

Prospective and Strategic Foresight Toolbox Development Project

F. Bourse and C. Roëls, Futuribles, June 2017

1. Goals

The approaches, methods and techniques for prospective and strategic foresight are multiple while they belong to **a single frame**. Key authors propose a sequential methodological approach, using very specific techniques, some being very simple, others being very complicated. Nevertheless, the practical dimension ("**How to?**"), is often lacking. In particular, **collaborative work and online tools** are not covered in reference material in the field.

Furthermore, subjects such as the **links between strategic foresight and strategic intelligence, the vision building process, the strategic plan implementation, and the evaluation of strategic options under uncertainty**, could be expanded or clarified. In this field, the cultural differences between the approaches (on both sides of the Atlantic) have obscured their practical and historical proximity.

Given the expectations of Futuribles and CAP Prospective partners and customers, we suggest, to develop a "toolbox" of prospective and strategic foresight in English, in workbook format, with a shared general framework for prospective and strategic foresight, a presentation of tools (20 sheets), a compared presentation of the actually used techniques, examples or case studies, existing software tools on the market or freeware ones. This binder can be used for training and as guidelines for the development of a strategic foresight process in interested organizations (which will select the most useful techniques for their own purpose). We emphasize that this practical and global toolbox does not exist on the market. The workbook will be updated on a regular basis as new tools emerge.

2. A General Framework for Prospective and Strategic Foresight

The sheets of the Toolbox will be carried out in the general framework for prospective and strategic foresight below. Additional subjects will be added over time as the project moves forward.

STEPS	APPROACHES	TOOLS (among others)
1. Framing	■ Framework: defining the issue, objectives, and process ■ Defining the system and the areas/clusters to explore	■ <i>Key questions</i> ■ <i>Foresight system</i> ■ <i>Retrospective and prospective questionnaire</i> ■ <i>Strategic foresight workshops</i>
2a. Building the foresight base. Information	■ Past and present analysis ■ Global environment changes ■ Ecosystem changes analysis ■ Actors and their strategies	■ <i>Binder of trends, changes, hypotheses</i> ■ <i>Wildcards / black swans</i> ■ <i>Structural analysis (key factors)</i> ■ <i>Actors games analysis and their issues</i> ■ <i>Data aggregation tools</i> ■ <i>Data base and indicators monitoring</i>
2b. Forecasting the key changes and building a common language. Knowledge, insight	■ Experts and stakeholders surveys on main changes ■ Joining foresight / forecast	■ <i>Delphi / Real-time Delphi</i> ■ <i>Color Insight</i> ■ <i>Prediction markets</i> ■ <i>Prob Expert (events probability) and cross-impact analysis</i> ■ <i>Forecast modelling</i>
3. Exploring possible futures. Scenarios and their issues	■ Forecasting approach ■ Backcasting approach ■ Shared understanding of the topics and scenarios ■ Scenarios impact analysis	■ <i>Heuristic "How to? What if?" scenarios</i> ■ <i>Intuitive logic school (2X2 matrix)</i> ■ <i>Morphological analysis</i> ■ <i>Branched scenarios</i> ■ <i>Mediation techniques, serious games</i> ■ <i>Innovation management tools</i>
4. Outlining strategies, strategic options. Visioning, evaluating possible strategic policies and options. Decision making	■ Explaining and evaluating the issues ■ Identifying the strategic base ■ Identifying strategic options (and evaluating the options) ■ Building a vision	■ <i>SWOTTA (+ trends & actions)</i> ■ <i>Decision support tools (minmax...)</i> ■ <i>Robustness of options / scenarios of context</i> ■ <i>Flexibility analysis</i> ■ <i>Decisions with no regret</i> ■ <i>Multi-criteria analysis</i> ■ <i>Vision building framework and visioning methods</i> ■ <i>Design thinking tools</i>

3. Publication of 20 Sheets

The following sheets will be published. They cover 20 subjects under 7 headings.

I. Approaches

1. The prospective and strategic foresight process in steps (a comparative view, see Hassak 2015)

II. Scoping and framing

2. System definition in foresight: ecosystem, specific system, global environment (BASSALER)
3. Prospective workshops (BOURSE)

III. Information & dynamics analysis (building the prospective base)

4. Drivers reports (LAMBLIN)
5. Structural analysis (FUTURIBLES)
6. How to / what if, wheel of the futures (BOURSE)
7. ACH and SACH methods (Analysis of Competing Hypotheses)

IV. Surveys technics (experts and actors)

8. Delphi and Real Time Delphi (CALAY)
9. Prediction markets (SERVAN-SCHREIBER)
10. Survey with ColorInsight (abaque de Régnier) (BASSALER)

V. Scenario building technics

11. Morphological analysis (LAMBLIN)
12. Intuitive logic school / matrix approach (RHYDDERCH)
13. Branched scenarios, bifurcation approach (DESTATTE)
14. Inspirational technics to build scenarios (GRANDJEAN)
15. Causal layered analysis (INAYATULLAH)

VI. Foresight-strategy link

16. Actors games analysis (Mactor, conflict analysis) (BOURSE)
17. SWOTTA (9 to 14 cases)
18. Decision support under uncertainty (flexibility /robustness analysis/strategic bet/option value)
19. Vision building framework & visioning technics

VII. Innovation-prospective link

20. Design thinking tools that could be used in foresight and links between design thinking & foresight

Each sheet will be organized as follows:

- Purpose / aim
- Description of the method and related techniques, step by step
- Scope of application
- Advantages and limitations, uses and miss-uses, in practice (recipe & tips)
- Examples
- Other related techniques and their differences
- Bibliography (incl. web)

4. Project Management and Project Team

Project Manager - François Bourse (Futuribles)

Contributors - They represent a diversity of backgrounds and statuses: academics, foresight practitioners, corporate actors and territories representatives implied in future studies. The approach is ecumenical.

Steering Committee - A Steering Committee, composed of subscribers, authors and of Michel Godet (CAP Prospective) and François de Jouvenel (Futuribles International), has been formed. Its role is twofold: It validates the approaches and the selection of the tools, and it submits its comments on the sheets.

5. Dissemination

Each sheet will be exclusive to the subscribing bodies during one year from its date of publication. These bodies will be closely involved in the steering of the project.

6. The Futuribles International Association and CAP Prospective

The Futuribles International Association is a non-profit organization created in 1967 to improve strategic anticipation in decision-making and action. It aims to:

- Perform a forward horizon-scanning function on the medium-to-long-term development of the strategic environment for companies and organizations.
- Provide a platform for discussion and debate on the major issues of the contemporary and future world, particularly by organizing lectures, round tables, workshops, conferences and working groups.
- Promote the philosophy and methods of horizon-scanning, prospective and strategic foresight in the service of decision-making and action (monitoring of new approaches, methods and techniques, innovation, training).

CAP Prospective based within the “Cercle d’action pour la prospective” is a non-profit organization created by Professor Michel Godet to contribute to the development of the *Prospective* (strategic foresight) and to develop software tools freely available in three languages (French, English and Spanish) on the website www.lapropective.fr. These softwares provide the rigorous methods that are needed to orient action towards a desirable future. They allow the user to consistently apply the

foresight process by asking the right questions, reducing inconsistencies and creating a common language. They provide assistance at various stages of the strategic foresight process.

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** The members of the Futuribles International Association are eligible for a discounted rate of 25%.*

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