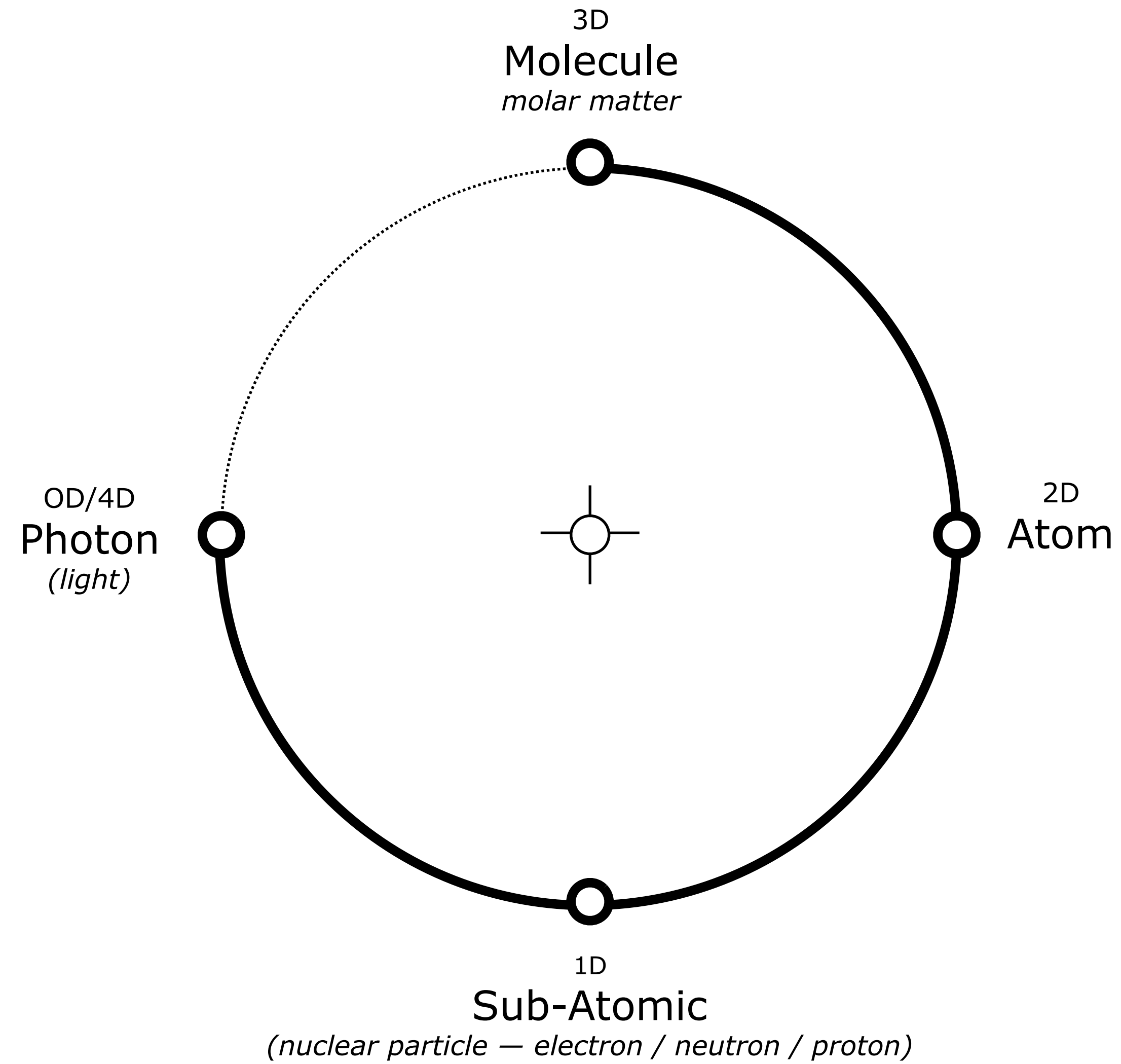


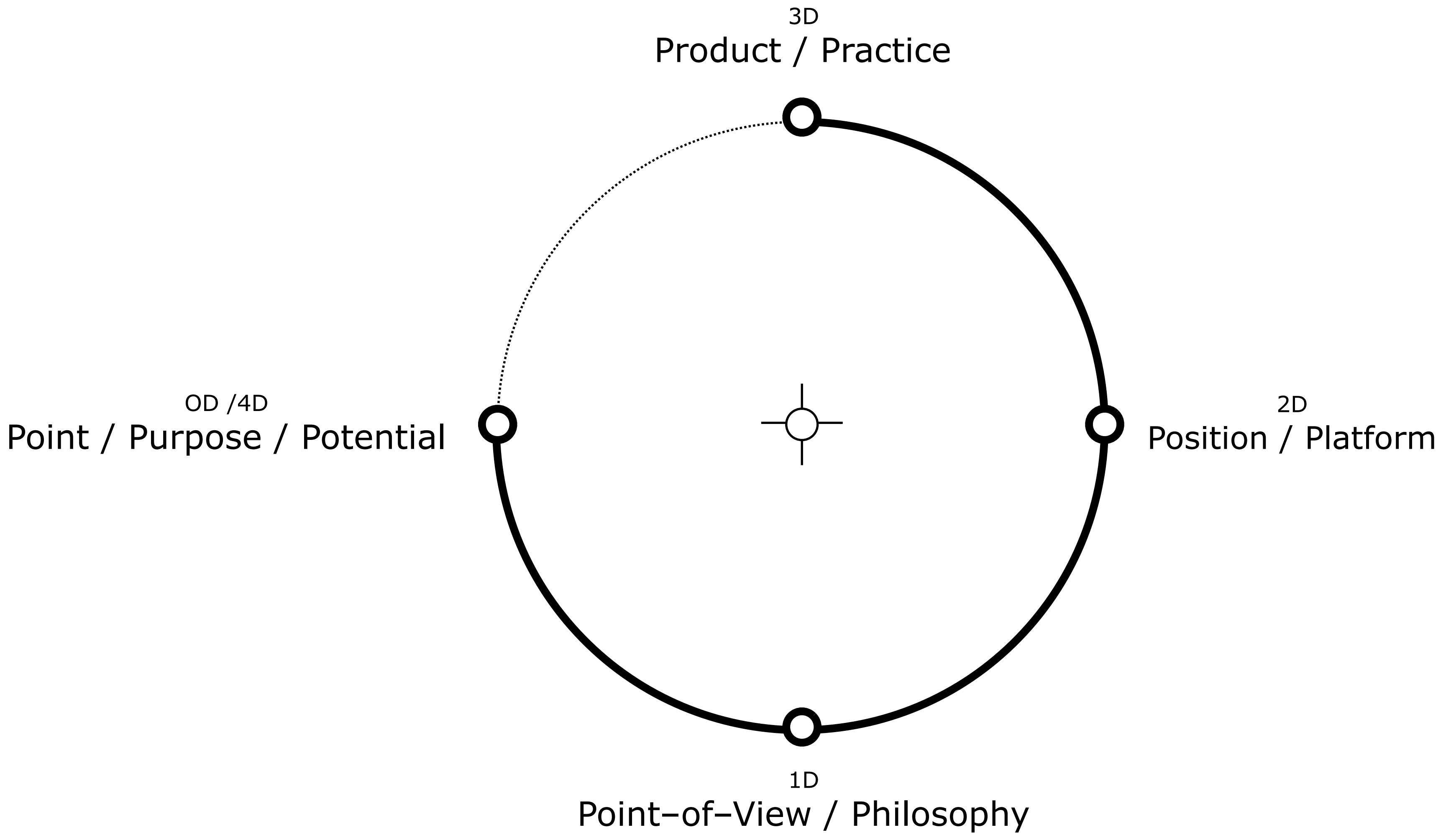
## STRATEGIC FORESIGHT & DESIGN

Prof., Peter McGrory  
