

# **ServiceDigiCulture**

## **Guide**

For

### **Sustainable Strategic Foresight**



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**ServiceDigiCulture**

# Guide for Sustainable Strategic Foresight

## Project Title

Digital and Sustainable Service Innovation for the Cultural and Creative Sectors

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<https://www.servicedigiculture.eu/>



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This guide will help you to understand, prepare and react to the changes of the society and sector using service innovation, and enable purposeful service innovation linked to strategy, sustainability, and foresight.

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# Introduction

Normally, when we build a strategy as a precursor for action, we gather data from the environment and try to use our experience and information. We base plans on the past, on what has already happened. We could call this a reactive approach. Sometimes it is the best solution, when we have to react to things that were unpredictable, like the COVID-19 pandemic. However, sometimes the changes are not sudden, they emerge slowly which means that they may be difficult to recognise, and we may find ourselves waking up in a completely different reality.

For example, let's try to define the moment we became addicted to smartphones. – this is an example of change that appeared to be quick from the perspective of history (it has not been more than a decade since smartphones became so popular), but slow from the perspective of observation in terms of what's happening in our surroundings.

Sometimes it is good to play a role of a storyteller or futurist in order to be prepared for what may be going to happen. And for this, we have the foresight strategy approach.

In this guide you will find the information about this approach and how to use it in practice. In your practice, as you may read or hear that foresight strategy is used by big businesses such as corporations or by politicians who create a plan for developing a city or a country– and this is true. When you have millions of euros to invest, it is crucial to build a foresight strategy. Yet it may be also used by you for planning your own business, no matter if it is running now or in the planning phase, regardless of whether it is big or small. You may not know if some day your business will grow in ways that you might have not expected...even with the use of foresight!



In this guide you will meet Alex – a character we have imagined, who will be introduced to have specific problems, caused by everyday life. In the example of Alex, we will show you what can be done when one wants to build a foresight strategy.

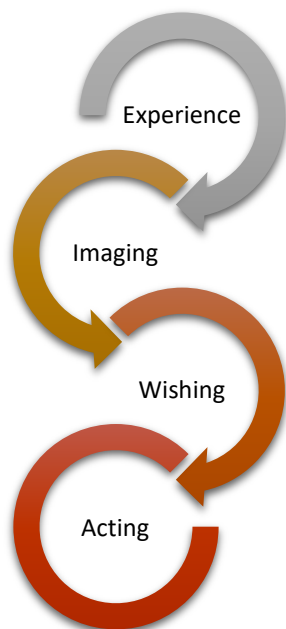
Alex is not a specific person – an artist or entrepreneur. In fact, in every case Alex can be someone else. But the point is, that every time you can put yourself in Alex position, imaging yourself as Alex, and thus gain more understanding of how the processes can look like in real life.

So, please, be a guest of Alex (and somehow yourself) and begin a journey to the future.

# Foresight

As every other kind of strategy, foresight is based on experiences. Unlike classic strategies, it does not look to the past, but to the future. Experience and data are used to predict the future, or better write plans for potential versions of the future, as there can be lots of alternatives that we may consider as to what may happen.

However, the process of foresight that is undertaken in creative and cultural businesses needs lots of data to be processed, in case of small business it may rely on what we, as the self-employer, candidate for business owner may know. The principles and the way of proceeding are always the same. Here are the stages of building a foresight strategy.



At the stage of EXPERIENCE, we need to have our eyes wide open and learn what is going on around us. We see the changes, the state of art, the trends that are happening now. We can see for example that people are producing too much, our planet is not capable of processing litter anymore, and recycling is becoming more and more popular, treated not as a trend but as a necessity.

At the stage of IMAGINING we can play a role of a story-teller (or in more scientific mode: futurist). We may predict what is going to happen. We may, for example predict, that people will use more resources from recycling processes, find ways to re-use or reinvent purposes for waste.

The WISHING stage refers to our place in the future... what we wish the future to be for us. If we have possibilities from the previous stage, we may use it for ourselves. In our example, if we know that people will use more and more recycled things, we may think about whether we are able to produce something from the things people treat as a garbage.

This will lead us to the ACTING stage when we finally can plan the specific acting of actions for the future. We may, for example focus of some kind of "garbage" like old clothes and think what we may do to give them new life. On this basis we may plan our activities: recognise what kind of skills we still need, what kind of materials we should look for to fulfil this vision.

### Let's meet Alex now:



Imagine that Alex is a fashion designer. Working as a freelancer Alex avoids the big fashion industry. It is very hard for Alex to continue working because from Alex's perspective people can be divided into two categories: very rich people who prefer original and unique clothes from well-known designers, and those who are less rich who may prefer chain-based mass-produced clothes as they tend to be cheaper.

Now, Alex observes that people are interested in smaller things that they can afford and which are unique: handcraft that is affordable, like small bags, accessories, and such.

When Alex thinks about the future, it is likely that the ecological aspects will determine the future state of art in the fashion industry. We produce too much, use short runs and leave behind too much waste. It may be that people will start to use things from recycling not only in terms of recycled paper or plastic – things that require technologies and specific factories. Now Alex sees a chance that people will seek the products that could have a second, different life, also in the fashion business. Also it is a chance for Alex to think about producing small accessories like bags made from old t-shirts or blouses, or....

Maybe you could help Alex and offer some ideas?

If you want to read more about the strategic foresight:

The Foresight Guide by Foresight University:

<https://foresightguide.com/>

# What is sustainability?

A sustainable business is a company, large or small, that manages its environmental, social, and financial concerns to ensure responsible, ethical, and ongoing success. Sustainability in business refers to doing business without negatively impacting the environment, community, or society. A sustainable business strategy may also positively impact society.

The three pillars of sustainability are **economic, environmental and social**. The economic pillar refers to the ability to maintain or support processes over time, while the environmental pillar exemplifies the importance of natural resources and biodiversity to support continued life on Earth and the continuation of natural resources. The social pillar of sustainability places importance on social structures, well-being, and social justice. These three pillars are interconnected and ideally, will be balanced to achieve sustainable businesses. In terms of cultural and creative industries the capacity to operate sustainability may depend on the size of the organisation and the resources available, including human resources.

## Why is strategic foresight important?

If you employ strategic foresight in your cultural and creative business, it is likely it will be adaptable. Sustainability for planning cultural and creative sectors, as in every organization and business is important to be able to predict trends, scan the horizon for upcoming ideas, to tailor your business offer to connect with the emerging needs of customers and to contribute to overall business survival.

To have foresight requires having an interest in the world around you and unending curiosity about new ideas that could be adapted, applied and used in your organisations and businesses. Sometimes this might require scaling ideas up or down, depending on the organisations and businesses' size, type and capacity. Foresight requires imagination and exploration of potential and possibilities to enable you to implement plans.

## What is digitalisation?

Digitalisation refers to the use of digital technologies to transform business processes, create new ways of operating organisations and businesses, and improve efficiency and productivity. Digitalisation has become increasingly important for sustainability goals, as it presents an opportunity to rethink how we make decisions and apply technology in new and meaningful ways to drive more sustainable solutions.

Digitalisation can also contribute to more efficient use of resources. For example, instead of paper-based booking systems, cultural and creative organisations and businesses



can use digital apps for customers to book seats online for venues. This saves time, but also saves paper resources. Tickets can be digital, and visitors can store tickets on their phones and have them scanned as they arrive at venues.

Cultural enterprises have historically been one of the first to experiment and adopt digital technologies (digital photos, digital carriers such as DVD and Blu-ray, CDs, digital filming, streaming, virtual reality, and online platforms). Digitalisation can form part of service innovation and service design activities can lead to the implementation of digitalisation. Digitalisation is linked to sustainability.

Examples of digitalisation in cultural businesses:

- Reaching wider audiences through online access to collections, exhibitions, and events.
- Enhance the customer experience by providing interactive and immersive experiences, such as virtual reality and augmented reality.
- Improving operations and efficiency, for example, by using digital tools for stock management, ticketing, and marketing.
- Digitising collections and resources by making them accessible online.

For example, there was no national e-lending ecosystem in Estonia pre-pandemic, but following its introduction by the Tallinn national library, the system had a significant increase. Many libraries also expanded their digital offerings and collections, provided their librarian services remotely and turned to e-lending models. In the Netherlands, 75% of public libraries expanded their digital services during Covid-19. Such digitalisation is sustainable because it extends the potential reach to more users and reduces production costs and recycling costs; physical books have a life cycle and eventually have to be replaced, incurring disposal costs. Paper is renewable, but trees take a long time to grow, therefore e books and magazines are a sustainable solution. Digitalisation can expand audiences making heritage and cultural activities available to a larger population.

### Example of digitalised service–Vintage Wedding Millinery:

Carrie is a fashion designer. She specialises in making, restoring and upcycling vintage hats and headwear. During Covid 19 Carrie's vintage wedding shop specialising in head ornaments, hats and hair ornaments had to close for a while and her stock could not be sold. Rather than the business lying dormant, she began to offer a virtual try-on service where customers could try on hats and fascinators virtually by uploading a photo to the website and trying on a hat online. In this manner she made some sales. Customer research prior to the launch showed she would need to provide accurate sizing information, measuring guides and condition reports of any goods to secure sales. Without this adaptation using digital technology, the business would not have survived. She has also gained more confidence to expand the use of digital technology in her store and is making further plans.

