation	Solution Design
		Project Excellence	Scaling & Adoption	

The Fundamentals of COFIM

COFIM serves as a:



Design framework to set up corporate innovation



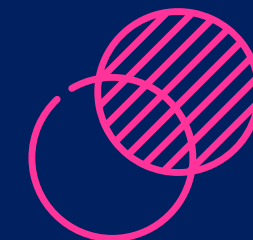
Steering framework to improve corporate innovation



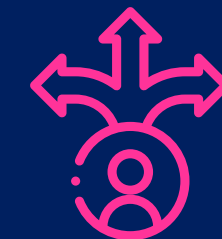
Evaluation framework to assess your current status

READ MORE

COFIM provides:



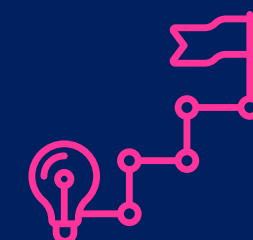
Comprehensive transparency: understand your current situation and needs



Tailored guidance: design or refine your innovation management capabilities

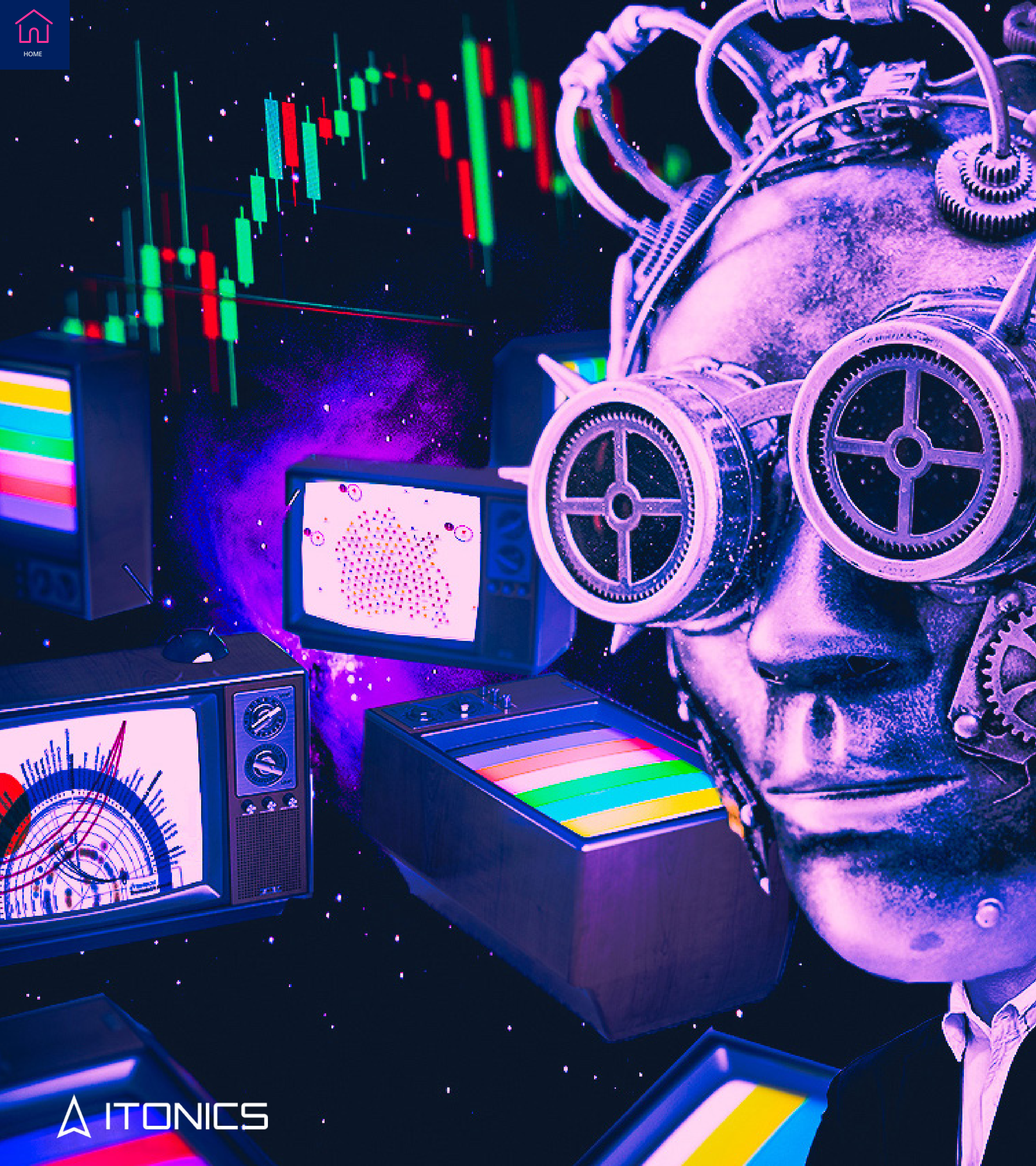


Process optimization: align different functions and activities



Benefit realization: measure the concrete outcomes of activities

START NOW



Create a future competitive advantage tomorrow by defining your strategic direction today.

Foresight & Strategy Capabilities

Empower your organization to establish a 360° view on competitive developments to better prospect opportunities, plan your future strategic position, and determine **Where to Play**.

Click below to view

	ENVIRONMENTAL SCANNING
	PICTURES OF THE FUTURE
	PLANNING & GOALS
	COMMITMENT
	DISSEMINATION

Environmental Scanning

What is it?

The capability to scan one's business environment comprehensively and continuously.

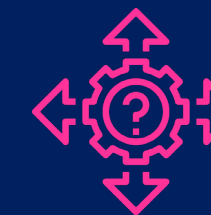
The goal of Environmental Scanning is to **enhance innovation intelligence**, informing strategic priorities and future direction.



Why is it important?