Director of the IDBM  
Programme @ Aalto  
ARTS

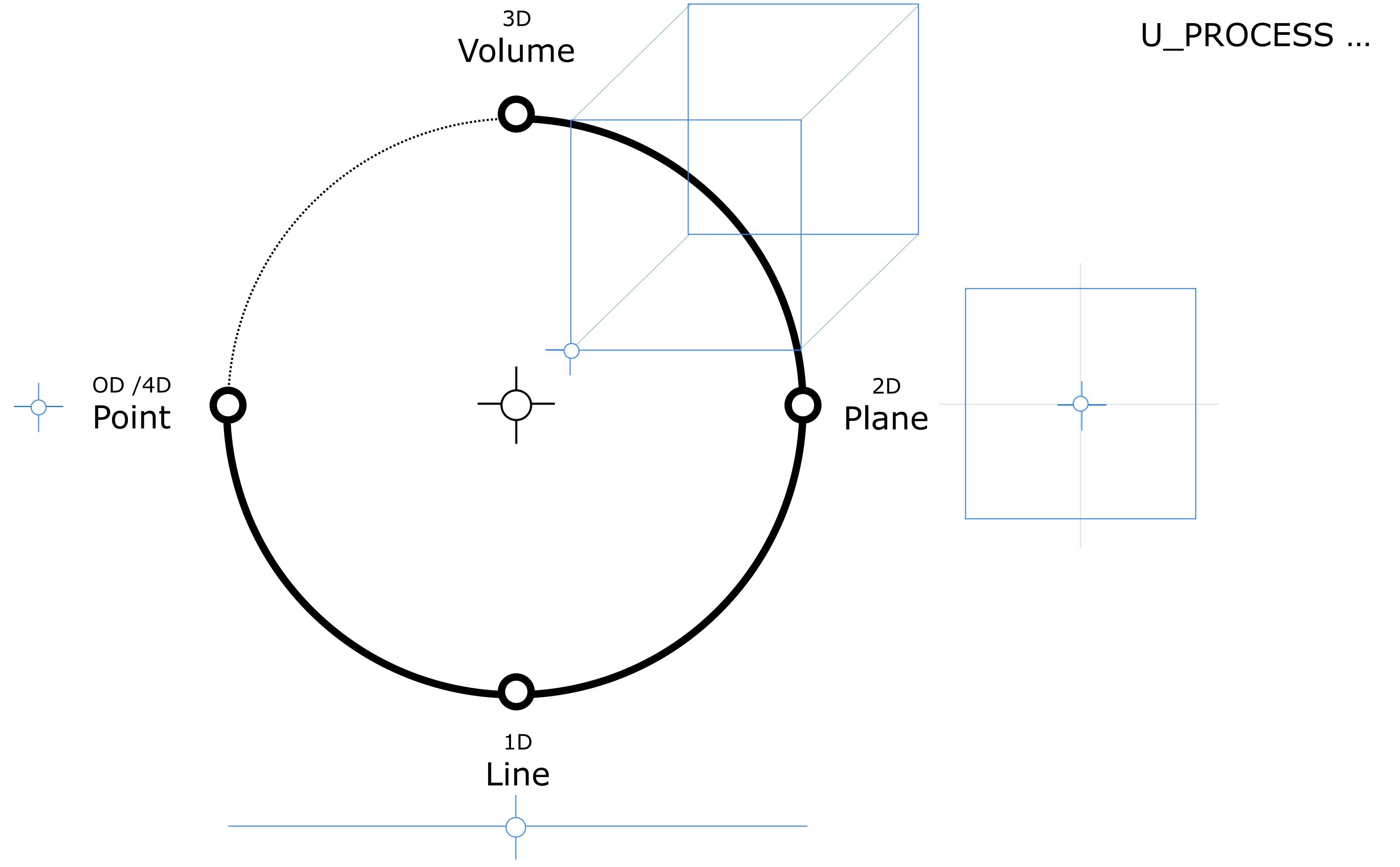
**innovation**  
is essentially about the  
successful implementation and adoption  
of 'novel' (i.e., new, better) **insights** and **ideas**  
that have **value**

