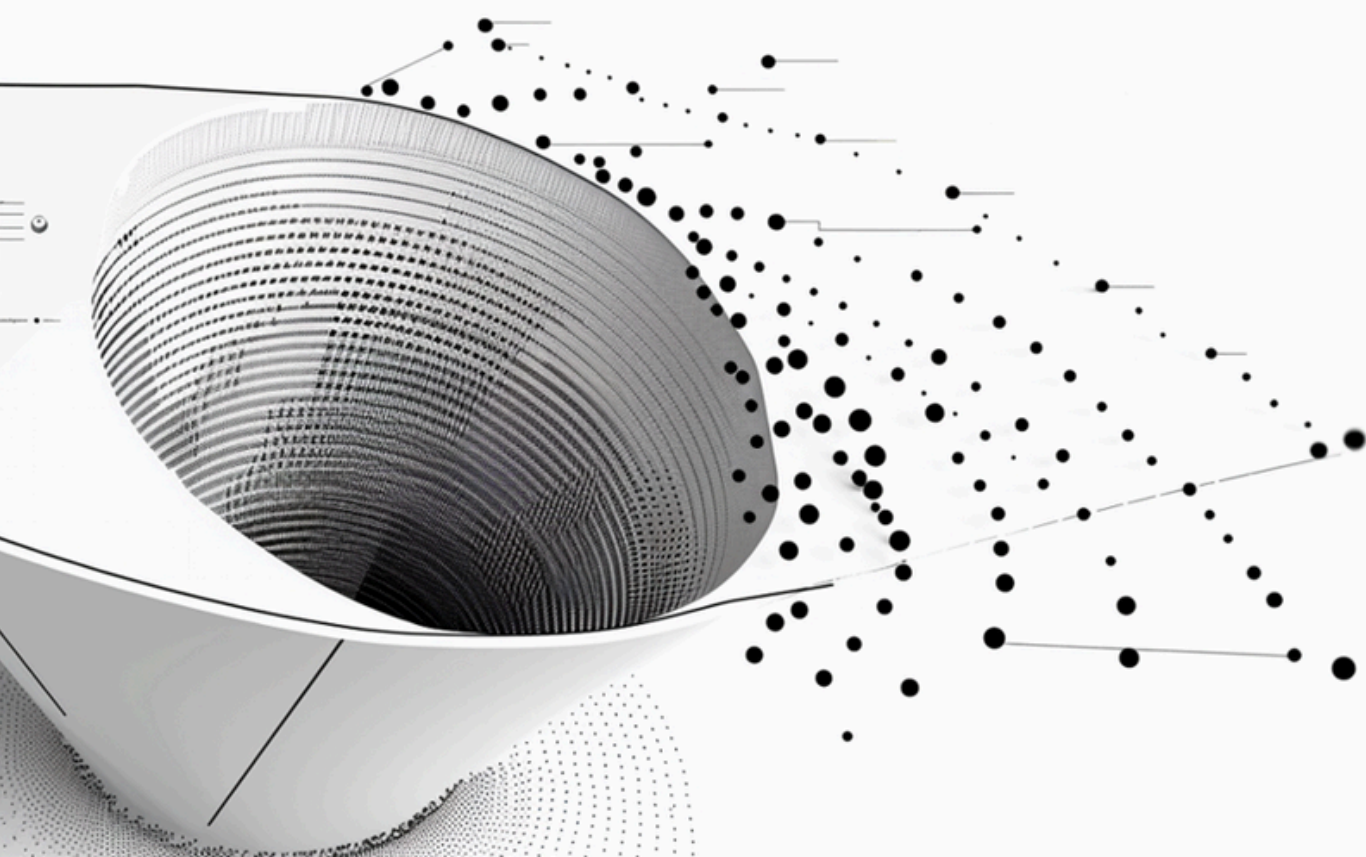


# ANTICIPATE CREATE TRANSFORM

The Approach to Foresight of  
the Bavarian Foresight-Institute

  
Technische Hochschule  
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At the Bavarian Foresight-Institute, we approach foresight as a holistic endeavor. It should combine knowledge and methods from diverse fields to unlock its full potential.

We summarize our approach to foresight with the simple formula **ACT: Anticipate, Create, Transform.**

# INTRODUCTION

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## The Need for Foresight in a World of Constant Change

In today's world, often characterized as volatile, uncertain, complex, and ambiguous (VUCA), organizations and individuals alike are constantly urged to leave well-trodden paths, navigate multifaceted challenges, and adapt to constant change. Unprecedented issues like climate change, shifts in global dynamics, or rapid technological advances affect all organizations regardless of size, age, purpose, or their financial model. The synchronicity and interconnection of recent crises emphasize the need to identify approaches that help navigate such a dynamic environment. Sticking to established routines and traditional ideas of success is no longer enough to ensure organizations remain viable in the future. It is necessary to build long-term resilience by anticipating the future.