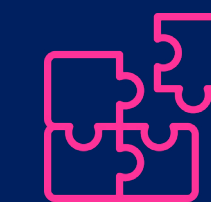
360° early-warning system: anticipate and respond to change



Profound decision base: use better data to make better decisions



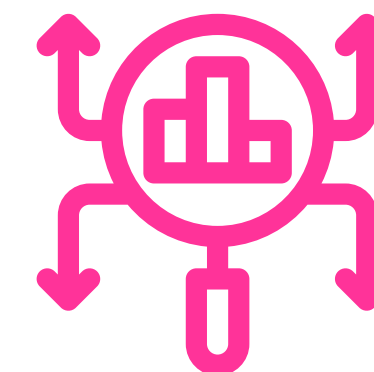
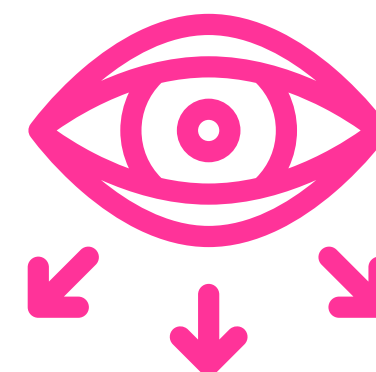
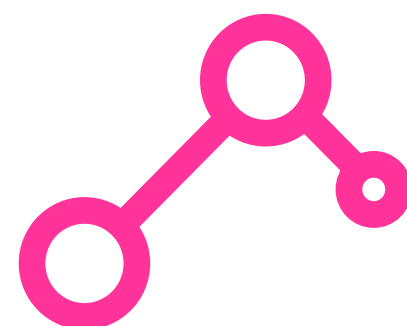
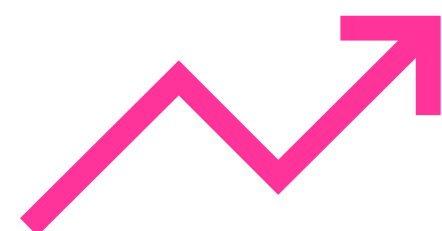
Inspirator: detect new opportunities and spark new ideas



Strategy processor: refine strategic direction and market fit

Environmental Scanning Control Objectives

How do I go from Trends & Emerging Technologies to actionable steps for my organization?



Trend Scouting	Emerging Tech Scouting	Capability Supervision	Competitor Watch
Trend Scouting is the action of gathering information about new consumer attitudes, expectations, or behaviors and market shifts that drive change and have the potential to transform your industry.	Emerging Tech Scouting is the action of gathering information about new, emerging, and evolving technologies that are designed in response to either needs or as a precursor to nascent demands and have the potential to transform your industry.	Capability Supervision is the action of assessing internal know-how, knowledge, and expertise in order to best leverage these capabilities and identify gaps that may indicate areas for development or outsourcing.	Competitor Watch is the action of gathering information about competitors and startups in your industry and understanding their positioning, strengths, and weaknesses in relation to your own.

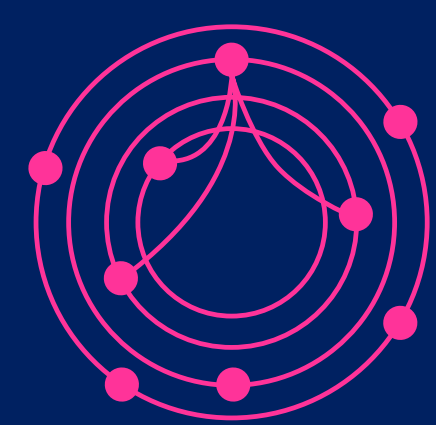
Environmental Scanning Key Steps

1. Conduct systematic scouting and scanning



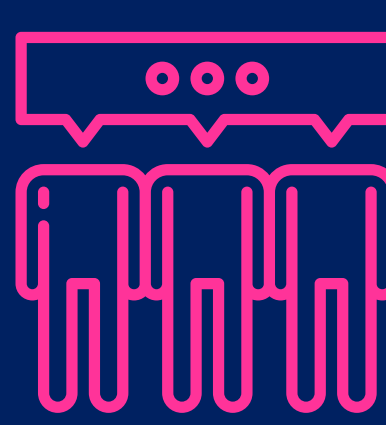
Define the objectives and scope of scanning activities. Curate a list of reliable and relevant sources. Monitor and collect signals that are interesting and hold potential impact.

2. Make sense of data through analysis



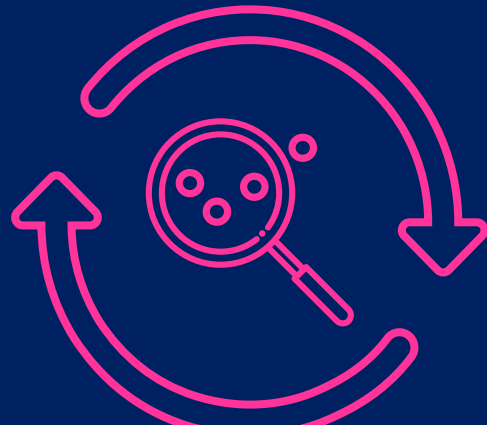
Monitor the evolution of signals and connect data to reveal patterns that indicate possible shifts and new developments in trends, emerging technologies, or competitor activities.

3. Gain consensus through collaborative and strategic alignment



Invite experts to rate trends and emerging technologies according to defined criteria to identify and prioritize the key drivers of change for your organization.

