Suggested Framework of Future-Oriented Thinking

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Abstract: Nowadays, base on Continuous changes and worldwide complications, futuring, study of external environment and strategic management, risk assessment and revenue management for growth and organizational maturity are essential and unavoidable. This research acclaimed effective factors of future-oriented thinking and techniques that peer by this thought. Suggested model of this research is a comprehensive model that used by every government, business and organization also this model helps to proceed, growth and survival of competitive environment. This research could improve gap between confusion from routine changes and necessity of timely and appropriate decision making.

Key words: Futuring · Visioning · Risk Management · Revenue Management · Knowledge Management · Benchmarking · Expert judgment

INTRODUCTION

People are always travelers into the future. In this way, they have no leader to guide them how to move and how to safe themselves, so it's inevitable for them to do as futurists and forecasting risk and danger, using technologies and facilities to move better, happily, safely and comfortably. There for, all of them are futurists in order to live and grow into their goals. Some researches about futuring are expressed below that show futuring as their tools, effects and results:

Research by Edward Cornish" the seven lessons of the great explorers: Prepare for what you will face in the future" that assessing and forecasting future needs and its changes that lead to learning and better think and for both short term and long term [1].

Research by Stephen Millet "The future of scenarios: challenges and opportunities", shows that scenario analysis is a tool for simulation the needs and desirable future of consumer [2].

Reaserch by David Brier "Making the future: a review of time horizons" that guide futurists to think better about the future, its time and time intervals, also shows difference between time horizons of every futurist work [3].

Research by Siddiqui *et al.* "Addressing an uncertain future using scenario Analysis" that stated Scenario Analysis and using it for analysis and decision-making by this way [4].

Cause Variables and Resultant Techniques of Suggested Framework This research shows the importance of futuring looking at visioning; risk management, analysis of environmental risks and revenue management, as notice to these analysis base on 4 importance and basical factors for every organization, going on survival or growth, knowledge management, benchmarking or expert judgement technique are suggested. Each technique is proper and effective in a special condition base on organization condition, competitors' condition and goal of survival or growth. These techniques are efficient and lead to better decision making in less time, less cost and restrain form surprising, shoking and precession from competitors and good performance in nowadays changes.

Cause Variables
Futuring: Futuring is a way to predict the future. When the organization takes steps on survival and growth path, needs to predict future conditions and its changes.

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In order to reviews the environmental conditions, risks, competitors' analysis, Futuring assess the current and the ideal situation of organization.

Therefore, futuring lead to better decisions and higher quality, more accurately, prevent risks, providing solutions in order to achieve ideal status and long-term success [5, 6, 7].

Visioning: Visioning is future aspirations of organizations. But, the difference between visioning and futuring is: view from micro levels to macro levels in visioning. By visioning, the organization can moves towards its goals, aspirations and growth. In this way, the organization checks its strategies, goals, incomes and all of its current condition and searching for ways to move toward the future [4].

Risk Management: Risk management submittes methods and criterion to individuals, Economic Institutions, nonprofit organizations and governments that they can function the role of futuring in evaluation, control and compensation of financial losses. So risk management responds to two basic questions about potential future events. The first question is "what will be" and the second one is "What should be". For this reason, evaluation future risks and future events, designing the reduction risk approaches are necessary [8].

Revenue Management: Revenue management in order to increase benefit and revenue uses data mining, operation research, customer behavior studying, forecasting demand. Revenue management finds a solution for programming about what a company is better to sell, to whom, when, how much and with what price. By this way revenue management can optimize the price of so many Companies to strengthen their revenue management [9, 10, 11].

Resultant Techniques
Knowledge Management: In the modern world business, major part of work and activities are based on information and less time is available for gaining experience and knowledge. In these conditions, organizations based on the amount of their knowledge compete with each other. Organizational products and services everyday are more complex and share of information is increasing in them. Through this, knowledge management with the necessary tools, lead to a good opportunity for improvement in the performance of human resources and competitive advantages. Today all small and big organizations need implemented knowledge management in themselves in order not to leave behind competitive cycle. Flexibility and quick reaction against the uncertain environmental conditions, better use of human resources and available knowledge to them and also making better decisions are the results of knowledge management for today organizations [12].

