

Table 5. Overview the main KM challenges and opportunities.

	Project Framing	Scanning	Model Crafting	Scenario Building	Identifying implications
Main KM challenges	<ul style="list-style-type: none"> -Transferring Knowledge of client needs to the foresight practitioner -Forming a mental model of the client's assumptions about the future and their openness to foresight work 	<ul style="list-style-type: none"> -Tackling large amounts of information -Sharing relevant information with collaborators -Coming to strategic insight from highlighted information -Coordinating efforts from all collaborators in order to avoid missing important domains or possible areas of research -Avoiding duplication of efforts while encouraging multiple interpretations of possible impacts from signalled events 	<ul style="list-style-type: none"> -Merging the team's divergent mental models -Incorporating the most strategic findings from the Scanning phase -Managing the relationship between dynamic models (individual mental models) and a static model (the crafted model) -Articulating ideas and forces in the most strategic manner (proper framing) 	<ul style="list-style-type: none"> -Articulating findings in a useful narrative appropriate to the client -Filtering ideas and findings to surface most useful (low likelihood, high impact) -Revisiting project content in order to avoid forgetting useful findings -Crafting narratives to facilitate the readers task of understanding or interiorising new concepts 	<ul style="list-style-type: none"> -Bridging various types of knowledge (design, innovation, business, strategy development) to the gained insight of the foresight project -Communicating knowledge, often through bottleneck artefacts (reports limited to a certain amount of pages and hence carrying a fraction of the accumulated knowledge) -Adapting gained insight for future projects
Main KM Opportunities	<ul style="list-style-type: none"> -Presenting the client with past projects may quickly gage their preference for either more provocative or conservative work. -Agreeing to include the client in each phase: <ul style="list-style-type: none"> • Could help with the communication of new ideas, allowing the project to visit concepts further out into the future • Could help keep the research on subject matter most likely to impact the client's activities. (This could also present the danger of scanning too narrowly and missing important changes coming from outside the client's domain) 	<ul style="list-style-type: none"> -Finding strategic insight which may only be useful in future projects or labeling project specific findings in order to make them more readily available to future project teams -Strategic conversations which grow and challenge mental models of scanners can help guide further scanning -Organising findings in order to facilitate the creation of further insight -Formatting findings in order to overcome digital/analogue challenges -Sharing scanning practices amongst collaborators 	<ul style="list-style-type: none"> -World system building may challenge the framing of findings and created trends & drivers leading to new database categories or labeling -Model creation process may challenge individual mental models, prompting new lines of research 	<ul style="list-style-type: none"> -Scenarios are just one way of developing narratives, many other formats can be explored -Scenario building, along with shaping high level concepts as well as Vignettes or specific examples, can further advance the mental model of those working on the scenario 	<ul style="list-style-type: none"> -Could present an opportune time to initiate continuous monitoring -Opportune moment for reflections on KM practices during project for future improvement -Prepared communication tool may be used for further workshops either with new collaborators or within the organisation