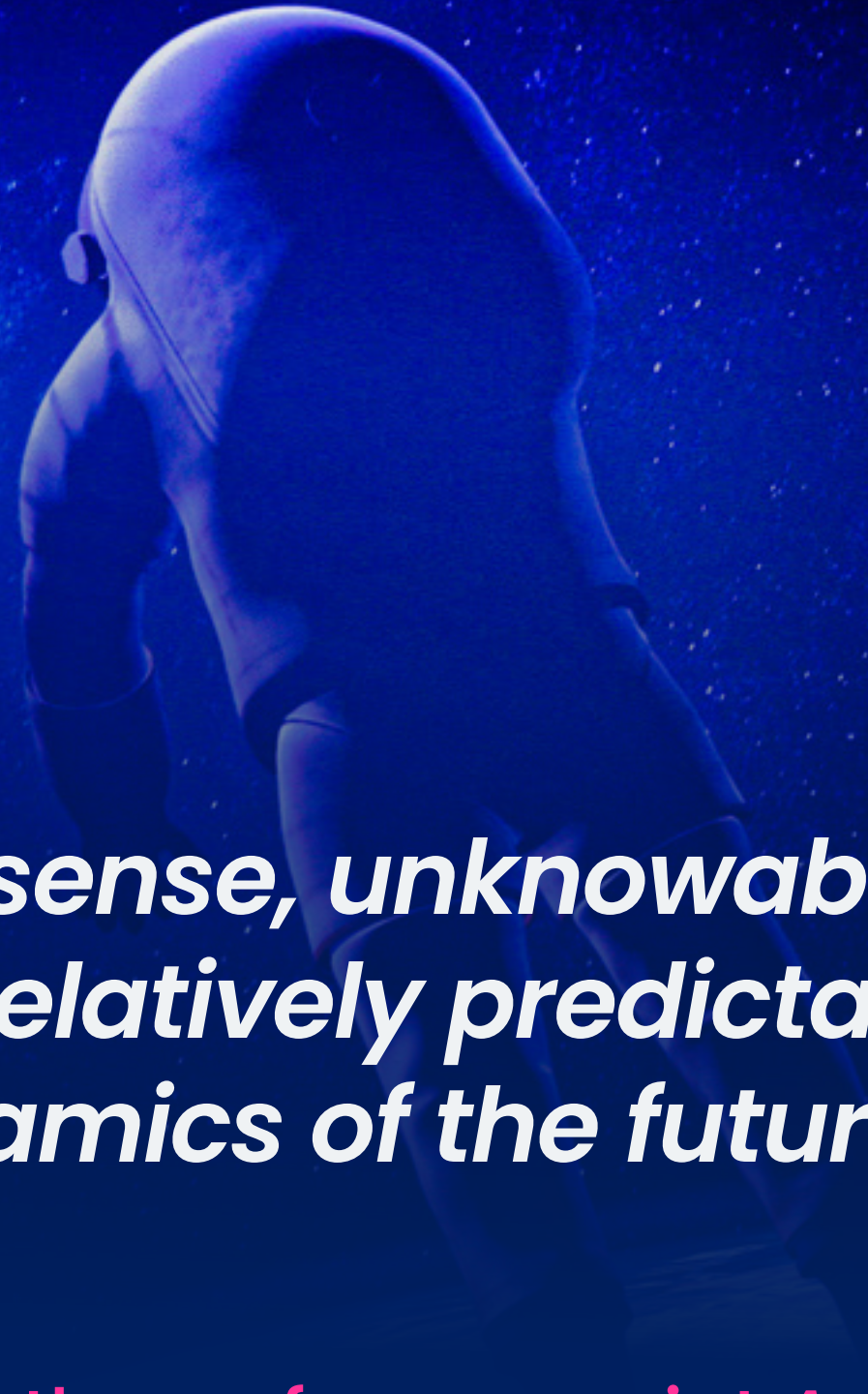
4. Continuously engage in environmental scanning



Ensure your organization can adapt quickly and effectively to changes in the environment by establishing a system that enables and optimizes continuous scanning.

Environmental Scanning Resources

Read More	Tune In	Get Started with ITONICS Cloud
4 Steps For Enhancing Environmental Scanning Capabilities	TONICS Foresight & Strategy Masterclass #1 - Environmental Scanning	How do I view my Information in the ITONICS Explorer?
4 Ways Environmental Scanning Helps You Design Your Innovation Playground	Innovation Rockstars Podcast: The Golden Age of Strategic Foresight	How do I create my Elements in the ITONICS Explorer?
How To Identify Relevant Trends And Technologies For Your Organization	Working with ITONICS Signals	How do I rate an Element in the ITONICS Explorer?
Why And How To Use A Trend Radar	Working with ITONICS Radar	How to use the ITONICS Radar
10 Factors to Help You Evaluate a New Technology		How to create a Radar Visualization of Industry Trends

A silhouette of an astronaut floating in space, looking towards a bright, glowing nebula or star cluster. The background is a deep blue with scattered white stars.

“The future is, in a profound sense, unknowable. But not everything is uncertain; some things are relatively predictable. We can do a respectable job of sensing the basic dynamics of the future and the alternative courses they might take.”

— James L. Morrison and Ian Wilson, Authors of manuscript *Analyzing Environments and Developing Scenarios in Uncertain Times*

Pictures of the Future

What is it?

The awareness of different scenarios with relevance to your organization's future success.

The goal of Pictures of the Future is to develop detailed and realistic narratives about the future that enable the **identification of new opportunities for growth.**

Why is it important?

-  **Strategic foresight:** establish a mid- to long-term outlook to inform strategic actions
-  **Broadened perspective:** combat confidence and tunnel vision in decision making
-  **Opportunity & threat identification:** derive clear opportunity spaces in which to play
-  **Systematic resilience:** ensure company viability by mitigating uncertainty

Pictures of the Future Control Objectives

How do I create different scenarios with relevance to the success of my organization’s future?



Key Drivers	Scenarios	Scenario-based Strategizing	Stress Testing
Key Drivers are environmental factors that influence the situation of your organization. This includes existing influential factors as well as observable changes towards something new and future relevant. There are demand drivers (e.g., trends) as well as solution drivers (e.g., technologies and internal capabilities).	Scenarios are postulated sequences or combinations of events projected to take place that could hold relevance to your organization’s future state. Scenarios are crafted from extrapolations and recombinations of key drivers.	Scenario-based Strategizing leverages strategic foresight that arises from scenario planning to inform your organization to make better decisions and shape corporate strategy for gaining a competitive advantage.	Stress Testing looks at the extremes of a given scenario which represent lower-probability events with a greater potential for disruption. The sources of these events and their impact should be considered alongside your organization’s ability to absorb and respond.