Benchmarking: Benchmarking is a systematic comparison of the future approaches with other organizations that helps organizations to improve their performance, confrontation with the potential conditions in the future and growth in competitive market [13].

Expert Judgment: Expert judgment methods are: Delphi method, brain storming, Nominal Group Technique, surveys and interviews. In this method, experts know about resource and development to get voice of the customer, also they know about trends and its likely future outcomes and they can express the expectations of customers by this way [4].

Suggested Model: Futuring, visioning, risk management and revenue management, all of them, assess today organization situation in compare with its vision, analysis environmental risks, try to optimum organization revenue base on customer needs and forecasted demands. The first part of suggested framework is basic and fundamental factors to organizational growth or survival, base on life cycle of its introduce, growth, maturity and cadence. In the second part, resultant techniques are presented that guide organizations base on its environment, location compare with competitors and its goal of growth or survival. These techniques are: Knowledge Management, Benchmarking and Expert Judgment that is usable for everyone in a special situation. In this research 3 importance variables are supposed in direction of cube sides in 3 dimensions and organizational situation is supposed in 8 spaces that base on incidence these situations and every technique are suggested for special locations. So suggested framework helps for meeting continuum changes, crisis management and passing the competitors. The important point is futuring that persuade organization to investigate its vision, risks and revenue management. In other words, futuring is a bridge between now situation and organization vision.
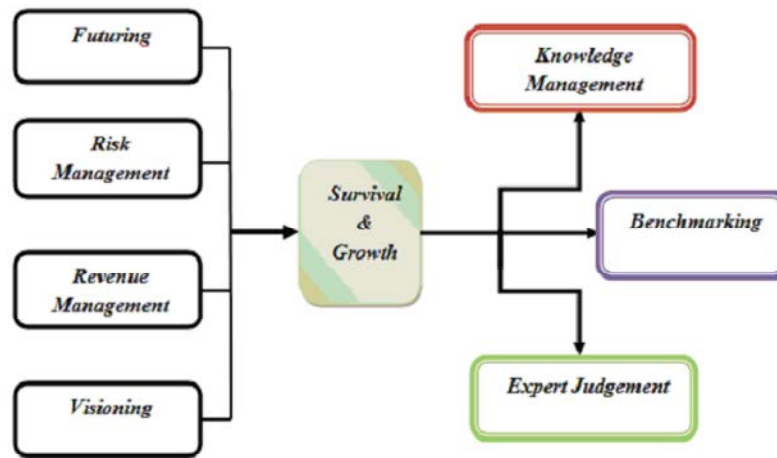
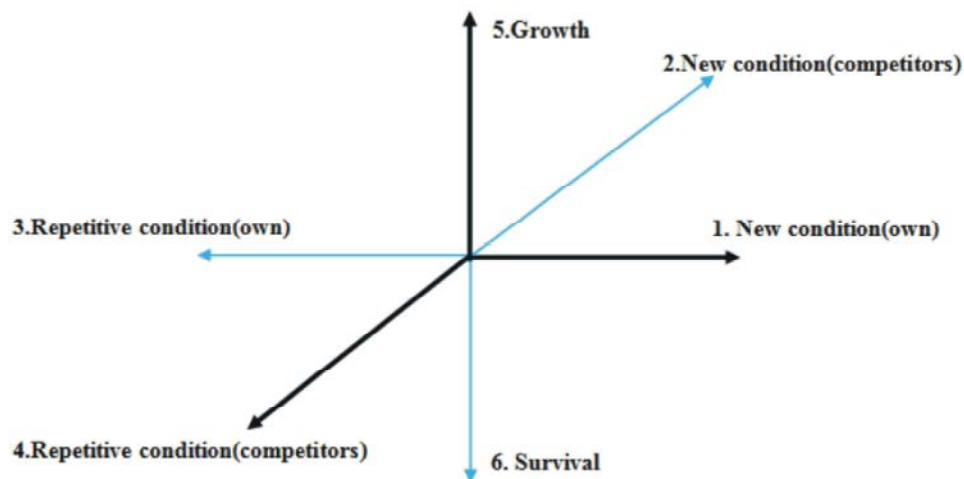Fig. 1: Suggested framework to organization for survival and Growth

Fig 2: Effective factors in selecting Knowledge Management, Expert Judgement or Benchmarking Techniques

Figure 1 shows suggested framework in general view and Figure 2 shows effective factors in selecting techniques that usable in every organization. This is important that these techniques are presented in scenario planning format.