### What is the relationship between strategic foresight, digitalisation and strategy?

The predictive thinking skills you employ in horizon scanning is likely to lead to you planning changes to keep your organisations and businesses moving, being adaptable, offering new services and identifying new market opportunities. The service design mindset assists you in thinking more deeply about customer needs, their emotions, connections to your organisations and businesses and involvement which is likely to prompt you to think about improvements and overhauling the whole design of our business to enhance all interactions with customers. If you spot an improvement opportunity or re-design opportunity, you will want to take action. Plans leading to stated outcomes can be considered strategies as they identify the steps to get you from A to B.

How do you scan the environment? It's about predicting and forecasting likely influences. These could be social trends, customer trends, what's happening on social media gaining popularity, changes to the demands customers make, and political and legal changes. You might use business tools such as SWOT and PESTEL (available through any internet search) to direct your analysis. You can explore what is popular and trending on the internet and social media. See: <https://trends.google.com/home>. Be open to noticing how people are reacting in your close business environment, both staff and customers. What do you observe about changing demands, expectations and requirements?

Consider aspects which are usually more hidden using some of the tools from the stages of the CREATE model <https://www.servicedigiculture.eu/toolkit-training>. It is important to understand how customers and clients feel about the interactions with your organisation.

or business as emotion often drives cognition and clients may be making judgments about the organisation or business that you are unaware of unless you probe for more information on their experiences.

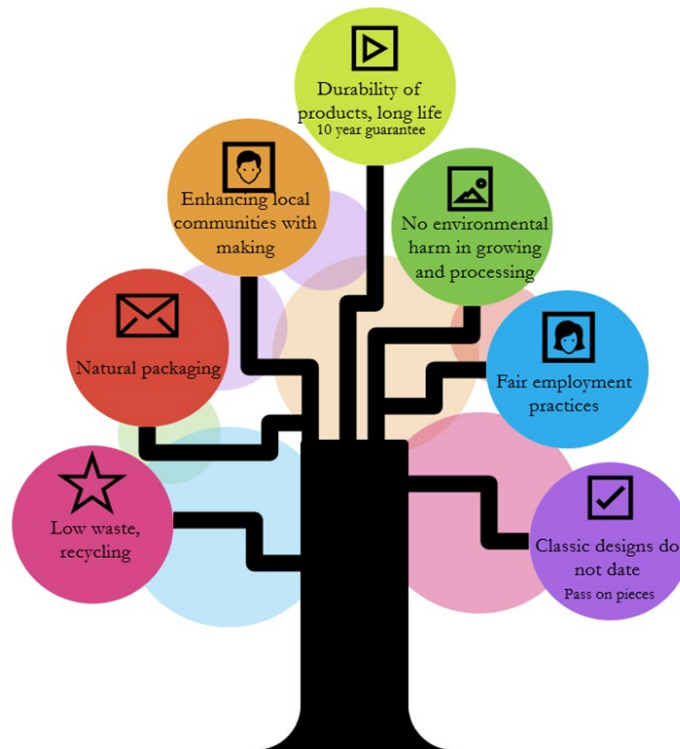
Digitalisation may be implemented as part of renewed service design and can drive innovation. The customer or client is at the centre of digitalisation as any new adaptations need to ensure that the service is more useable, effective and accessible. It delivers a better experience for the client or customer.

#### Let's meet Alex now:



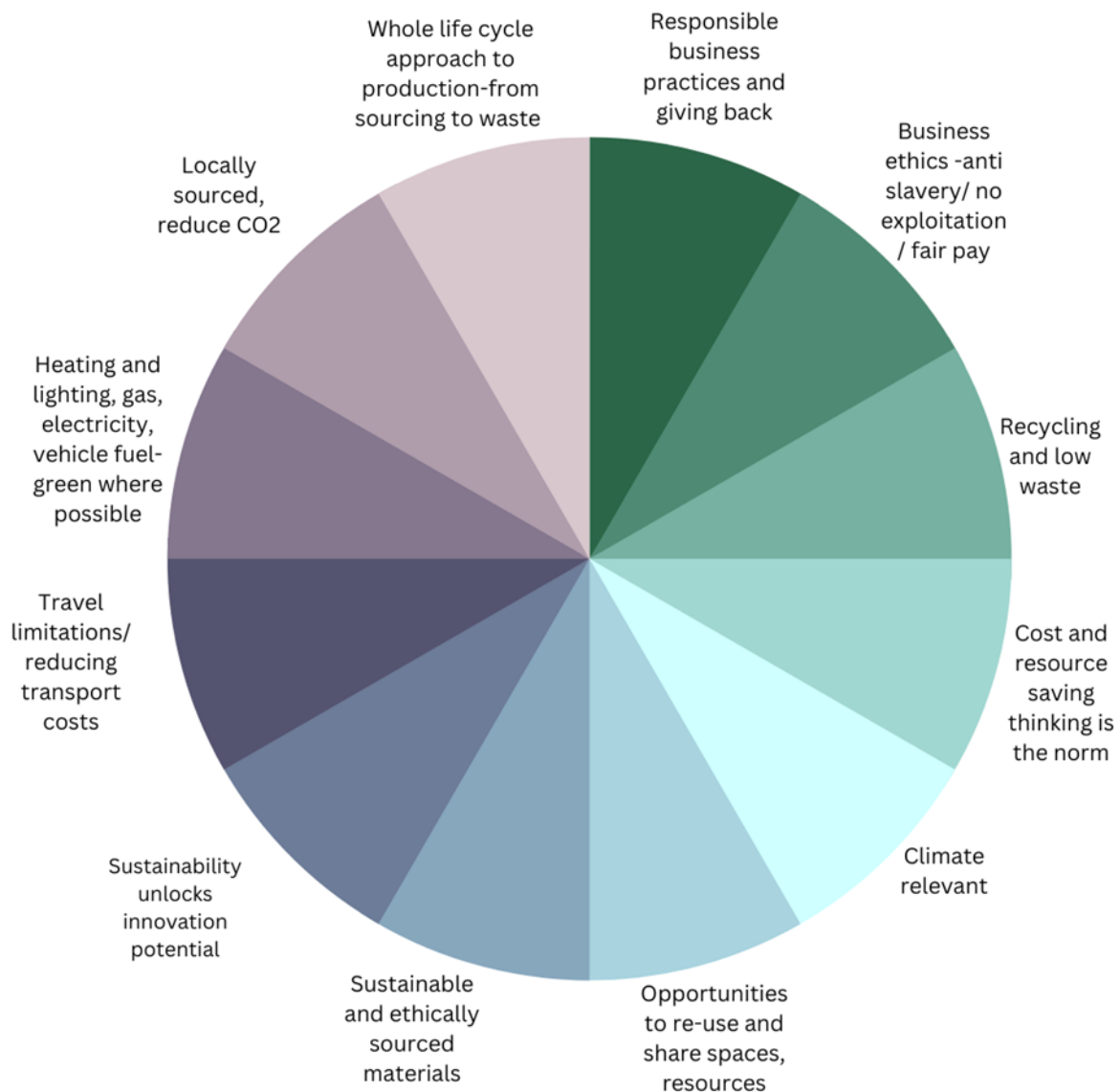
We were introduced to Alex before. Alex is a fashion designer. Working as a freelancer Alex avoids big fashion and target customers are those with more moderate budgets, often young people who are concerned about climate change. Alex has found that customers prefer smaller, quality pieces that are well-crafted and made from sustainable materials. Alex has been doing research about materials to extend the range, exploring ethically-sourced, fair-trade suppliers producing natural raffia, willow basket work and hand-woven linen tote bags in this year's range. The aspiration is that customers will pass on hand-made heritage pieces as design classics.

The diagram below shows Alex's ethical and sustainable production values.



### What is sustainability and applying sustainability to cultural and creative sectors?

The wheel below highlights some of the factors that relate to operating a sustainable cultural or creative organisation or business. What factors apply to your cultural or creative organisation or business may depend on the size of the endeavour, your ability to invest and your general growth plans. Let's think about these factors in turn. Which apply to your cultural or creative organisation or business or could apply?





### **Whole life cycle approach to production**

If we think of the processes in organisations and businesses, particularly for makers, we can in simple terms, state the process often involves a MAKE-USE-DISPOSE cycle. Organisations or businesses which have a sustainable mindset think about the use of the resources at all stages. In particular, at the DISPOSE point can you find ways to re-use, recycle or enrich lives with your waste products?

For example, a museum café offers free used coffee grounds to customers to take away to compost. Rather than coffee grounds going to landfill, the natural waste product is recycled through composting and contributes to another growth cycle for plants for local gardeners.

### **Responsible organizational/ business practices- giving back**

Does your business contribute to wider society or have social aims? Perhaps those values drive your business, or you could give back in smaller ways, for example by:

- Offering training places or internships to school leavers, older workers or new graduates.
- Sponsorship of events or activities
- Providing free materials.
- Offering pro bono advice or interventions.
- Recycling unused materials to those who can make use of them, giving them gratis.
- Differentiated fee or price structures e.g 'pay what you can afford'.

### **Business ethics-anti exploitation**

Do your business processes support anti- slavery, non-exploitation and fair employment practices whether employing staff directly or indirectly through supply chains?

You may support best practice through any of the following means:

- with an anti-slavery statement on your website.
- fair pay, minimum wage policies.
- equality, diversity and inclusion policies in all business activities.
- fair trade supply chains and fair pay in developing countries if suppliers are used for import of goods or raw materials.

### **Recycling and low waste**

Do you recycle as much as possible looking at all organisational/ business processes?