Pictures of the Future Key Steps: Scenario Planning

1. Identify key drivers and impact



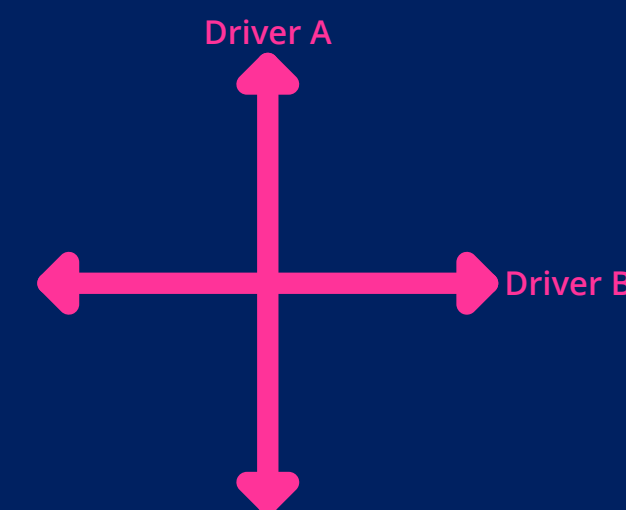
Select the key drivers that are of the highest importance to your business environment. Assess and rate key drivers based on level of impact, probability, and/or reach.

2. Project and assess the trajectories of key drivers



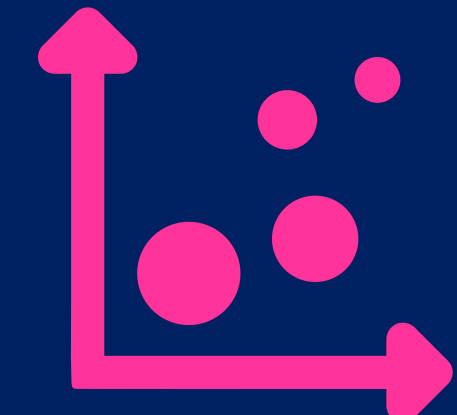
Identify critical uncertainties and extrapolate the different plausible possibilities that could unfold for each key driver.

3. Recombine key drivers to develop future outcomes



Plot key drivers against one another and extrapolate the multiple outcomes for different recombinations. Select scenarios that are most plausible and strategically relevant.

4. Derive opportunity spaces



Workshop how your organization can respond to the selected scenarios in the future to create viable opportunity spaces that meet your strategic goals.

Pictures of the Future Resources

Read More	Tune In	Get Started with ITONICS Cloud
Scenario Planning: Developing Pictures Of The Future Scenario Analysis and Roadmapping Aerospace: Strategic Foresight in a Modern World Toolkit for Scenario Planning	ITONICS Foresight & Strategy Masterclass #2 - Pictures of the Future ITONICS Webinar: Scenario Impact Road-mapping Innovation Rockstars Podcast: Pictures of the Future in Aviation	What is an Opportunity? What is an Idea? Create an Element Rate an Element



“Scenarios are the best available language for the strategic conversation, as it allows both differentiation in views, but also brings people together towards a shared understanding of the situation, making decision-making possible when the **time has arrived to take action.**”

—Kees van der Heijden, Author of Scenarios: The Art of Strategic Conversation

Planning & Goals

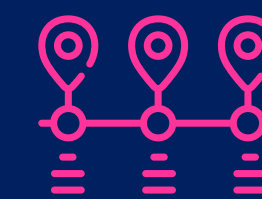
What is it?

An organization's set of actions to reach the desired position or react to changes.

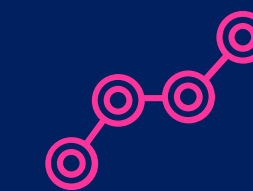
The purpose of Planning & Goals and roadmapping is to provide the strategic long-term planning needed to deliver on corporate strategy.

Ensure goals are: **specific, measurable, achievable, relevant, and time-bound.**

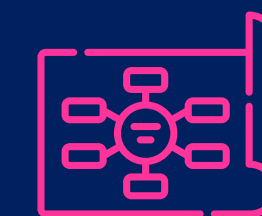
Why is it important?



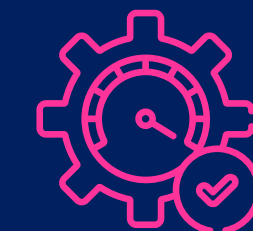
Bridge current state & vision: outline milestones to achieve innovation goals



High-level overview: raise company-wide alignment with a collaborative roadmap



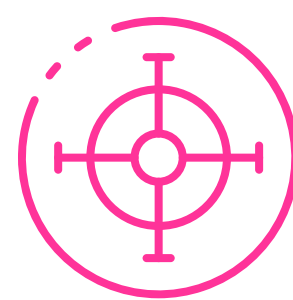
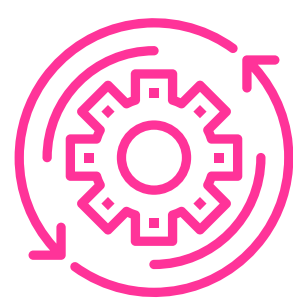
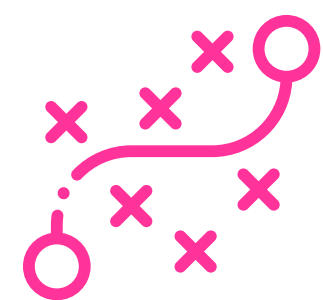
Resource planning: allocate funding, time, and capabilities and identify gaps



Optimize workflows: detect time inconsistencies and synergies

Planning & Goals Control Objectives

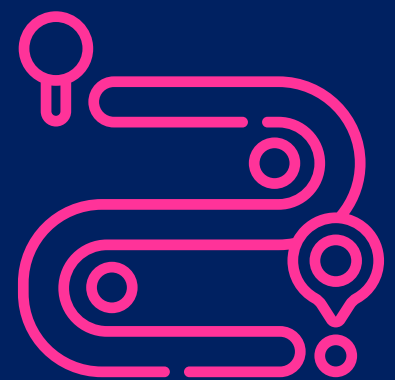
How do I identify actions and goals based on opportunity spaces?