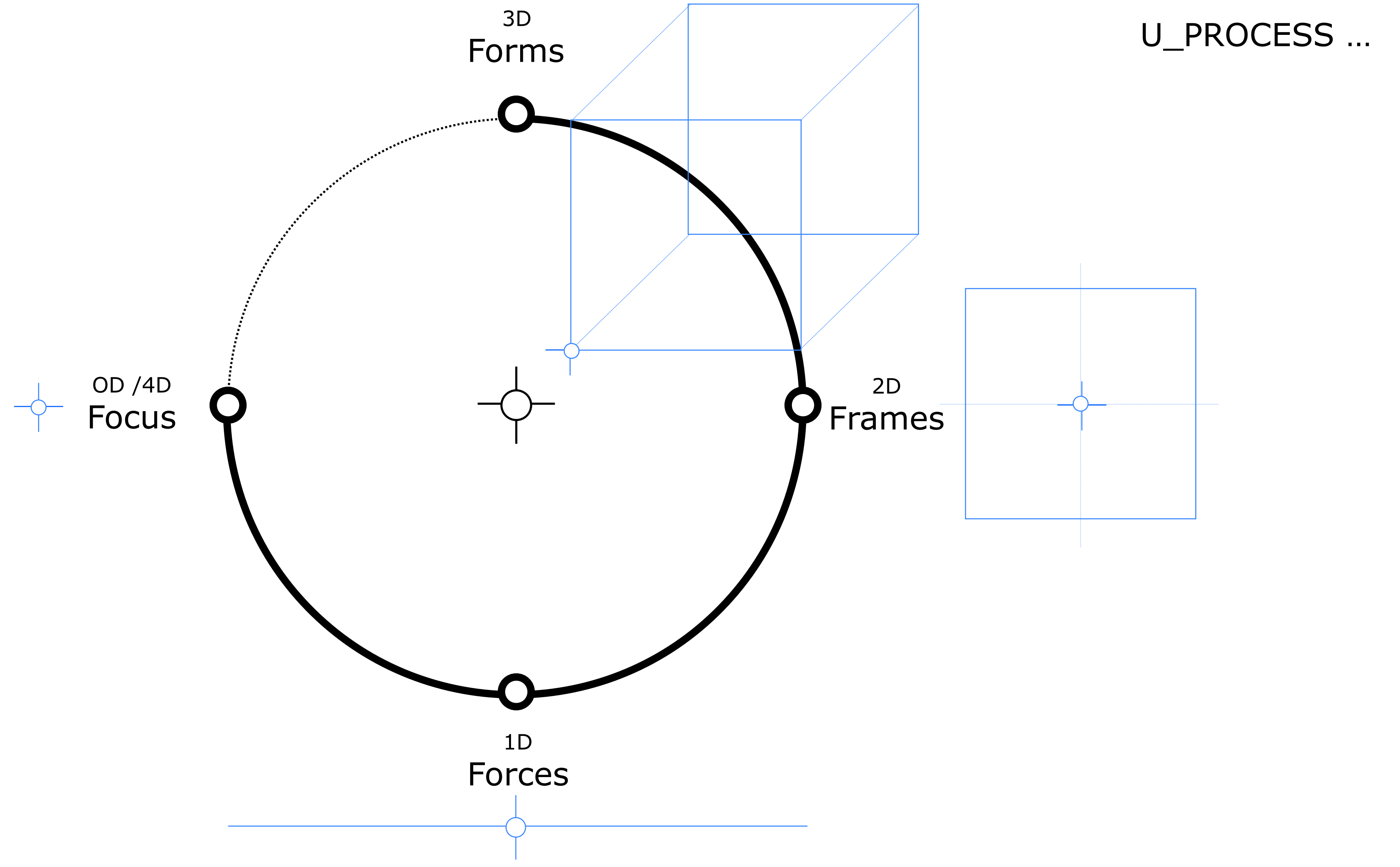