Do you have a policy to minimise waste? This can relate to materials, energy used, buying products that have low impact when they get to the disposal phase. For example, Onion café decided to invest in stainless steel straws. Whilst paper drinking straws are seen as hygienic, they generate a lot of landfill waste. Moving over to stainless steel straws incurred more upfront costs, but it is estimated each straw can be re-used up to 1000 times before it deteriorates. A high temperature dishwashing regime guarantees safe hygiene practices. This product safe and cost-effective.

### **Cost and resource saving thinking**

Do you approach all decisions on costs and resources thinking about value for money as a guiding principle, including disposal costs, paper usage, local purchasing and production where possible? Do you undertake a cost-benefit analysis with a sustainability framework when making larger purchases?

### **Climate relevant**

Are organisational/ business decisions made with the climate in mind, whether you are thinking about long distance travel costs, your Co2 emissions, the air miles when importing goods or using valuable resources from developing countries? Are you conscious of using renewables where possible?

Chas is a photographer and during Covid 19 he took his business online, running digital photography classes online. This enabled a wider reach and included a national audience whereas previously his audience had been local. He has reduced transport costs as he is not driving to different cities across the UK. Post-Covid he will maintain his online approach to education and facilitation. He targets young hipsters and he knows that making the point about climate relevant online training is a useful part of his sales pitch to this audience.

### **Opportunities to re-use and share spaces or resources**

Have you considered sharing resources and spaces to cut costs, ensure spaces are in use for longer, serve local communities and contribute to the local economy?

In Finland craft makers could not afford to fund a retail shop each to promote wares, so they joined together to run a shop on a co-op basis, using solar power and staffing the shop on a shift basis to sell everyone's products. This limits costs for each maker, offers an opportunity to sell and, most importantly, is not wasteful of resources and generates enough electricity to run lights. The co-op provided a solution that was useful to all, at a fraction of the price of each maker having a shop. This is also sustainable as it exploits economies of scale.

Spaces can also be shared virtually using digital technologies to exploit economies of scale. In the United Kingdom, an online platform called 'Bookshop.org' was launched with the aim to safeguard the independent literary community. The platform allowed independent bookstores to set up their own virtual shop front on the website and the platform managed both customer service and shipping. The independent stores received the full profit margin (30% of the cover price) from each sale.

### **Sustainable and ethically sourced materials**

We learned that Alex has researched materials to extend the range, exploring ethically-sourced, fair-trade suppliers producing natural raffia, willow basket work and hand-woven linen tote bags in this year's range. When looking for raw materials it was important to investigate how they were produced according to such values as:

- Preserving the natural environment (no mis-use, contamination (land, rivers), destruction of habitat)
- No exploitation of labour
- Fairness for all involved in the production stages e.g. fair payment and working hours, legal compliance with employment and appropriate labour conditions
- Sourcing from those closest to the product e.g. direct growers rather than multiple actors adding profits along the supply chain
- Production values that cause no harm to the local environment e.g. growing and processing indigenous plant materials not harmful to other species and processing that does not over- use local natural resources e.g. water and power, especially if there is a pollution risk to the local environment.
- Avoiding all harm, malfeasance and corruptive practices in negotiations for materials or services.

## **Sustainability unlocks innovation potential**

Sustainability can unlock the potential for innovation and offer scope for new creators, designers and actors to enter the design arena creating new markets and organisational/business opportunities.

- New creators in particular emerge from digitalisation opportunities—anyone can create a podcast or a YouTube video or develop a presence through a YouTube channel.
- Digitalisation has created the democratisation of opportunities; there is no need for expertise as any person in the street can generate content
- More sustainable methods of organisation and business promotion have emerged with the use of social media and digitalised approaches. Whereas in the past physical promotion using paper posters and leaflets would have been used, now digital technology using Instagram and social media is used to reach out to people in more sustainable ways, although there is a debate about the resources the internet uses in terms of electricity!

Theatres, venues, event spaces are using QR codes rather than printing paper information. Some members of the public are happy to read information from their phones or devices. It is possible to provide a variety of information channels for those who are not technology enabled! Fewer leaflets may be printed— a win for sustainability.

## **Travel limitations, reducing transport costs**

One way to contribute to sustainability is to reduce your organisation's or business's carbon footprint by limiting unnecessary travel and by investigating more sustainable transport methods.

Consider any of the following:

- Limiting air miles or offsetting air miles by planting trees to reduce CO<sub>2</sub>.
- Have you considered buying more local raw materials?
- Having online meetings rather than actual meetings in other locations?
- Walking, cycling, electric vehicles rather than petrol or diesel vehicles?
- Setting mileage reduction targets for business travel
- Inviting suppliers to review their transport methods and costs to target more sustainable and climate-friendly production and delivery.
- Conducting more local, rather than global, business transactions where possible.



## **Heating, lighting, gas and electricity, vehicle fuel**

Cultural and creative organisations and businesses use fuel in many ways to support the business. We need electricity and heating for premises. Fuel is also needed to power vehicles. Greener options are available.

A sustainable organisation or business can review the sources of fuel and amounts used. Sustainable fuel for premises could come from solar power, air source or underground heat pumps. Small businesses may need longer term plans to incorporate sustainable development plans into overall business planning. Consideration can also be given to transport used directly and indirectly by the business.

Suppliers and owners could make small cost savings if investment is challenging. Changes made might be incremental. The owner of a live music venue would like to install solar power but a survey showed the roof was not suitable as it was shaded. A small change that could be made was to use grey rainwater, a free product going to waste, running off the roof to use for toilet flushing. Already considerable cost savings have been made and there is no detriment to users of the venue. This sustainable action has enabled the use of a free resource in a purposeful way and also saves energy as clean drinking water is not used for flushing toilets.

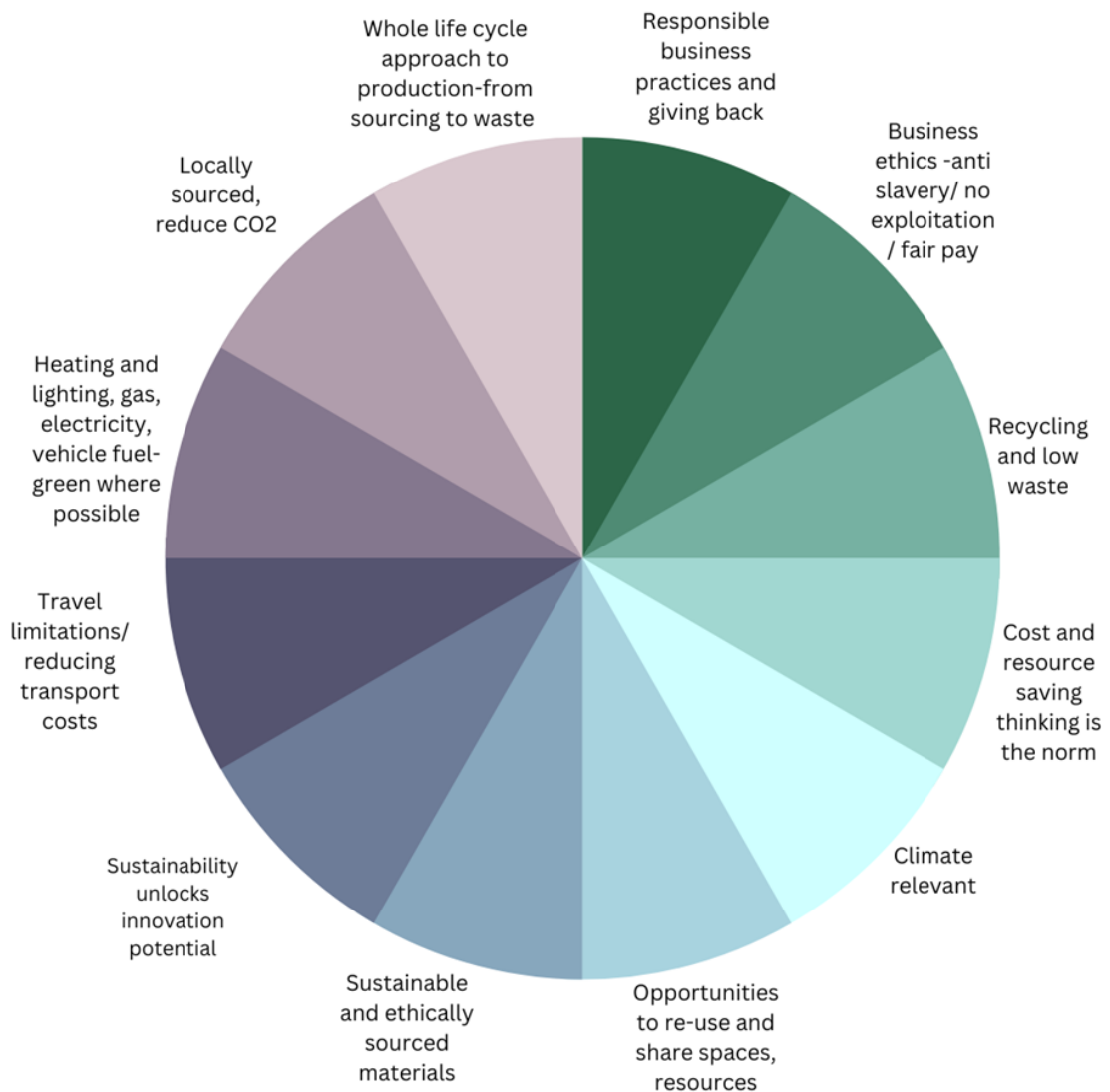
## **Locally sourced, reduce CO2**

Have you reviewed suppliers to identify local sources of goods where possible? This can reduce transport costs, reduce CO2, limit climate damage and preserve the environment. If you import goods, are you convinced suppliers operate ethically? If you buy local, costs may increase; have you assessed the impact on your organisation or business? What do your customers want? Some customers with an ethical orientation would be prepared to pay more if the sources were guaranteed to be ethical.