Strategy Map	Action Fields	Control Objectives	Roadmap
<p>A Strategy Map is a visual representation of the key areas of your strategic innovation objectives—including vision, purpose, ambitions, and capabilities—broken into more specific goals and targets.</p>	<p>Action Fields represent the broad dimensions or areas in which to leverage resources and capabilities given your strategy and goals. Action Fields should fit into a balanced and synergistic innovation portfolio of projects.</p>	<p>Control Objectives serve as clear parameters by which projects are measured. They range from qualitative in early stages of a project, to more growth based in later stages and help define risk, failure, success, and the allocation of resources.</p>	<p>A Roadmap facilitates strategic long-term planning, implementation and visualization of innovations, products and technologies, broken down to the necessary resources, steps and milestones and aligned with the corporate strategy.</p>

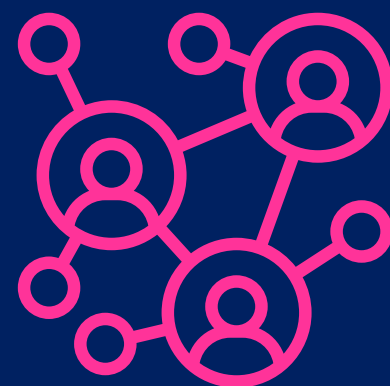
Planning & Goals Key Steps: Roadmapping

1. Define objectives and type of roadmap



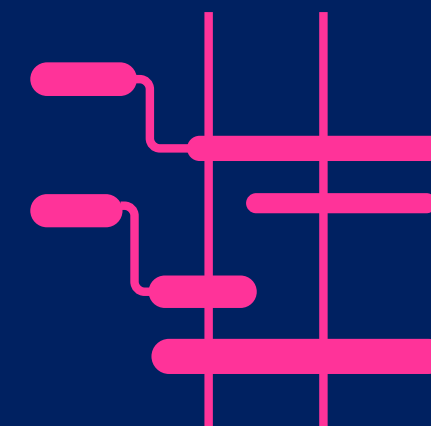
The strategic objectives will determine the type of roadmap (e.g., product, technology, integrated, or company), the time frame, and the degree of detail that will be most effective toward steering innovation.

2. Involve key stakeholders



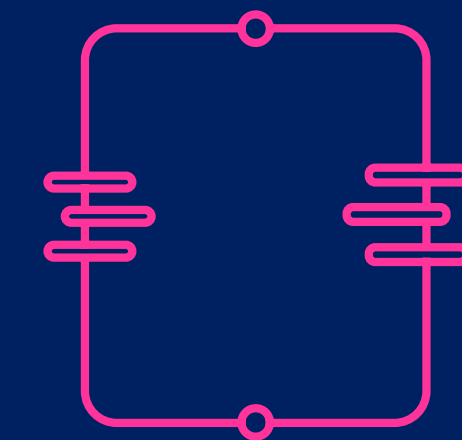
Identify the key stakeholders and their responsibilities. Clear responsibility for methodological competence, coordination and input must be communicated and lived as clearly and transparently as possible.

3. Create roadmap structure and process



The basic structure of a roadmap distinguishes three main levels or layers (i.e., market, products and services, and resources), which are framed by a sensibly selected timeline (at least +5 years)

4. Integrate the roadmap into higher-level innovation management



Effective roadmaps must be integrated into the overarching innovation management process. Keep your roadmap updated and ensure it is well communicated.

Planning & Goals Resources

Read More	Tune In	Get Started with ITONICS Cloud
Roadmaps: The Effective Way To Achieve Your Innovation Goals White Paper: Roadmapping to go White Paper: Software-supported Roadmapping in the Innovation Process How To Roadmap	ITONICS Foresight & Strategy Masterclass #3 - Planning & Goals Working with ITONICS Roadmap	Create a New Roadmap Roadmap Templates Create/Add Milestones to the Roadmap Create New/Add an existing Activity on the Roadmap Create/Add a Layer on the Roadmap

An astronaut in a white spacesuit stands on top of a large, textured globe. The globe is surrounded by a dark blue, cloudy sky. Four bright, glowing beams of light emanate from the astronaut, pointing towards the corners of the frame. The globe has several labels around its circumference: 'POLITICS & LAW' at the top left, 'ENVIRONMENT' at the top right, 'ECONOMY & BUSINESS' at the bottom right, and 'SOCIETY & INDIVIDUALS' at the bottom left. The astronaut is holding a telescope to their eye.

“Objectives are not fate; they are direction. They are not commands; they are commitments. They do not determine the future; they are means to mobilize the resources and energies of the business for the **making of the future.**”

— Peter Drucker, Author of **The Effective Executive**

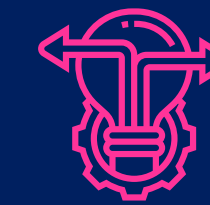
Commitment

What is it?

Management's willingness to transform today's business into tomorrow's business.

Innovation growth boards have emerged as a best practice to gain management buy-in and commitment toward meeting innovation goals.

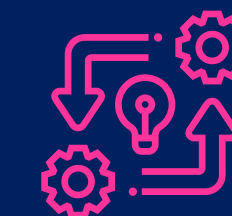
Why is it important?



Structured decision-making: create clear channels for growth initiatives



Lean innovation governance: remove unintentional bureaucracy



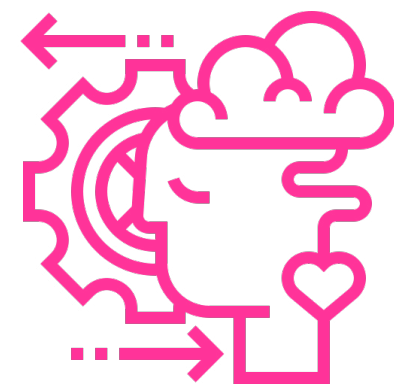
Decisive action: take the concrete steps to execute new ideas



Balance investment: assign funding and resources at the right stage of an idea

Commitment Control Objectives

How do I get management buy-in and commitment for innovation goals?