### Navigating Unpredictable Futures

When dealing with the future, we face a dilemma: we include aspects of the future in almost all our decisions, yet we cannot predict it. The future is an abstract concept that exists only in our individual and collective imagination. Our ideas about it stem from the assumptions every one of us uses when imagining different scenarios. These mental models vary from person to person, shaped by our knowledge, expectations, preferences, beliefs, personality traits, and values. Therefore, there is not *one* but there are *multiple* futures. Some of them are probable, meaning they are more likely based on current knowledge and trends; others are possible, existing within the limits of what we can conceive, regardless of likelihood; and some are preferable, reflecting individual or collective desires.

### Our Foresight Formula

Over the past decades, the field of foresight has helped organizations navigate changing and dynamic environments. The focus has been on detecting weak signals and trends to outline alternative future scenarios. As a result, foresight has become more about supporting organizations, rather than individuals, in dealing with future uncertainties. We summarize our approach to foresight with the simple formula **ACT: Anticipate, Create, Transform.**

## Principle #1

### Action-Oriented

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Foresight must go beyond identifying trends and scenarios; it needs to be **action-oriented**, building bridges between high-level strategies and everyday routines.

# ANTICIPATE CREATE TRANSFORM APPROACH

## Principle #2

### Empowering Individuals

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Foresight is both an organizational endeavor and an individual capability that requires education and training. **Futures literacy** is a crucial component in building foresight capabilities.

## Principle #3

### Stakeholder Inclusion

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For foresight to have a meaningful impact, it must be **participatory**, engaging a diverse range of stakeholders.

Our ACT approach to foresight is guided by four principles.

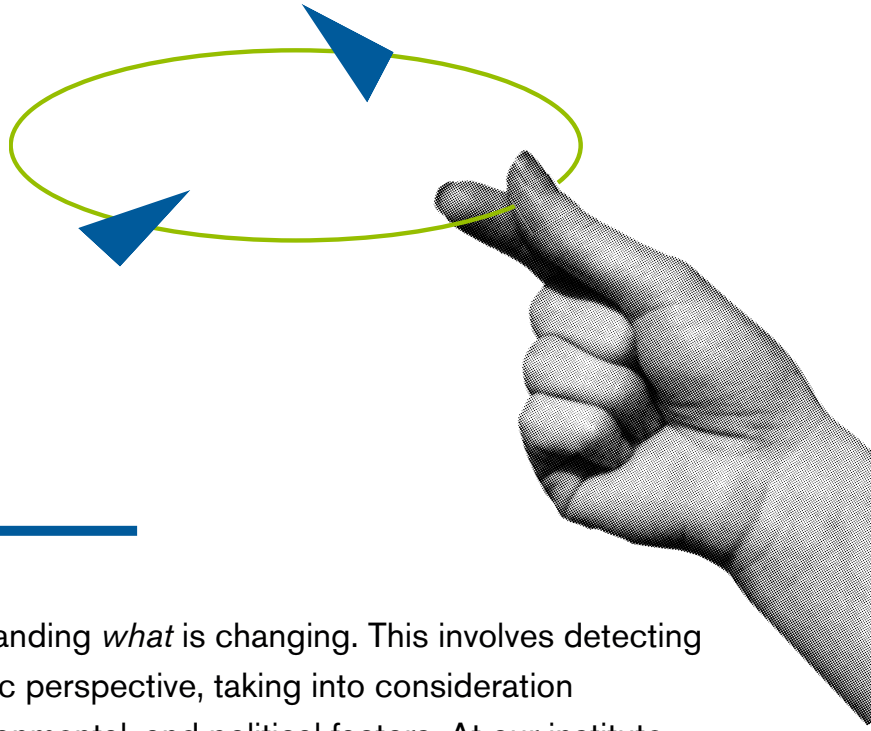
## Principle #4

### Foresight as Routine

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Foresight is not a one-time exercise; it should be **embedded in organizational routines** to fully realize its transformative potential.





# 01.

# ANTICIPATE

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**ANTICIPATION** begins with understanding *what* is changing. This involves detecting weak signals and trends from a holistic perspective, taking into consideration technological, social, economic, environmental, and political factors. At our institute, we place particular emphasis on systems thinking and technology assessment. In an era where emerging technologies rapidly spread and shape all aspects of society, it is crucial not only to evaluate their technical readiness or economic potential but also to consider societal, ethical, and environmental implications.

Building on these insights, we need to develop scenarios that offer alternative pictures of the future. While we need to embrace the idea that we cannot predict the future, we can anticipate possible developments through careful analysis of current trends, providing a foundation for actively shaping the future.

