# Annex 7: Sense-making template

## Module / Exercise 4 Sense - making

How to use collected signals in daily practice

Select one signal, which you would like to work with and - write down its name into a given space in the template below.

In the next step, write down key impacts of this signal from the metric (output of Module / Exercise 2 Scanning and Collecting signals part 2 Describing signals) into a given space in the template below.

Answer 3 main questions about the ways on how your cluster or your company could adapt, optimize and prepare for the signals' implications. Think of the resources or processes it would need today.

## What if a signal's future implications are not happening in the 2040s or 2030s; they are happening today…

Question 1: What would be your (cluster's/SMEs') first decision/action to adapt?

Question 2: What do your company/cluster already have that could be optimised to meet the implications of the signal?

Question 3: What do you wish your company/cluster already had in place that it doesn't have today?

Answer the questions taking into account the following categories: people, technologies, knowledge, processes, networks, rules, vision, mission, values.

| SIGNAL: | IMPACT 1: | IMPACT 2: | IMPACT 3: | IMPACT 4: |
|---|---|---|---|---|
| *(Write down the name of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* |
| **PEOPLE**<br>What are the current capabilities and strengths of your workforce?<br><br>What additional skills or personnel are required to address the challenges posed by the anticipated impacts of the signal?<br><br>Are there specific areas where you would need to recruit more staff or build capacity?<br><br>What training programs or professional development initiatives should be implemented to build necessary skills? | | | | |
| **TOOLS & TECHNOLOGIES**<br>How effective are - the tools and technologies that your cluster/company currently uses - in supporting your strategic objectives?<br><br>What new tools or technologies are required to address the future impacts of the signal? | | | | |

| SIGNAL: | IMPACT 1: | IMPACT 2: | IMPACT 3: | IMPACT 4: |
|---|---|---|---|---|
| *(Write down the name of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* |
| Are there gaps in your technological infrastructure that need to be addressed?<br><br>What investments should be made to upgrade existing technologies?<br><br>Should you adopt some specific new technologies? Which exactly? | | | | |
| **KNOWLEDGE**<br>What knowledge and expertise has your cluster/company already got?<br><br>What new knowledge areas need to be developed to respond effectively to the anticipated impacts of the signal?<br><br>Are there gaps in your current knowledge base that need to be addressed?<br><br>What initiatives can be taken to enhance knowledge sharing and collaboration?<br><br>Should you invest in specific research projects or collaborations with other institutions? Which | | | | |

| SIGNAL: | IMPACT 1: | IMPACT 2: | IMPACT 3: | IMPACT 4: |
|---|---|---|---|---|
| *(Write down the name of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* |
| institutions? | | | | |
| **PROCESSES**<br>What processes and workflows are currently in place in your cluster/company? How efficient and effective are they in achieving your strategic objectives?<br><br>What process improvements are needed to respond effectively to the anticipated impacts of the signal?<br><br>Are there specific processes that need to be redesigned or optimised?<br><br>Should you implement new processes? What would they be?<br><br>What strategies can be employed to ensure process improvements are sustainable? | | | | |
| **NETWORKS**<br>What existing partnerships and networks does your cluster/company currently rely on?<br>How effective are these networks in supporting your | | | | |

| SIGNAL: | IMPACT 1: | IMPACT 2: | IMPACT 3: | IMPACT 4: |
|---|---|---|---|---|
| *(Write down the name of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* |
| strategic goals?<br><br>What new partnerships or networks are needed to address the anticipated impacts of the signal effectively?<br><br>Are there gaps in your current network that could hinder your response to these impacts?<br><br>How can you leverage existing networks to build new, strategic alliances? | | | | |
| **RULES**<br>What rules and policies currently govern operations of your cluster/ company? How effective are these in enabling the organisation to meet its strategic goals?<br><br>Are there existing rules that may hinder your response to the impacts of this signal?<br><br>What new rules or policies are needed to address the anticipated impacts of the signal?<br><br>How can you ensure new policies are effectively | | | | |

| SIGNAL: | IMPACT 1: | IMPACT 2: | IMPACT 3: | IMPACT 4: |
|---|---|---|---|---|
| *(Write down the name of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* | *(Write down the impact of the signal here)* |
| communicated and implemented? | | | | |
| **ViSION, MISSION AND VALUES**<br>Would your vision still be relevant in the face of the anticipated impacts of the signal?<br><br>Would your mission still be relevant in the face of the anticipated impacts of the signal?<br><br>What adjustments to vision or mission should be made to enhance flexibility and responsiveness to the anticipated impacts of the signal?<br><br>How can you ensure that the values remain aligned with your mission, vision, and goals, while also adapting to changing circumstances and remaining relevant in a dynamic environment? | | | | |