Belief	Power	Accountability	Follow-through
Belief pertains to gathering the required evidence to move from qualitative “hunches” organizations have found through the scouting process to more quantitative data. Such activities both mitigate risk and afford reasonable justification for resource allocation.	Power provides teams with clear lines of authority to act decisively with agility and speed. Such activities equip teams with what is required to mobilize resources and move innovation initiatives forward without the risk of interfering with BAU activities.	Clear lines of Accountability provide innovation teams with a sense of ownership and adequate support throughout the investigative process. This ensures that opportunities are not foregone as they move “from scouting to scaling”.	Follow-through ensures decisions are made strategically, supporting the integration of innovation projects and initiatives safely into the organization; mitigating risk and relying on clear criteria to advocate for actions to be taken.

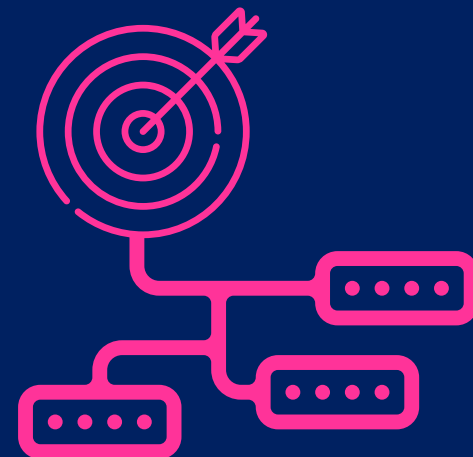
Commitment Key Steps: Growth Boards as Best Practice

1. Establish growth board



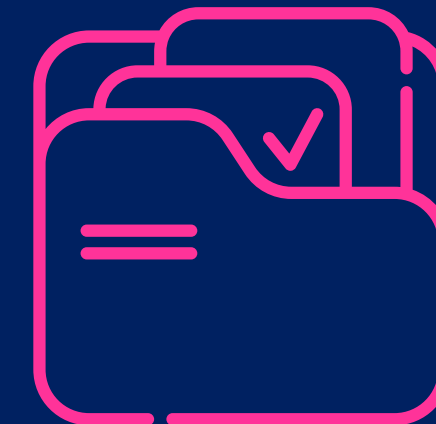
Select members of the executive leadership team to serve on the growth board and meet regularly to review, discuss, and ultimately support, fund, or kill new growth initiatives.

2. Create growth missions as intentional constraints



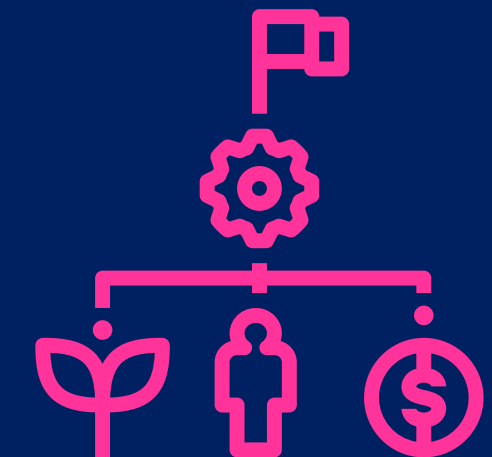
Define growth mission(s) with firm criteria to help guide selection of opportunity spaces and action fields. Filter out opportunities that are not strategically aligned.

3. Manage portfolio of growth experiments



Establish a step-based funding approach to assign funding and resources based on the stage and results of the growth experiment (i.e., idea).

4. Review and align the growth portfolio



Use set criteria to review growth experiments and determine what to proceed with and how while balancing risk and resources.

Commitment Resources

Read More	Tune In	Get Started with ITONICS Cloud
Innovation Growth Boards For Commitment And Management Buy-In Developing Innovation Growth Boards: Insights From Practice How to Steer Innovation Activities Using KPIs Aligning Strategic Goals To Coincide With International Imperatives	ITONICS Foresight & Strategy Masterclass #4 - Commitment Innovation Rockstars Podcast: Innovation Growth Boards at Moody's Analytics: The Why, What, and How	What is a Project? What is a Layer? Change Layer Visibility Manage Connections Between Activities Manage Activity Types

A full-page background image featuring an astronaut in a white spacesuit floating in space. The astronaut is standing on a wooden ladder, reaching up towards a large, glowing, circular object that resembles a planet or a large moon. Several other smaller, glowing celestial bodies are visible in the dark blue space. The overall color palette is dominated by deep blues and purples, with bright highlights from the celestial bodies.

*“To innovate with startup speed, corporates need to make **quick, clear decisions** about the projects presented to them, in a system.”*