Min-hee runs a food cart and specialises in proving food at music events, exhibitions and outdoor fairs. She did some market research and identified that customers wanted to eat seasonal local produce and would be prepared to pay 20% more for such guarantees even in a difficult economic climate. Min-hee has written stories of such local produce to promote her food cart on social media and has featured local farmers and producers in her publicity. This also contributes to sustainability as it acknowledges the interconnectedness and interdependence of those supplying the food chain.

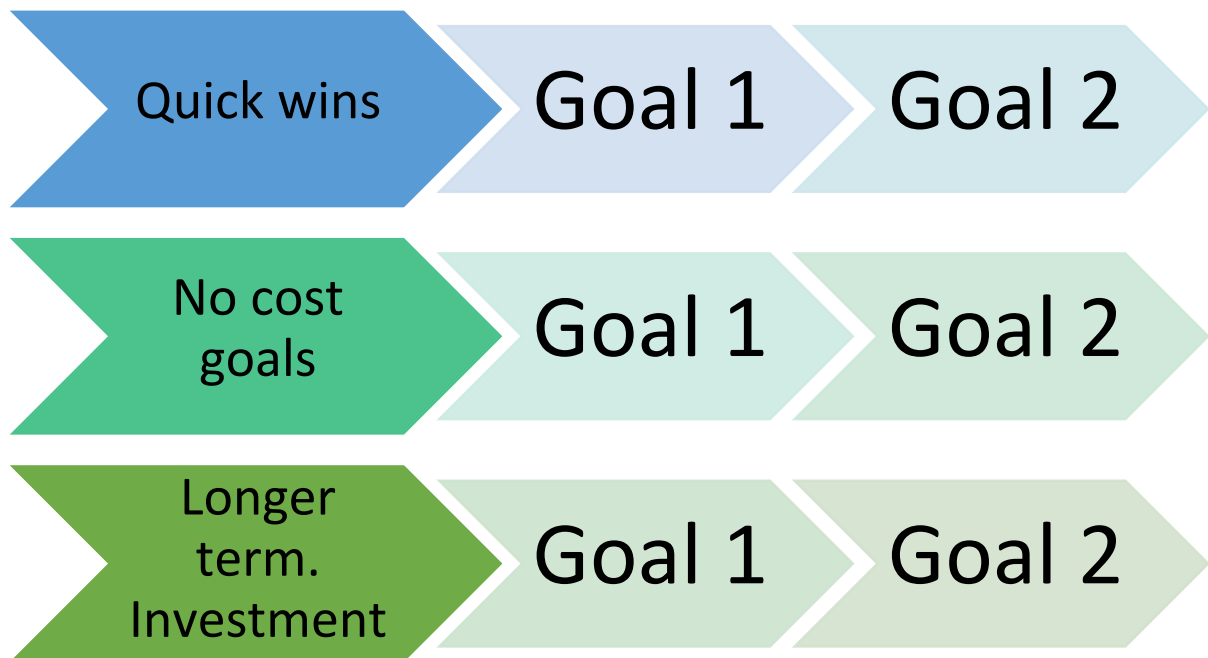
## Your sustainable foresight plans—applying foresight to your organisation or business

Finally, consider the wheel of sustainability and think through your sustainable practices as explained above. Are there any quick win actions you could take?



Could you identify goals for this year and 3–5 years?

Identify quick wins and no-cost goals and build to investment goals (3–5 years) where you have to fund changes. Most importantly, remember to hold in view the client and customer perspective about sustainability. What views from them have you elicited that influence your service design plans? What requirements can you predict customers may wish to see reflected in your business offer and values with regard to underlying sustainability?



Keep reviewing your sustainability plans, keep your mind open to new influences, constantly check for influences that encourage you to adapt your plans agilely. In this way, you will never be out of date, out of fashion or irrelevant and your business will survive, have long-life potential and be ahead of the game.



# Strategic foresight in practice

A proverb says that *well-planned is half made*. The same applies to planning activities in cultural and creative sectors. Foreseeing strategically sounds easily distant-future focused and probably just relevant only for larger organisations and businesses. Yet it is something we are engaged in every day at work and in our personal lives, for example, when we get the summer cottage ready for the winter or choose the most suitable clothes for the weather. This part of the guide will provide practical tools for daily strategic foresight in a resource-friendly manner to do alone or with others. As this section will use the CREATE service design approach, service design and service innovation might be outcomes of some strategic foresight process. If you have not already done so, watch the video of what service design and service innovation are: <https://www.servicedigiculture.eu/toolkit-training>

Foreseeing strategically is:

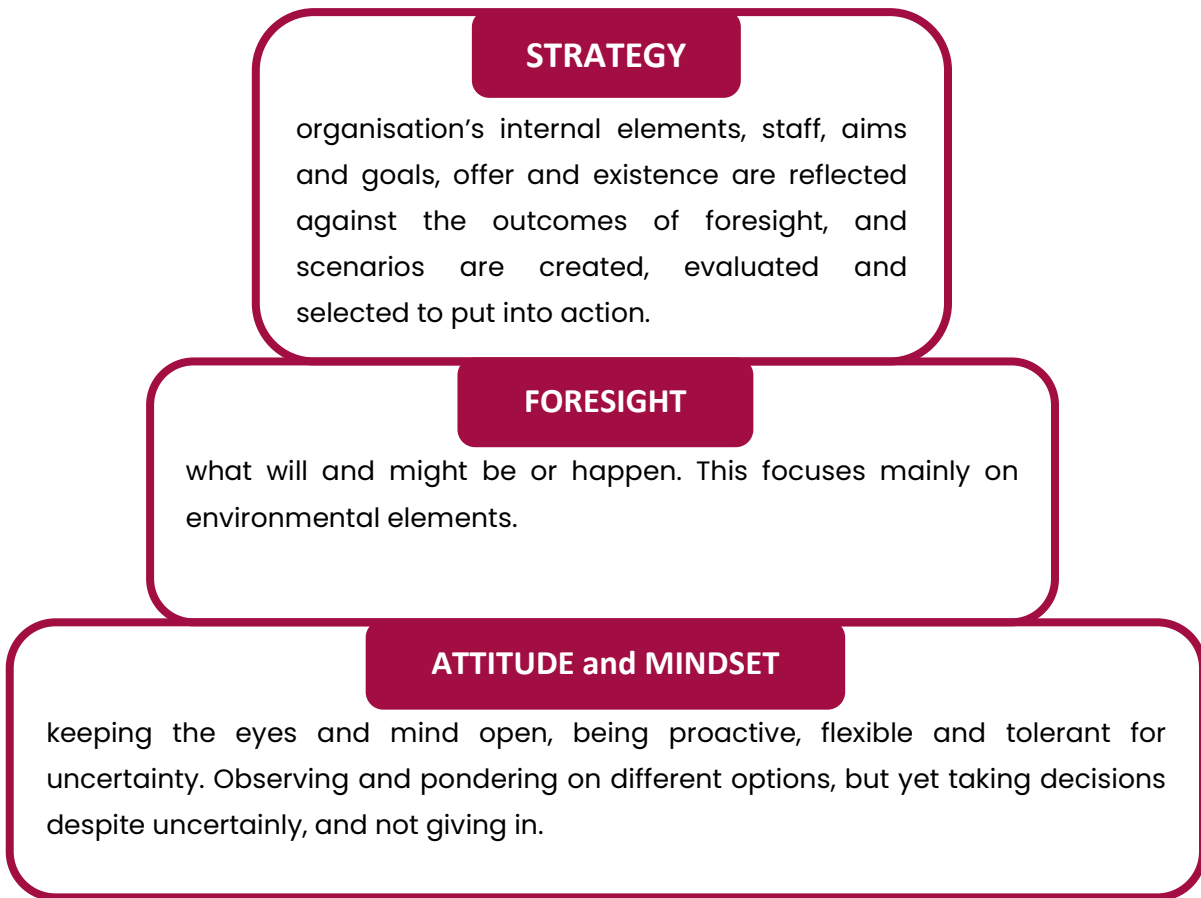
- Getting prepared and monitoring activities on a daily basis.
- A daily habit and an ongoing process instead of a big project, to tell what is going to happen, reflect on where one is at the moment, and imagine the future, possible challenges, potential crises, predict what will come and imagine plans regarding how to prepare for these eventualities to avoid a struggle.
- A source of new ideas and guidance for the development of services, products and activity.
- A natural and normal part of a working process.
- Practical and logical.
- Surprisingly simple, common sense, down-to-earth and easy.
- Also think small; small changes are usually the most significant ones.

While **foresight** looks into phenomena and trends in the past and today to identify elements that might become and be important in the future, **strategy** is used for selecting relevant elements for a purpose and seeing how and when to implement these in one's own activity. Foresight is characterised by uncertainty as anything may change.



## What is needed for strategic foresight?

There are 3 main elements in strategic foresight, each with its own tools and methods, and feeding each other. These are:



An example of digitalisation as a phenomenon and trend:

1. Foresight outcome: Increasing digitalisation also in cultural and creative sectors
2. Strategy: A strategic decision to start to provide digital services of own products, for example, virtual museum tours worldwide or training on own topic, and all actions leading to this, for example, skills and people needed, subcontracting, resources, communication about these, internal training, risk-management and monitoring activities. Strategy also defines the pace, timeline and place of implementation.

While foresight should be ongoing, daily and continuous, strategy work can be scheduled, but its implementation and results should be monitored all the time.