RESULTS

Base on Figure 2, in every organization, 8 forms can be occurring that one of the suggested techniques that are useful for it is:

Form 1- If the organization placed on (1,2,5) coordinate system, its condition is different from past environmental condition and their competitors are similar, when organization goal is growth and development, it seems that expert judgment is necessary, that brain storming, team working and

creativity can be occur. The most important reason for selecting this technique is that organization environment is Non-recurring and new so the best technique is using creative persons. This technique saves organization form confusion and provide best and fast decision making.

Form 2- If the organization placed on (1,2,6) coordinate system, its condition is different from past environmental condition and their competitors are similar, when organization goal is survival, it seems that expert judgment is necessary, that brain storming, team working and creativity can be occur. The most important reason for selecting this technique is that organization environment is Non-recurring and new so the best technique is using creative persons. This technique saves organization form confusion and provide best and fast decision making.

Form 3- If the organization placed on (1,4,5) coordinate system, its condition is different from past environmental condition but their competitors are in duplicate and similar situation to past, when organization goal is growth and development, it seems that expert judgment or benchmarking is necessary, with expert judgment, brain storming, team working and creativity can be occur. The most important reason for selecting this technique is that organization environment is Non-recurring and it's a threat for organization because their competitor is in familiar environment so the best technique is using creative persons. This technique saves organization form confusion and provide best and fast decision making. Also benchmarking can be useful, by using the best practices of others. Using these techniques together lead to pass the competitors in line with the growth and market leadership.

Form 4- If the organization placed on (1,4,6) coordinate system, its condition is different from past environmental condition but their competitors are in duplicate and similar situation to past, when organization goal is survival, it seems that benchmarking is necessary, that provide best and fast decision. The most important reason for selecting this technique is that organization environment is Non-recurring and new and survival is goal so faster way to deal with this threat, Is to reduce the shock and waste of time is the use of best practices.

Form 5- If the organization placed on (3, 2, 5) coordinate system, its condition is similar with past environmental condition but their competitors are in new environmental condition that is an opportunity for organization, when organization goal is growth and development, it seems that expert judgment or benchmarking is necessary, that brain storming, team working and creativity can be occur with expert judgment. The most important reason for selecting this technique is that organization environment is duplicated with past and familiar for it. This technique saves organization form confusion and provide best and fast decision making. Benchmarking regard to similar environment can be useful and reduce waste time in line with growth.

Form 6- If the organization placed on (3,2,6) coordinate system, its condition is similar with past environmental condition but their competitors are in new environmental condition that is an opportunity for organization, when organization goal is survival, it seems that knowledge management is necessary, trend analysis and use past knowledge of organization and its intellectual capitals can be occur. The most important reason for selecting this technique is that organization

environment is duplicate with past and familiar for it and its goal is survival so knowledge management leads saving time, economy, using past experiences and documented knowledge. If competitors use threat as opportunity and select differentiation, it is better to use expert judgment.

Form 7- If the organization placed on (3,4,5) coordinate system, its condition is similar to past environmental condition and their competitors similar, when organization goal is growth and development, it seems that expert judgment or benchmarking is necessary, with expert judgment, brain storming, team working and creativity can be occur. The most important reason for selecting this technique is that organization environment is familiar, so to achieve growth, market leadership and differentiation, benchmarking seems the best technique.

Form 8- If the organization placed on (3,4,6) coordinate system, its condition is similar to past environmental condition and their competitors similar, when organization goal is survival, it seems that knowledge management is necessary, trend analysis and use past knowledge of organization and its intellectual capitals can be occur. The most important reason for selecting this technique is that organization environment is duplicated with past and familiar for it and its goal is survival so knowledge management led to saving time, economy, using past experiences and documented knowledge. If competitors select differentiation and growth, it is better to use expert judgment or benchmarking.

CONCLUSION

This research suggested organizations for survival or growth, in regard that unavoidable to futuring, base on suggested model, to select a technique of this research. The important point is that futuring is inevitable, unconscious and essential things in today world and lead to look at environmental risks, revenue management, visioning and increase speed, efficiency, easily decision making that usable for every organization.

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