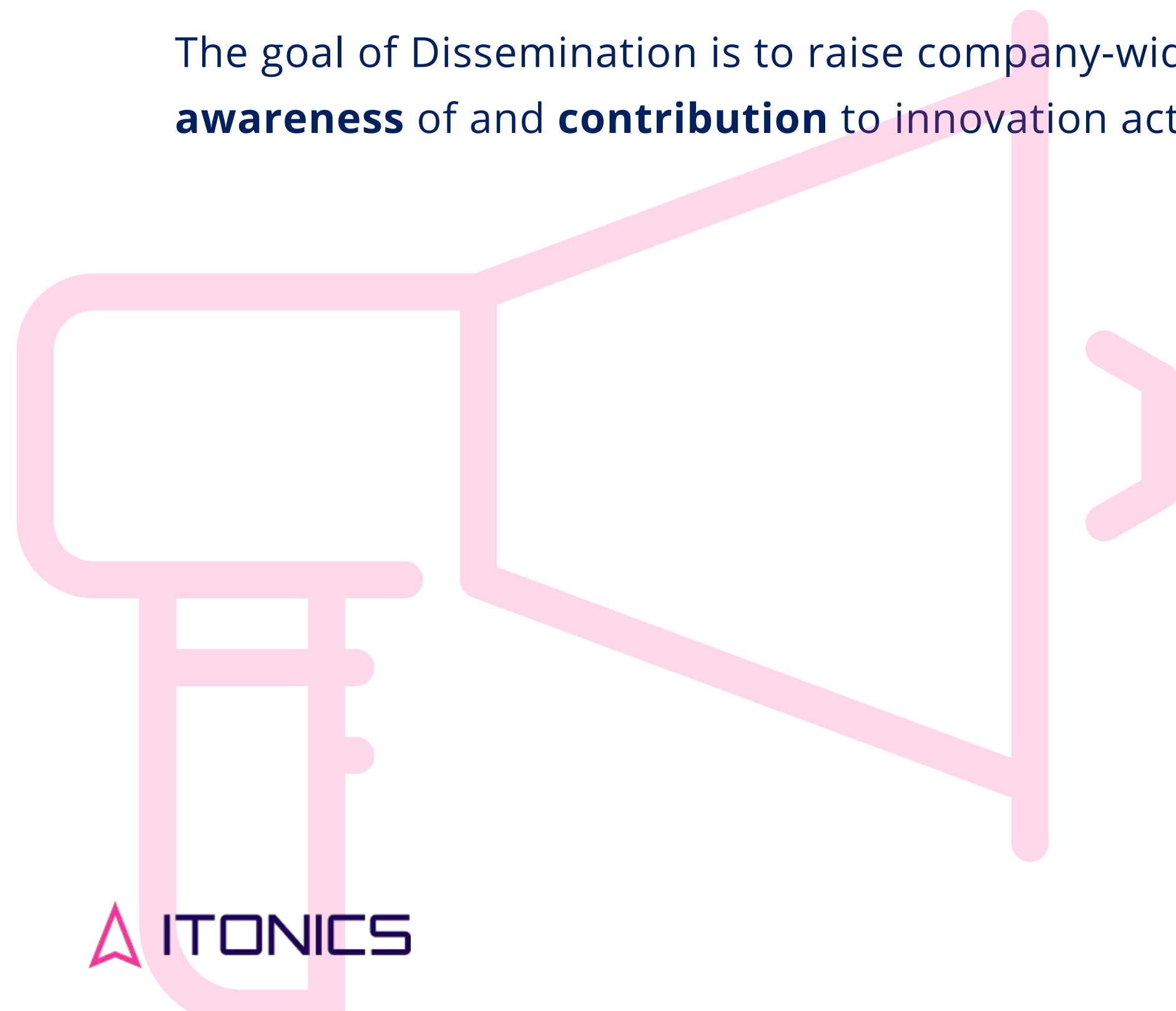
*— Eric Ries, Author of **Lean Startup** and **The Startup Way***

Dissemination

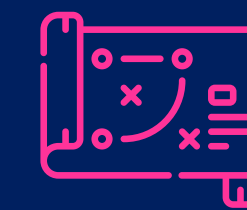
What is it?

The intentional communication of strategic objectives to all stakeholders.

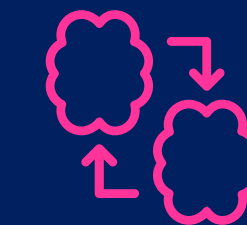
The goal of Dissemination is to raise company-wide **awareness** of and **contribution** to innovation activities.



Why is it important?



Strategic alignment: ensure organization's structure, resources, and culture support its strategy



Knowledge transfer: share internal expertise and innovation intelligence



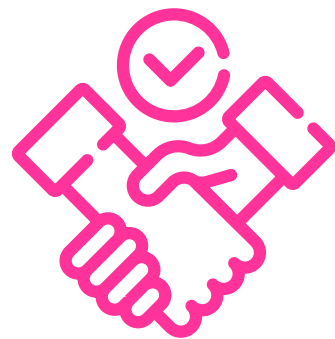
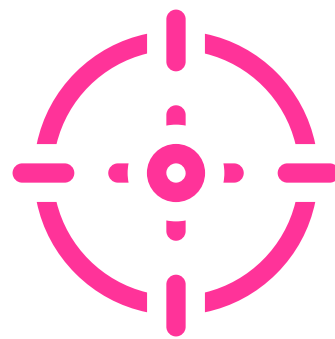
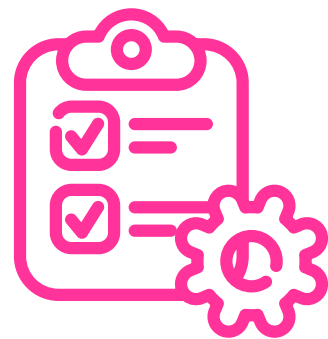
Catalyze commitment: secure buy-in and engagement across organization



Democratize innovation: empower everyone to innovate

Dissemination Control Objectives

How do I communicate innovation objectives and activities throughout the organization?



Accuracy	Specificity	Reliability
Accuracy refers to the clarity of innovation objectives, activities, and timelines and the assurance that stakeholders receive the right information at the right stage of the innovation process.	Specificity refers to the degree of detail contained within the strategic goals that shape innovation activities and the control objectives by which they are measured. Specificity should allow for easily accessible and digestible information.	Reliability refers to the integrity of information made available to stakeholders, backed by credible data and disseminated through a trusted and established communication structure.

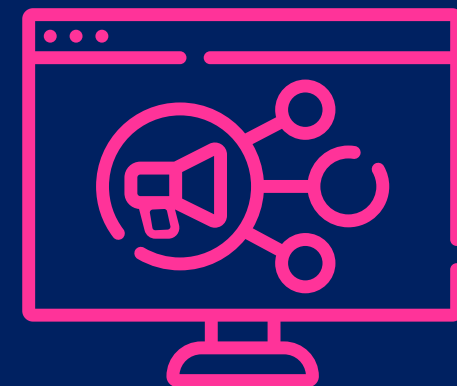
Dissemination Key Steps

1. Identify key stakeholders



Decide who needs to be included at the various stages of the innovation journey. This entails identifying individuals or departments with certain areas of expertise and capabilities to leverage.