## How to get started?

Five simple questions will get you started with strategic foresight:

- **WHY** to foresight  
Such as, be competitive, develop own activity, react to market developments in advance, find new materials, be ahead of product and service development, learn about upcoming consumer trends, behaviour and preferences.
- **WHAT** to foresight
  - >Competitors, consumers, trends (music, culture, etc.), raw materials, image of a service, product or a company, development of services, products and environment, ideas and ideologies, marketing and social media, use customs, life-cycles, materials, techniques, payment methods, customer habits and value, collaborators and stakeholders, legislation, employment, financial development, what customers say and how they behave, phenomena like digitalisation and sustainability, wars, pandemics....
  - >The changes and trends might be different and manifest differently in different cultures.
- **HOW** to foresight
  - >Informally: for example, chatting with customers, reading news and taking notes, etc.
  - >Formally: for example, conduct trend analysis or Delphi<sup>1</sup> workshops.
- **WHEN** to foresight: continuously, in events, etc. and monitoring the outcomes and activities continuously
- **WHO** to foresight: alone, with others, have someone do it for you, read what has been done, e.g. industry and trends reports, trend agencies (including Pantone colour trends), involve peers, staff, customers, clients, service-users.

## Strategic foresight with the tools of service design

Service design offers plenty of practical tools for strategic foresight as they are both **practical, work with uncertainty, people and with a constantly developing process, and both use scenarios**. In addition, service design has the potential to involve users into the process and save resources during foresight when implementing things into strategy and practice. It visualises the findings and the process making them easy to understand and the process resource-friendly.

This section provides a process for individuals and organisations from the cultural and creative sectors to use foresight strategically. The process below uses the CREATE service

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<sup>1</sup> More on Delphi method, see: [https://www.rand.org/pardee/pubs/futures\\_method/delphi.html](https://www.rand.org/pardee/pubs/futures_method/delphi.html)

design process model and its tools. Tools can be adapted depending on the case and who is working on it.

### **STEP 1 Define who you are and what you do**

This starting point involves reflecting on yourself, because what you will choose strategically should be in line with yourself, your organisation, and your skills and resources. Strategy works better when taking 'You' into account and staying true to yourself to reflect your unique identity or the identity of your organisation or business.

Useful tools for this are:

1. Define first who you are now
  - a. **Create a mind map of your current self**, putting yourself at the centre of it, and add around the centre who you are, what resources you have, what do you do, what can you do, who are your customers, etc. as branches of the mind map.
  - b. **Create a SWOT analysis of yourself**: What are the strengths and weaknesses (internal), opportunities and threats (external)?
  - c. **A moodboard**: You can also create a moodboard of yourself by collecting colours, pictures, words, sentences, objects and other elements, and attach these on a sheet of paper, a board or make a digital picture of these to express identity and meaning.
2. Define your aspirations, where you want to go, using the same tools but with a future aspect on what you want and aim to be:
  - a. **Create a mind-map of your future self**. This should be similar to what you created for your current self, but with a future perspective; what do you want to be and where do you want to go?
  - b. **Create a SWOT analysis of yourself** based on what you want to be and where do you want to go.
  - c. **A vision board of yourself**, like the moodboard above, but with a future perspective highlighting a vision or preferred future.

### **STEP 2. Investigation**

Start the foresight process by investigating, identifying and analysing current and future topics and challenges. The view, area of investigation, during this phase should usually be more open because often important things come outside the core area. For instance, the COVID-19 pandemic influenced ways to deliver services in ways that enhanced the service offer beyond those services offered back in the day. Investigation can be:

- 1) Continuous, in general or for a specific area, such as customer feedback or service development. You should do this regularly.
- 2) For a specific purpose. This usually takes place when there is already a decision to develop something, for example, when addressing a new specific target group or developing a new service.

In both alternatives current and future challenges will be spotted and analysed.

The process in a nutshell:

- 1) Define what to investigate. For example, is it general investigation or for a specific purpose? This can be as simple as constantly collecting customer feedback.
- 2) Select where/whom from you will need information from. Is it customers, competing services, raw materials or something else?
- 3) Select the tools for the process and to collect information. For instance, social media and talks with customers for data, or sticky notes, markers and a whiteboard to add and visualise your data. Think also about resources that you have at hand.
- 4) Collect information and analyse it. This does not have to be heavy, time consuming or highly academic process. Simple every day collecting of information is fine, for example by collecting daily findings on a journal or sticky notes.

#### Evolution of ideas and phenomena

One way to identify how ideas, processes, consumer habits and other things evolve and develop, is to document them regularly. This creates a **lifespan** of what was, what is now and what does it seem to become in the future, that helps to foresee activities.

This phase corresponds the phases 1 – Cruising the problem area, and 2 – Research of the CREATE process model, but also the Feedback map and the Touchpoint follow-up evaluation tools of the phase 6, Exiting are useful. Below are examples of how to adapt these tools to foresight purpose:

- Phase 1: Cruising the problem area,
  - Media-trend and desk research, and Collecting and analysing customer feedback: as such in general or to a selected specific topic.
  - Intent Statement: To set the intention, goal and steps for the foresight work.
  - Service Safari: Go for a service safari of different services, and spot and analyse trends and developments in these.
  - Customer journey map: Visualise different customer journeys, and spot and analyse trends and developments in these.
  - Opportunity mind map: You can generally mind map issues and developments linked to a topic.
  - Design brief: Having analysed the results, you can create such for the work in the next steps, for example scenario building.
- Phase 2 – Research
  - Empathy interviews, image interviews and observation: as such in general or to a selected specific topic.
  - Probing: to document phenomena and their nature and changes. For example in a longer timespan.
  - Stakeholder map: to observe how stakeholders and their role changes in time by making a new one every now and then, and photographing it each time, then comparing the photos to see the development.



- 6 questions: In investigating phenomena and analysing results.
- Preliminary service blueprint: Visualise different service blueprints, and spot and analyse trends and developments in these
- Empathy map: For analysing feedback from the customers.
- Phase 6 – Exiting
  - Feedback map: regularly collect feedback on a service or products to see what to change and when. This is a good tool for monitoring and for a service life-cycle
  - Touchpoint follow-up evaluation: As for the feedback map. Taking photos regularly already visually reveals the development.

You can adapt also tools from other phases in a similar manner, invent your own tools or use classical foresight tools.

### **STEP 3. Create future scenarios**

Take the analysed results and start ideating and creating different future scenarios for the main findings, what you regard as important, for example 3-5 optional scenarios for each. At this stage the scenarios should still be general. Different scenarios help see possible futures and create different plans for them. This helps in strategy work and is important for the ability to react to different changes. The scenarios and changes do not need to be big. Even small things are important. During the process, keep your mind open and objective, and think also about unusual possibilities.

This phase corresponds the CREATE phases 3 – Exploring ideas and 4 – Alternative prototypes. As building scenarios includes both ideation (research-based ideation) and scenario building, you can directly apply the tools as such into foresight scenario building.

Remember the presentation, even for yourself, because it quickly communicates what the scenario is about.

### **STEP 4. From foresight to strategy**

Once you will have information about potential future events and trends, and the scenarios, it is time to think which ones of these might be important for own activity and how, and how to react on these. For this purpose:

1. Identify those that might impact your activity and how.
2. Using the scenarios and other information, plan actions how you would provide answers to these in line with your strategy. These might be service and product level actions or ways to organise own activity for sustainability or anything else. These might also change your strategy.
3. Create Plan B's for the actions in case things go differently.
4. Create timelines and think what you might need when putting these into action.
5. Have a last look to evaluate your plans. Are these in line with your activity and your core? Are these feasible, reasonable and sustainable?

A list of questions to help planning actions, services and products:

- What stage of its lifespan a service and/or product is, and where is it going to?
- Service/product development: What is good as a service, what as a product, what transits from a product to a service and vice versa, should there be any supplementary service and/or products, etc.?
- Should the change be gradual and slow or quick and drastic?
- What is the size of the change?
- What is the role and impact of the culture?
- What is useful now and what might be useful in the future and for which purpose?
- What is the role of digitalisation and what is that of sustainability?

This phase corresponds the phases 4 – Alternative prototypes, 5 – Testing and 6 – Exiting.

During the COVID-19 pandemic and lock-down, a local craft organisation faced the challenge how to provide courses and exhibition to their members. These events were usually organised at the craft organisation's premises.

The pandemic hit and expanded unexpectedly, being the first of the kind of a post-modern era and generations, with new challenges and situations around, being hard to foresee in advance. Therefore, the organisation looked in the trends forming as a response to the pandemic, the current trends, to redirect their activity. They started to look around and benchmark in different media channels what were the trends for activities and what could be possibilities. They found out that a lot of things had started to happen on the Internet, and that streamed discussions and lectures, and videos and podcasts seemed to be popular.

They decided to investigate what they could do with their own resources, and came up with an idea of making Craft portraits of craft artists on their website. With a small amount of funding they managed to pilot this with some craft people who had had or were going to have an exhibition at the organisation's premises. The portraits were made as reportage at the craft artists' studios, to get to know the person behind the craft. Each reportage included text, photos and a recorded interview which were uploaded onto the craft organisation's website. This way exhibitions and portraits of the artists became alive and were presented, even though this took place online. The portraits also had another function too; simultaneously and over time they functioned as an archive where in the future reportages of more craftspeople will be presented.

### Let's meet Alex now:



Alex works in the local library that has been known to be the heart and soul of the community and a place for relaxation and information. For instance, people have come there to listen to music (LPs and CDs) and read papers and books while relaxing.