## Methods

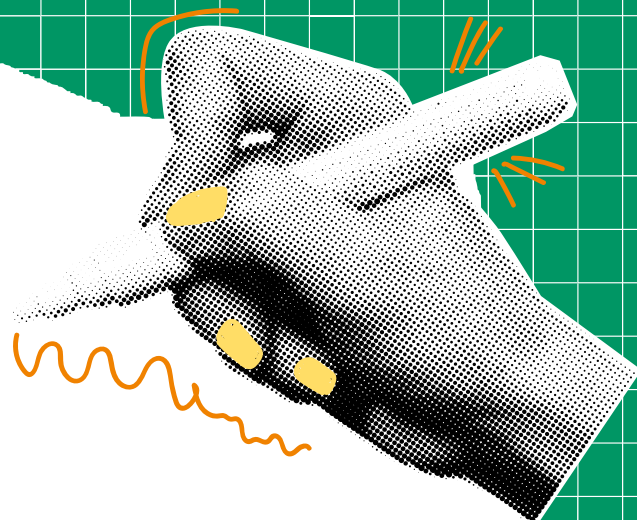
The anticipation phase of our ACT approach deliberately combines data-driven strategies with qualitative approaches and participatory methods. Data-driven analyses provide the foundational insights for anticipation. Equally important is the involvement of several stakeholders, including typically underrepresented groups, through participatory methods. Their inclusion ensures a broader range of perspectives, helping to identify both unforeseen challenges and opportunities.

By embracing principles from open innovation and open strategy, we foster collaboration across internal and external stakeholders, enhancing commitment and co-creation. This inclusive approach not only strengthens the anticipation process but also ensures that the strategies developed are more resilient, innovative, and reflective of a wider array of societal needs.

## 02.

# CREATE

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The **CREATE** pillar focuses on turning foresight into actionable solutions. Insights gained from identifying trends and emerging technologies — and envisioning alternative future scenarios — directly inform this phase of our approach.

With the ACT framework, we go beyond simply producing reports on trends and scenarios. Our goal is to leverage these insights to develop future-ready innovative products and services, design new business models, and empower individuals and organizations to navigate transformation processes with confidence.

By applying systematic innovation methods, we help teams break free from conventional thinking and generate creative, forward-thinking ideas. Our emphasis is on ensuring that these solutions address real-world needs and contribute positively to society, maximizing their impact and ensuring long-term sustainability.

## Methods

Our approach provides comprehensive support, from ideation to implementation. By employing systematic innovation methods, we guide teams through the process of analyzing and implementing solutions that meet these goals, ensuring they are both impactful and sustainable. Innovation doesn't stop with a prototype; we also assess the organizational ecosystem required to transform ideas into successful, scalable innovations. To create offerings that truly resonate, we focus on addressing customer needs, solving real problems, and enhancing lives.

A sustainable business model is the foundation for long-term viability. By combining this with technology and market maturity assessments, roadmapping, and the development of implementation strategies, we ensure that innovations are not only viable but strategically aligned with market realities.

## 03.

# TRANSFORM

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The **TRANSFORM** phase of our ACT approach harnesses foresight as a catalyst for meaningful change in both individuals and organizations. We recognize that a deep understanding of trends, emerging technologies, and possible futures not only raises awareness but also creates a sense of urgency to act, adapt, and transform. Foresight is a powerful driver of the transformation necessary to prepare our global society for the future. Not only do organizations need to become more future literate; the same applies to individuals.

By embedding foresight into organizational routines and fostering a culture of continuous learning, we ensure that adaptability becomes second nature. This empowers both organizations and individuals not just to respond to change but to proactively shape the future they desire.

## Methods

We facilitate meaningful change by guiding organizations and individuals through a structured process that turns foresight into action:

### **Rigorous Analysis of Current Developments:**

We thoroughly examine trends and emerging technologies to build a strong foundation for transformation.

**Creating a Vision for the Future:** We help organizations craft a compelling and desirable vision of their future state. This vision serves as a guiding beacon, inspiring stakeholders and aligning efforts toward a shared goal.

### **Navigating the Pathway with**

**Participatory Approaches:** We engage stakeholders through participatory methods to co-create strategies. This inclusive process fosters ownership, integrates diverse perspectives, and enhances commitment to the transformation journey.

### **Embedding Foresight into**

**Organizational Routines:** By integrating foresight into core routines like strategy development and decision-making, we help organizations cultivate a culture of continuous adaptation and long-term resilience.

# ABOUT THE BAVARIAN FORESIGHT-INSTITUTE

The Bavarian Foresight-Institute specializes in technology-driven foresight research, exploring emerging technologies as well as their economic and social interdependencies. As part of the **Technische Hochschule Ingolstadt (THI)**, we bridge academic research with practical applications.

Our application-oriented research informs policy makers as well as consulting projects, contributes to scientific publications, and is shared with a broad variety of stakeholders from industry and society through dedicated exchange forums.

Further, we are committed to developing the next generation of foresight scholars and practitioners by offering PhD positions as well as a Master of Science program in Global Foresight and Technology Management.



## Get in touch

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