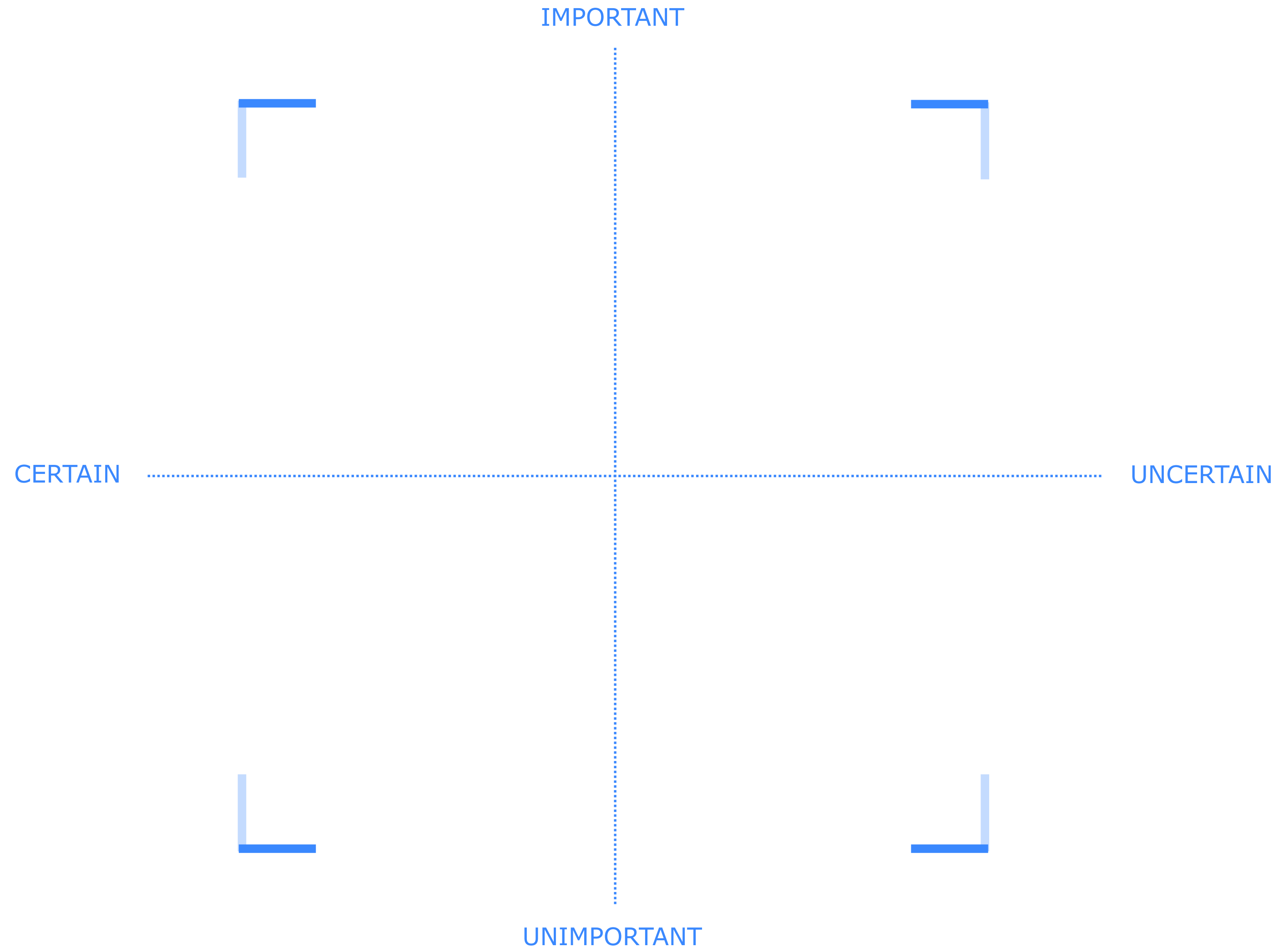
UNIVERSAL PROCESS ...