The WHY to foresight:

However, the current trends show an increasing consumption of digital books and music. This puts the library's need and activity at risk, at the same time influencing negatively community spirit. If risking closure, for example, where will people with fewer resources obtain services the library offers?

The WHAT to foresight

Keeping this in mind, the library workers started to foresee different aspects, such as: income level of people versus costs, how sustainability changes peoples' consumption habits, hobbies and ways to spend time, and wellbeing of young people.

They also created a moodboard and a mind-map of themselves at the moment and in the future before starting the investigation.

The HOW, WHAT and WHO to foresight

Foresight was performed both formally and informally with a set timeframe. It was conducted formally by investigating data on consumer habits and other topics. The informal activities included for instance customer feedback and stories, but also crowdsourcing for ideas of a future library was used with whiteboards present in the lobby on which people were freely able to add their ideas and feedback.

A group of university students helped the library in the process.

IDEAS and CONCEPTS and putting into STRATEGY

Plenty of ideas and concepts were created from the investigation results. These were reflected against what the library's core idea, soul and skills were about, and the general trends and the library's strategy.

The library decided to add new types of free borrowing services, such as sports equipment and other free time equipment, to those with a library card. The idea was to provide a possibility for all to try out something new without buying the equipment, and in this way to contribute to sustainability and help those with less financial resources.

In addition, they create a safe corner for children and young people for reading, working on computers and writing. At this corner they could for instance, journal feelings of their lives and even turn those into stories with the help of a specially trained library worker who also influenced them with stories regarding new worlds and knowledge.



# How to spot, analyse and foresight trends for your own activity

This part of the guide provides step-by-step information how to spot trends. You can use this part together with the sections “Strategic foresight in practice” and especially the parts “Strategic foresight with the tools of service design” and “Foresight tools” which provide more detailed descriptions of foresight tools.

## Materials needed:

- Foresight tools and CREATE tools that can be used for investigating and analysing trends, and any materials mentioned in them.
- Large sheets of paper, whiteboard or flipchart
- Pens and markers of different colours
- Sticky notes of different colours
- Tape and Blu-Tack
- Computer, Internet, computer files, magazines, mixed media for trend identification

## The 5 main phases of spotting, analysing and foreseeing future trends:

1

### **SPOTTING PHENOMENA**

Trends are simply development lines of phenomena. Therefore, spotting different, also opposing, phenomena is the starting point for spotting trends. You can spot these anywhere, for example from the news.

Decide how you want to collect and document phenomena. You can for instance collect them in a journal and add on a phenomena board that you have in the office using sticky notes or on a computer. You can write these as headings, for example, “increase of micro plastic in the sea”, “price of oil and living costs increasing”, “natural resources consumed earlier this year”, and add them on your phenomena board. It is good to collect these at three levels: society level, customer behaviour level, and service-product level.

2

### **CLASSIFY INFORMATION INTO TRENDS – TREND IDENTIFICATION**

Start organising your notes of the phenomena into similar groups. There are main clusters, which represent main trends, and under these their sub-trends. For instance, the main trend might be plastic pollution, and the sub-trends might be, such as, recycling plastic bottles into fibre, materials replacing plastic or micro plastic. The trick is to add the opposing phenomena to the main



phenomena too, which may cut across different trends too. An example of such can be Main trend – increased virtual reality, opposing trend – social media detox and back to nature.

Add headings to your main trends. You can also use colours which makes it easier to follow trends evolving. Take a picture of your trend board regularly, for example once a month. This will help you to see the progress visually.

### 3

#### **TREND ANALYSIS**

You should analyse two different things:

1. The nature of a trend and its duration. Is it a megatrend, which lasts for years, a fad which is a quick seasonal trend, or something in between these two? For example, fashion colours, toy crazes or a new TikTok dance are fads. They are short of duration and gain lots of popularity. Megatrends are main trends which are long lasting (for example 5-15 years) and include shorter trends. Normal trends are between these two. In addition, there are wild cards, which unexpected trends that can become anything, such as COVID-19 started as a wild card, and budding trends which may become trends or just fade away.

2. The direction and duration of the trend. How long the trend has existed? What is its direction, growing or fading? Will it merge into something? How long do you foresee the trend existing?

You can follow the development of these by regularly taking photos of them as described in the previous step.

Remember the impact of the culture and be objective when you analyse trends. The uncomfortable ones, those against your values, may be the best source of inspiration.

### 4

#### **ANALYSE THE IMPORTANCE TO YOUR OWN ACTIVITY**

Analyse the importance, meaning and impact of the trends relating to your own activity. Identify the trends that may impact you and categorise these into three categories:

1. The most likely trends to impact, the soonest to impact you and those with the biggest impact.
2. The trends with a medium impact or with a greater impact but that you can still prepare for.
3. The trends with little impact and ample time for reacting.

You can use colours or symbols to categorise them or a new board or file.

Think also which are megatrends, normal trends, fads, budding trends and wild cards, and which of these impact you, when and how.

5

#### ADAPT INTO YOUR OWN ACTIVITY

The last step is about foreseeing and planning own activity strategically using the results. How could trends impact your main activity, location, business, services and products? How should you prepare for this? Can you combine slower trends with fads? Could fads be used for marketing? Only imagination is the limit when you start adapting trends relating ideas to your own activity and plans.



# Foresight tools

Foresight is the process of anticipating and preparing for the future. Several tools can be used for foresight. All tools that were developed within the ServiceDigiCulture can be applied to foresight as well. The table that follows offers several examples that may help you with this.

Tool	Key questions	Foresight tips	Action points
<b><i>Cruising the problem area</i></b>			
<b><u>Customer Journey Map</u></b>	<p>What are the trends in customers' behaviour?</p> <p>How might future scenarios affect customer needs and expectations?</p>	<p>Pay attention to pain points and opportunities for improvement such as areas where customers are struggling or areas where you could add more value to make the experience from your service better.</p> <p>Look for trends in customer behaviour and attitudes that can help you anticipate future needs and preferences.</p>	<p>Based on your analysis, try to anticipate future scenarios that might affect the customer journey.</p> <p>Use your customer journey map and foresight analysis to develop strategies for improving the customer experience and staying ahead of emerging trends.</p>
<b><u>Media-trend and desk research</u></b>	<p>What do you want to learn or anticipate about your area of activity?</p>	<p>Monitor social media channels, blogs, forums, or the news. This can help you identify emerging topics and conversations related to your sector.</p> <p>Conduct desk research by reviewing relevant reports, whitepapers, and academic research. This can be of use to identify broader trends and shifts in consumer behaviour.</p>	<p>Based on the data you have collected identify patterns and themes.</p> <p>Focus on trends that may indicate emerging opportunities or threats to your business.</p> <p>Use your analysis to develop insights and recommendations for the future of your business.</p>

Tool	Key questions	Foresight tips	Action points
<b>Opportunity mind map</b>	<p>What is the central idea or theme for your opportunity mind map?</p> <p>Are there certain themes or areas of focus that emerge in the map?</p>	<p>Use the central idea as a starting point to brainstorm potential opportunities related to your research question. Add each idea to the mind map as a branch or subtopic. Try to spot trends and patterns in the opportunities you have identified.</p>	<p>Evaluate the feasibility of each opportunity based on your goals, resources, and capabilities. This can help you prioritize the most viable opportunities. For each viable opportunity, outline the steps you need to take to pursue it. This might include conducting market research, developing a business plan, or creating a prototype.</p> <p>Based on your findings explore potential areas of growth and opportunity for your business.</p>
<b>Research</b>			
<b>Stakeholder map</b>	<p>What do you want to learn or anticipate about the perspectives and priorities of your stakeholders?</p>	<p>Make sure that you consider the perspectives and priorities of each stakeholder. Their goals, concerns, and expectations related to your organization/field of activity can help you anticipate important shifts.</p> <p>Look for areas where stakeholders may have shared interests or divergent perspectives.</p>	<p>Identify the stakeholders who are most relevant to your objective. These might include customers, suppliers, partners, employees, and community members.</p> <p>Map the relationships between your stakeholders, including how they interact with each other and with your organization.</p> <p>Use your stakeholder insights to develop strategies for engaging and responding to stakeholder perspectives and priorities.</p>

Tool	Key questions	Foresight tips	Action points
<u>Empathy map</u>	What do you want to learn or anticipate about the needs and desires of your customers?	Look for areas where there may be unmet needs or opportunities for innovation.	<p>Identify the customers or target audience who are most relevant to your research question. This might include current or potential customers. Create an empathy map, which is a visual tool that helps you understand the perspective of your customers. Fill in the four quadrants: "Says," "Thinks," "Does," and "Feels." with information about your current or potential customers.</p> <p>Analyse the insights you have gained from your empathy map to identify emerging trends and shifts in customer needs and desires.</p> <p>Use your empathy map insights to develop strategies for meeting the needs and desires of your customers.</p>
<b>Exploring ideas</b>			
<u>Competition diagram</u>	What do you want to learn or anticipate about the competitive landscape of your sector or market?	<p>Focus on the competitors who are most relevant to your research question. These might include direct competitors, as well as indirect or potential competitors.</p> <p>Look for emerging trends and opportunities within the competitive landscape, such as shifts in consumer preferences or upcoming trends that may bring changes to your field.</p>	<p>Map the relationships between your competitors, including how they interact with each other and with your organization. Analyse the strengths and weaknesses of each competitor, including the products/services they offer, their market position, and competitive advantage.</p> <p>Use your competition diagram insights to develop strategies for responding to the competitive landscape.</p>