2. Define objective of communication



Have a clearly defined objective for why you are communicating certain information—i.e., are you trying to raise awareness or alignment, secure buy-in and commitment, or call for concrete solutions or actions?

3. Develop a common language



Make sure that when communicating an innovation strategy or a key trend or technology, that you do so in simple language that people in all departments can understand.

4. Ensure a single point of truth



While there are several ways to disseminate information, having a flexible, digital tool for company-wide communication and collaboration raises innovation intelligence and ultimately action.

Dissemination Resources

Read More	Tune In	Get Started with ITONICS Cloud
How Cisco Ignited a Company-wide Startup Culture Innovation Roadmaps: How To Communicate Strategy Effectively	ITONICS Foresight & Strategy Masterclass #5 - Dissemination	Creating and Setting up a Workspace Inviting a User to an Organization Explore Existing Content Rate Newly Added Content

“Strategy is a story well told.”

— Beth Comstock, Author of *Imagine It Forward* and Former CMO & GE Vice Chair

Foresight & Strategy with ITONICS Cloud

Environmental Scanning	Pictures of the Future	Planning & Goals	Commitment	Dissemination
<p>Use ITONICS Insights to monitor the web, scientific articles, and patent publications for interesting and relevant news in your search fields.</p> <p>Collect and evaluate information in one central location in ITONICS Explorer. Manage trends, emerging technologies and startups with the Radar view in Explorer that enables easy visualization based on predefined criteria.</p>	<p>Evaluate trends and emerging technologies using ITONICS Ratings, tags filters, and advanced filtering to uncover key drivers and form future plausible scenarios.</p> <p>Use ITONICS Roadmap to plot out critical scenario events and work backward to develop a timeline of innovation activities required to explore the various opportunity spaces timeously.</p>	<p>ITONICS Roadmap integrates technology and resource planning into the innovation management process on an intuitive browser-based user interface.</p> <p>This enables holistic forecasts to be made about future technology and product developments and the associated investment decisions.</p>	<p>Close the gap between strategy and execution with ITONICS Software.</p> <p>ITONICS supports lean innovation governance by organizing and managing data to inform objective decision-making and raise commitment.</p>	<p>ITONICS Software serves as a communication tool for all things innovation—from data and insights to resource management and project progress.</p> <p>Aggregating all innovation intelligence into a centralized and digital solution increases transparency and facilitates knowledge sharing and collaboration at all levels.</p>

Want to Know More?

Talk to our experts:



Dr. Michael Durst
Founder



Dr. Tassilo Henike
Senior Innovation Consultant



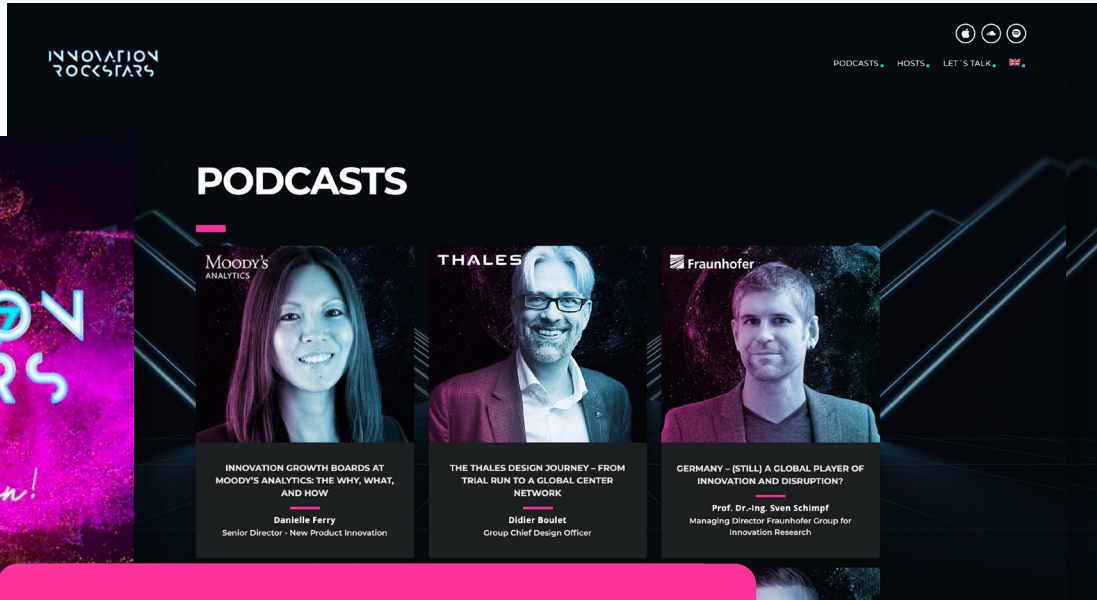
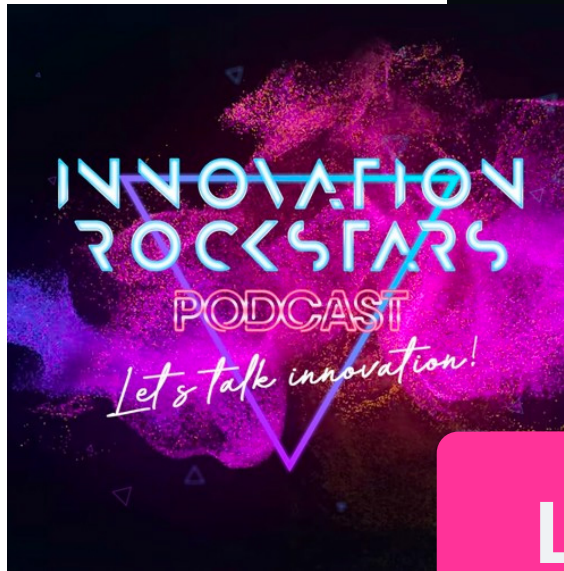
Sebastian Pfingsten
Director of Sales



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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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