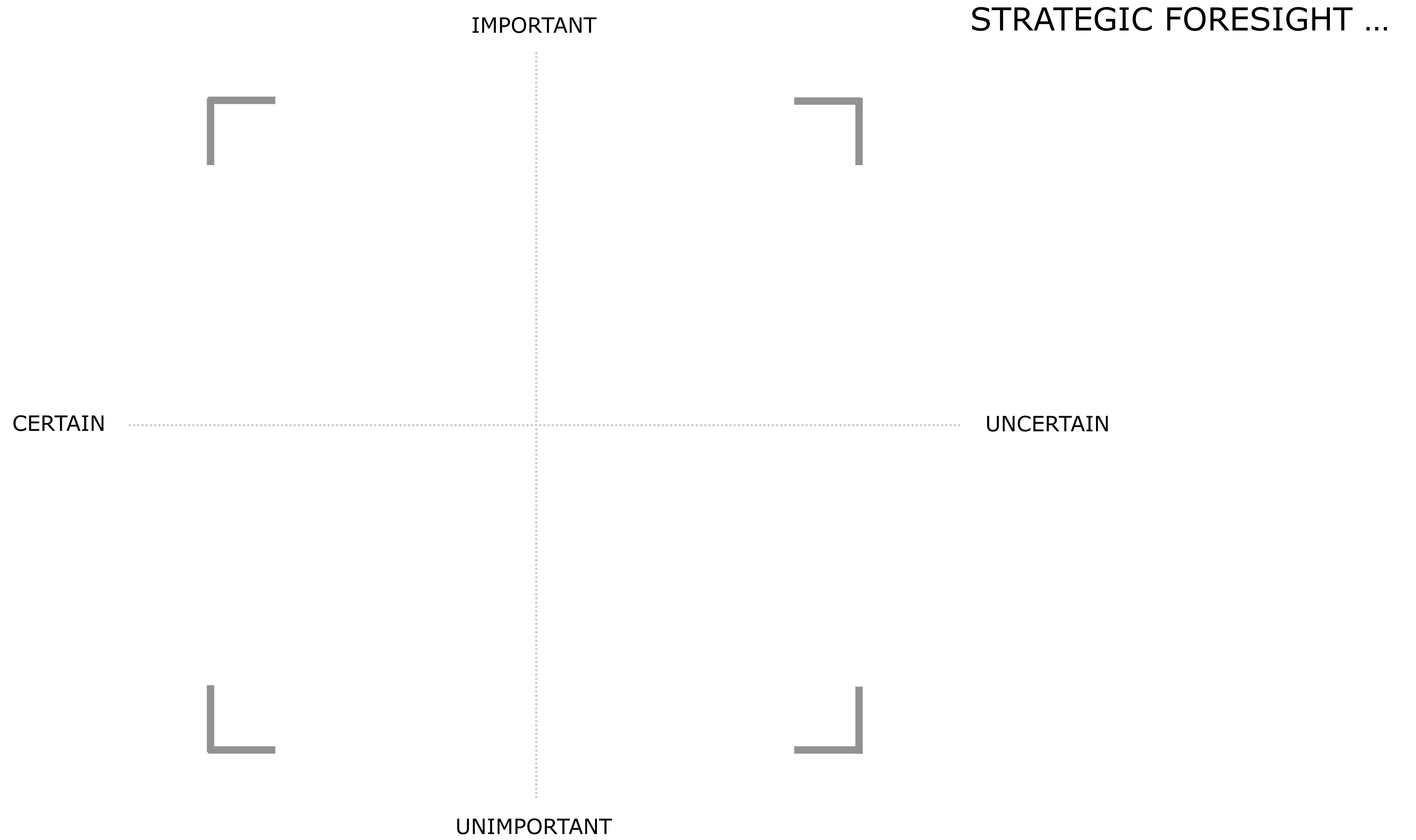


U\_PROCESS ...