Tool	Key questions	Foresight tips	Action points
<b>Inspiration board</b>	What do you want to learn or anticipate about emerging trends, ideas, or inspiration related to your field of activity or organization?	It might be valuable to refine your initial research question based on the insights you have gained from the inspiration board. This may help you to identify new areas of opportunity or challenge that you had not previously considered.	<p>Identify sources of inspiration that are most relevant to your objective. These might include social media platforms, thematic events, design trends, or other sources of inspiration. Collect visual inspiration from your chosen sources and organize them into an inspiration board. You could include images, colours, patterns, photos, and other visual elements.</p> <p>Analyse the inspiration board to identify emerging trends and ideas.</p>
<b>Alternative prototypes</b>			
<b>Dot voting</b>	What do you want to learn or anticipate about emerging trends, ideas, or priorities related to your field of activity or organization?	Focus on the audience that is most relevant to your research question: customers, employees, partners, field experts, or the general public.	Develop a list of options related to your research question. For example, potential new products or services, marketing strategies, or other areas of focus. Provide each option with a voting system, such as coloured stickers or markers, to represent votes. The number of votes each participant receives can be predetermined or determined based on the number of options available. Collect data from your dot voting session and analyse the results to identify emerging trends, ideas, and priorities.
<b>Testing</b>			

Tool	Key questions	Foresight tips	Action points
<u>Evaluation matrix</u>	What do you want to learn about emerging trends related to your field of activity?	Look for areas where certain options score higher or lower than others and consider the reasons why.	<p>Identify evaluation criteria, for example cost, feasibility, impact, or risk. Next, develop a list of options related to your research question. These might include potential new products or services, marketing strategies, or other areas of focus. Evaluate each option against the evaluation criteria you identified in the previous step. You can use a scoring system, such as a numerical scale or a ranking system, to rate each option on each criterion.</p> <p>Analyse the results to identify emerging trends, ideas, and opportunities.</p>
<b>Exiting</b>			
<u>Implementation roadmap</u>	What do you want to learn or anticipate about the implementation of a strategy, project, or initiative related to your business or organization?	Develop a timeline for the implementation roadmap. This can help you to visualize the sequence of tasks and milestones and ensure that you have adequate time and resources to complete each step.	<p>Identify the key components like tasks, milestones, resources, and dependencies.</p> <p>Assign responsibility for each task or milestone to specific individuals or teams.</p>

Apart from the tools offered in the ServiceDigiCulture training, some other common foresight tools are:

**Scenario planning:** This tool involves creating multiple plausible scenarios for the future and exploring their potential implications.

**Trend analysis:** This tool involves analysing trends and patterns to identify potential future developments.

**Delphi method:** This tool involves collecting and synthesizing expert opinions to make informed predictions about the future.

**SWOT analysis:** This tool involves identifying the strengths, weaknesses, opportunities, and threats associated with a particular issue or trend, which can help in developing future strategies.

**Environmental scanning:** This tool involves gathering and analysing data from various sources to identify emerging trends, issues, and opportunities.

**Futures wheels:** This tool involves mapping out the potential consequences and implications of a particular trend or event.

**Backcasting:** This tool involves starting with a desired future outcome and working backward to identify the actions needed to achieve that outcome.

**Wild card analysis:** This tool involves identifying potential disruptors or unexpected events that could significantly affect the future.

These tools can be used individually or in combination with each other to gain a more comprehensive understanding of the future and prepare for it accordingly.

#### Let's meet Alex now:

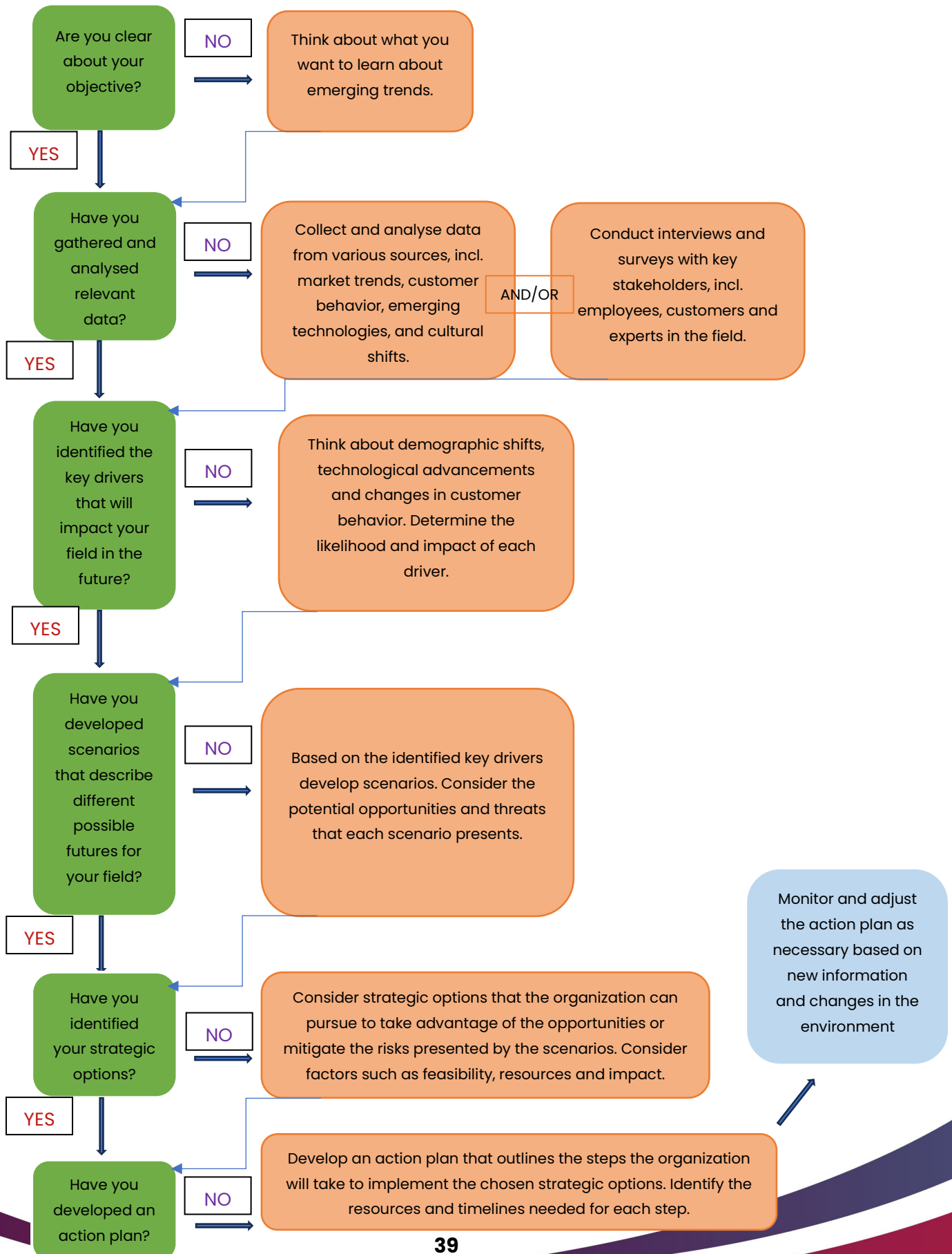


Alex is a cinema manager operating a small movie theatre attended mainly by families from the local community. In the past couple of years, there has been a decline in attendance mainly due to COVID-19 related restrictions. Although with the end of the pandemic people started returning to the movie theatre Alex would like take a proactive position and explore potential future trends that could affect the business. To do so Alex turned to scenario planning and created several plausible scenarios for the future of the cinema industry. One scenario Alex explored was that movie theatres would become more like a luxury experience with premium seating and food options, while another scenario Alex also considered was that virtual reality technology would replace the need for traditional movie theatres. Another tool Alex used was trend analysis. Alex analysed current trends in the cinema industry such as the increasing popularity of streaming services and declining theatre attendance and then explored how these trends could continue to evolve in the future and what impact they may have on the business. Alex complemented the trend analysis with environmental scanning by gathering and analysing data from various sources such as market research reports, industry publications, and social media to identify emerging trends and issues in the cinema industry. In the context of all gathered information Alex performed SWOT analysis to identify the strengths, weaknesses, opportunities, and threats of the movie theatre. The idea was to see how these factors could affect the business in the future and what strategies Alex could implement to mitigate any risks or take advantage of any opportunities.

By using these foresight tools, Alex gained a more comprehensive understanding of the future of the cinema and developed strategies to adapt to changing trends and circumstances.



## How to make decisions in strategic foresight to take actions and create new (services etc.)





## Foresight options for different size and types of companies

Some foresight tools may better fit smaller organisations while others would work wonders for larger businesses.