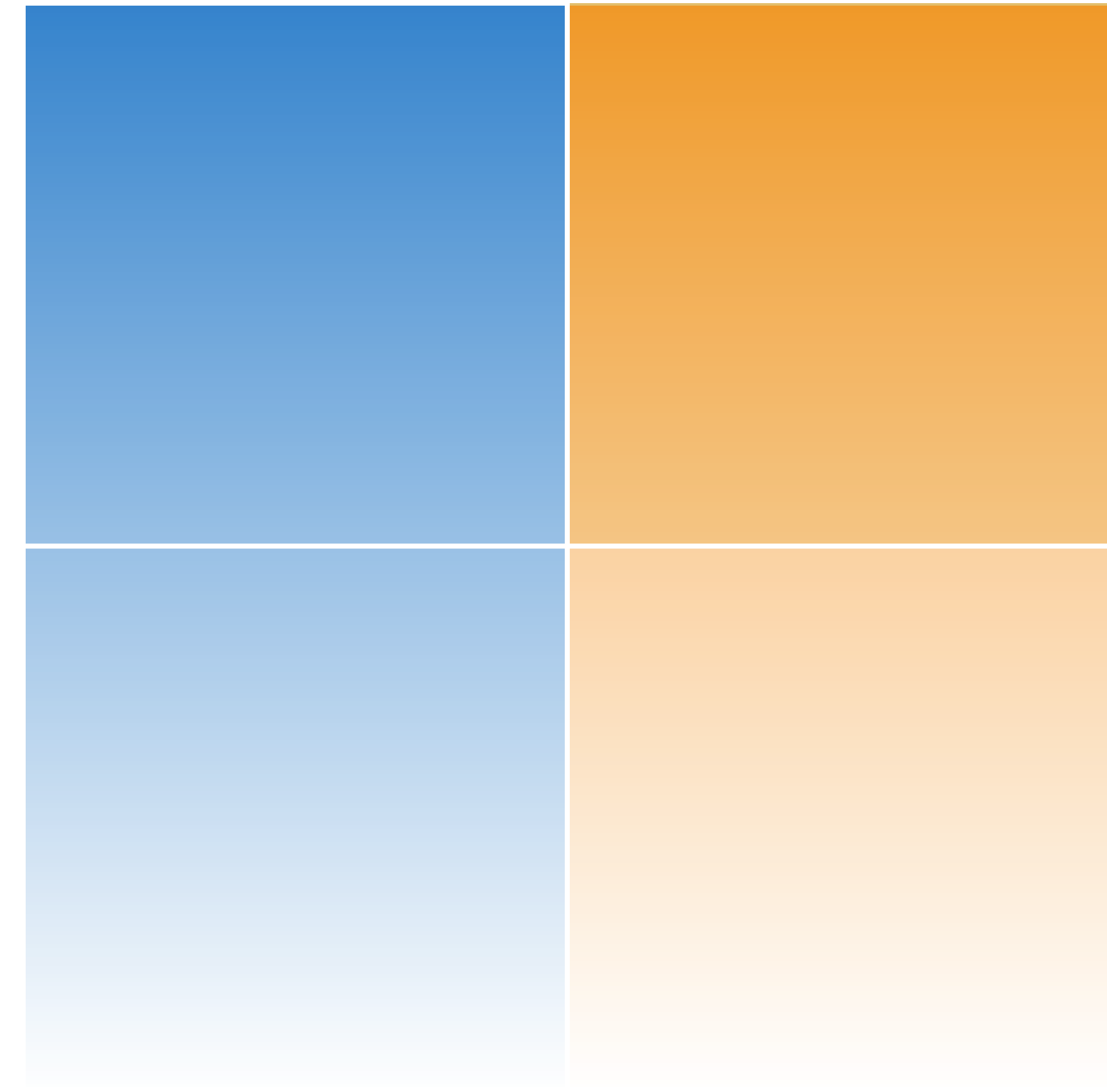
STRATEGIC FORESIGHT FRAMEWORK ...

important  
**HIGH IMPACT**  
significant

certain  
**PREDICTABLE**  
controllable

un-certain  
**UNPREDICTABLE**  
un-controllable

unimportant  
**LOW/NO IMPACT**  
insignificant



important  
**HIGH IMPACT**  
significant

<b>FORECASTING</b>  to know typically fact-based extrapolation	<b>BACKCASTING</b>  to imagine usually insight-based interpolation
focus primarily on external forces: causally-driven  predictable forces are included in all scenarios ref.: porters' five forces framework	incl., focus on internal forces: effectually-driven  forces beyond your control necessitate imagination, creativity & experimentation i.e., generative learning