Type of organization	Foresight tips
<b>Small companies operating alone or with a small circle</b>	<p><b>General tip:</b> opt for foresight tools that are not demanding in terms of resources.</p> <p>You may find useful the following:</p> <ul style="list-style-type: none"> <li>✓ Use <b>desk research and media trend analysis</b> to stay up-to-date on emerging trends and opportunities in the cultural and creative sectors.</li> <li>✓ Develop an <b>opportunity mind map</b> to explore potential areas of growth and innovation.</li> <li>✓ Conduct <b>empathy mapping</b> exercises to gain a deeper understanding of your target audience and their needs and preferences.</li> <li>✓ Use <b>dot voting</b> or other crowdsourcing techniques to gather input and ideas from a wider audience.</li> <li>✓ Create a <b>stakeholder map</b> to identify potential collaborators and partners in the industry.</li> <li>✓ Develop an <b>implementation roadmap</b> to ensure that you have a clear plan for executing your strategies and initiatives.</li> </ul>
<b>Medium-sized companies</b>	<p><b>General tip:</b> you can use all the tools that are good for small companies and you could add to them other tools that may need a small team to implement</p> <p>You may find useful the following:</p> <ul style="list-style-type: none"> <li>✓ Use foresight techniques such as <b>scenario planning</b> to anticipate future trends and changes in the cultural and creative sectors.</li> <li>✓ Conduct <b>customer journey mapping</b> exercises to gain a better understanding of your customers' experiences and identify areas for improvement.</li> <li>✓ Build an <b>inspiration board</b> to spark creativity and generate new ideas.</li> <li>✓ Use an <b>evaluation matrix</b> to evaluate different options and prioritize areas of focus.</li> <li>✓ Engage in <b>open innovation</b> by partnering with other companies, research institutions, or start-ups to collaborate on new projects or initiatives.</li> <li>✓ Build a <b>competition diagram</b> to analyse the competitive landscape and identify areas where you can differentiate yourself.</li> </ul>

<b>Large companies</b>	<p><b>General tip:</b> <i>if you work in a larger company perhaps there are more resources that could be utilized for foresight. Make sure that you exploit all your available resources.</i></p> <p>You may find useful the following:</p> <ul style="list-style-type: none"> <li>✓ Build a <b>dedicated foresight team</b> or hire an external consultant to conduct in-depth foresight research and analysis.</li> <li>✓ Use a variety of foresight techniques, such as <b>horizon scanning or trend analysis</b>, to anticipate emerging trends and opportunities.</li> <li>✓ Conduct <b>stakeholder mapping exercises</b> to identify potential collaborators and partners in the industry and build a comprehensive ecosystem for innovation and growth.</li> <li>✓ Use <b>innovation labs or other innovation structures</b> to experiment with new ideas and technologies.</li> <li>✓ Develop a <b>comprehensive implementation roadmap</b> with clear timelines, milestones, and performance indicators to ensure successful execution of initiatives and projects.</li> <li>✓ Use <b>evaluation matrices</b> to evaluate the success of different initiatives and make data-driven decisions for future investments and strategies.</li> </ul>
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Organisations of different sizes have different possibilities when it comes to time, human and financial resources. However, it does not mean that foresight options are available only if you have dedicated staff and budget for them. Below you may find some tips to help you with your foresight activities:

- **Prioritize the foresight techniques** that are most relevant to your organization's goals and allocate time, human, and financial resources accordingly. For example, if you have limited financial resources, focus on techniques that are low-cost or free, such as desk research, empathy mapping, or dot voting.
- **Optimize your use of time** by setting clear objectives for your foresight activities, using tools and techniques that help you to work efficiently, and use digitalization where possible. For example, use digital tools to gather data or analyse information (social media could be one helpful and low-cost digital tool), or use virtual collaboration tools to facilitate remote collaboration.

- If you are a medium-sized or large company, make sure you **utilize internal expertise** by involving employees from different departments in foresight activities. This can help to generate diverse perspectives and ensure that everyone has a stake in the company's future success. For example, involve employees from marketing, design, or product development in customer journey mapping exercises to gain a more holistic view of your customers' experiences.
- If you are a small-sized company or work on your own **seek external support**. External support may involve but is not limited to working with consultants, industry associations, or academic institutions to conduct research, analyse data, or provide training and education. External support may also mean that you reach out to your customers, suppliers and/or community to help you in your foresight activities. This can help you to access specialized expertise and resources that may not be available internally.
- **Create a budget for your foresight activities** and allocate financial resources based on your company's priorities and available resources. This can help you to stay within your financial constraints while still achieving your foresight objectives.

Regardless of the size of the company, foresight techniques can help organizations in the cultural and creative sectors anticipate trends, identify opportunities and possible threats, and stay ahead of the competition. By choosing the appropriate foresight techniques for your company's size and resources, you can develop a clear vision for the future, deal better with crises and drive long-term success.



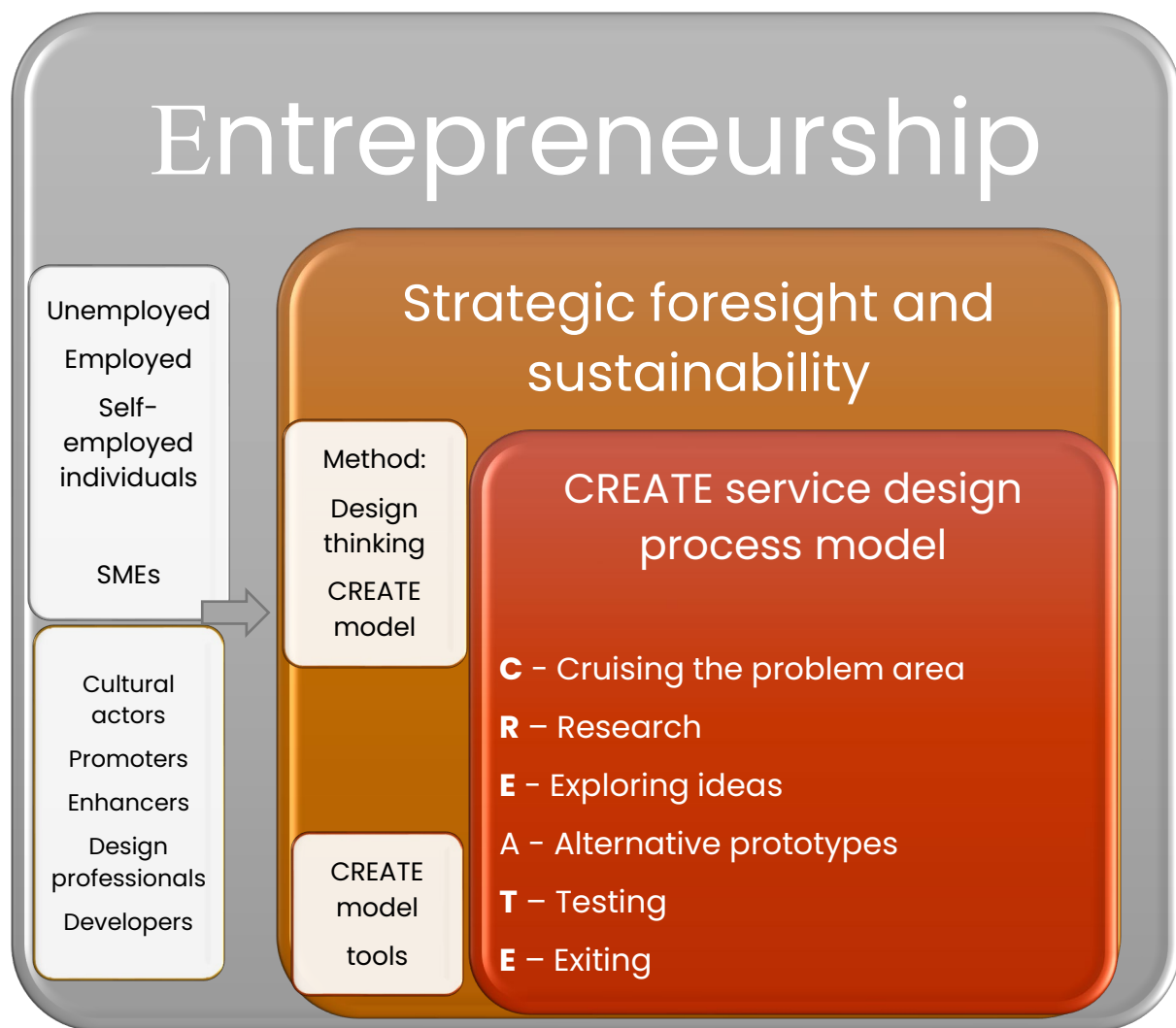
# Sustainably and foreseeing towards entrepreneurship and self-employment

Foresight strategy can be used for planning and organising own entrepreneurship and self-employment in cultural and creative sectors. The CREATE service design process and its toolkit (<https://www.servicedigiculture.eu/toolkit-training>) can be used for this purpose to support strategic foresight process and preparing for the future for example in the following way:

<b>C</b>	<b>Cruising the problem area</b>  Start by identifying what are your interests, possibilities, opportunities, strengths, development points, and where you are with your career, skills and geographically, and where you would like to be. Write these down in a clear and condensed way, for example on sticky notes. This will narrow your scope and help you in the next phase.
<b>R</b>	<b>Research</b>  Move next into investigating the external elements that are relate to the identification at the previous phase. Investigate what exists and lacks, how the sector and the society is involving. Look also into development paths in the society, sector, professions, services and products.
<b>E</b>	<b>Exploring ideas</b>  Create plenty of ideas of possible ideas for career path – employment, what would you like to be, and possibly for entrepreneurship and study options. Keep these simple, just to see what might be for you. You can discuss about them with people you know. Select the ones you like the most.
<b>A</b>	<b>Alternative prototypes</b>  Take the few selected ideas and start developing them into more complex ideas and future scenarios. Think how these are in line with your life strategy. These should be detailed scenario plans. You can, for example, adapt the customer journey or service blueprint tools for this.
<b>T</b>	<b>Testing</b>  Test your scenarios to see which ones are the most plausible future employment options. You can discuss them with your family and friends.

<b>E</b>	<b>Exiting</b>  Make a concrete plan of the employment/career/study/entrepreneurship option that you have selected. Keep those too that you have not selected because you might need them later.
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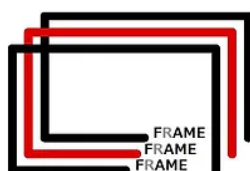
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