certain  
**PREDICTABLE**  
controllable

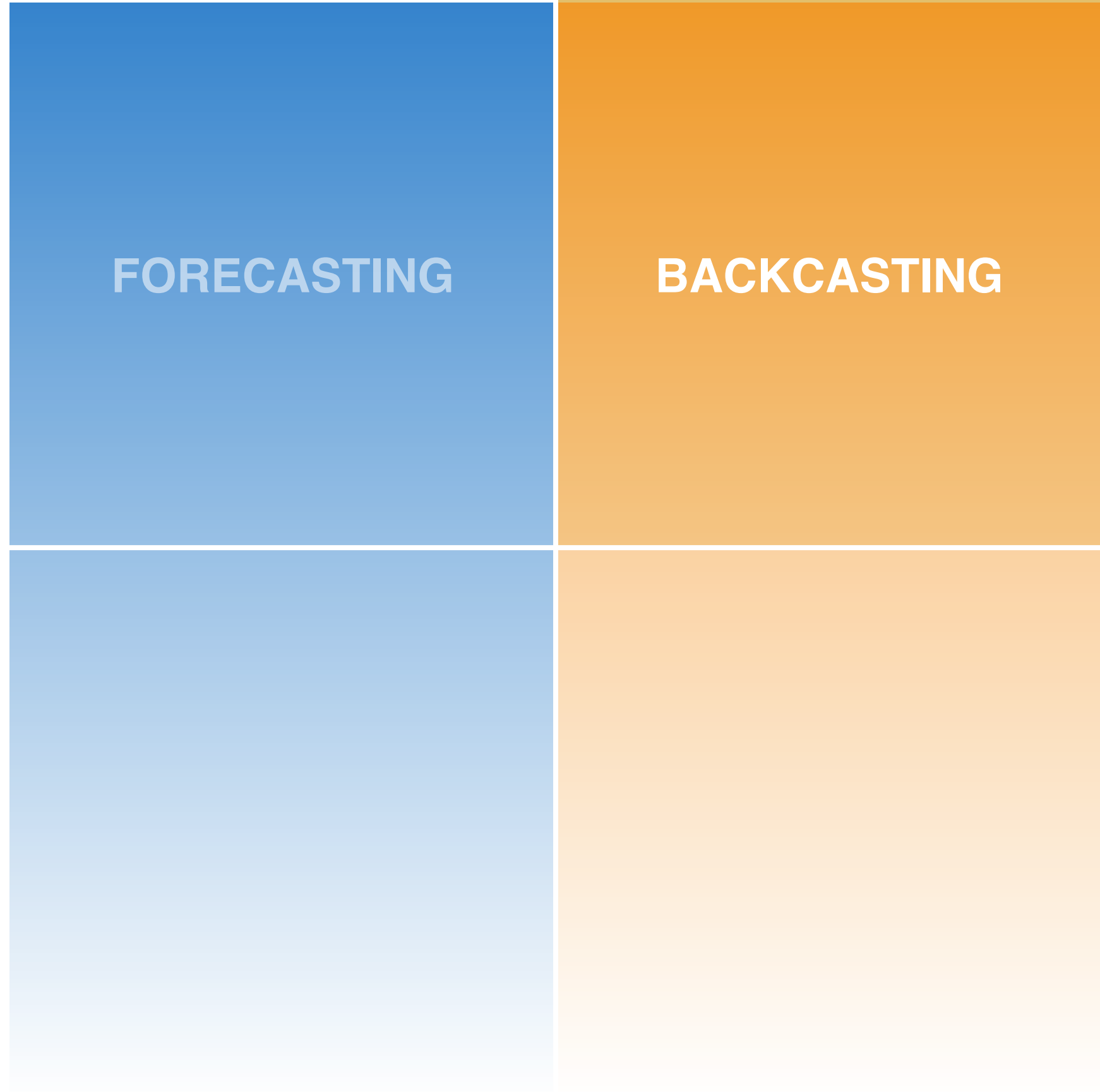
un-certain  
**UNPREDICTABLE**  
un-controllable

unimportant  
**LOW/NO IMPACT**  
insignificant

forces within your control  
to know

important  
**HIGH IMPACT**  
significant

forces beyond your control  
to imagine



certain  
**PREDICTABLE**  
controllable

un-certain  
**UNPREDICTABLE**  
un-controllable

unimportant  
**LOW/NO IMPACT**  
insignificant