
Contents

Author Presentation	xiii
Introduction	xxiii
Carine DARTIGUEPEYROU and Michel SALOFF-COSTE	
Part 1. The Foresight of Futurists	1
Chapter 1. How to Build Futures Consciousness and Resilience for Operational Foresight	3
Sirkka HEINONEN	
1.1. Introduction.	3
1.2. Choice of approaches and methods for foresight in practice	4
1.3. Futures mean change – where and how to look for futures signals to build up futures resilience.	7
Chapter 2. A Strategic Foresight Framework for Anticipating Uncertainties in Tourism Industry	11
Fawaz ABU SITTA	
2.1. Introduction.	11
2.2. Strategic planning versus strategic foresight	12
2.3. Uncertainty management framework.	14
2.3.1. Framing.	14
2.3.2. Understanding.	15
2.3.3. Exploring.	17

2.3.4. Realizing	19
2.3.5. Designing	24
2.3.6. Shaping.	26
2.4. Recommendations	26
Chapter 3. Generative AI in the Newsroom: The Future of Journalism and Media	29
Sylvia GALLUSSER	
3.1. Becoming a professional futurist	29
3.1.1. Career paths to becoming a futurist	29
3.1.2. From anxiety to driving force.	31
3.1.3. Creating a professional foresight research practice	32
3.2. In action: applying foresight in action with a group of European journalists.	34
3.2.1. Context of the request	34
3.2.2. A program of foresight in action	35
3.2.3. Challenges and key learnings.	38
Chapter 4. Leading a New Path with Foresight in China	41
Lynn LIN and Bin HU	
4.1. Foresight's value is gradually being seen	41
4.2. Foresight practice demands a leap of faith	43
4.3. Fostering futures thinking as the foundation	44
4.4. Navigating foresight with patience and agility	45
4.5. Charting new business landscape in China with foresight	47
Chapter 5. Creating Desirable Futures	49
Carine DARTIGUEPEYROU	
5.1. The specifics of foresight in action	49
5.1.1. Strategic foresight	50
5.1.2. Foresight questioning	51
5.1.3. Revisiting the foresight triangle	51
5.2. The futurist's tools: between tradition and innovation.	52
5.2.1. The futurist's range.	52
5.2.2. Monitoring.	52
5.2.3. Shared challenges.	53
5.3. Sociocultural foresight	55
5.3.1. The importance of values	55

5.3.2. Bias or futurist culture?	56
5.3.3. A cultural paradigm shift?	56
5.4. Personal considerations	57
5.4.1. An affinity for alterity and singularity	57
5.4.2. Uniting across divisions	58
Part 2. Foresight for Companies and Public Institutions	61
Chapter 6. Foresight at Michelin: Evidence and Reflections	63
Gaël QUÉINNEC	
6.1. The empirical meeting of new needs and qualifying resources	63
6.1.1. Collective foresight based on an influence approach	63
6.1.2. Reorganization creates a need to build visions	64
6.2. A predisposing career path	64
6.2.1. Training in the humanities	64
6.2.2. A career in strategic marketing	64
6.2.3. Operational and international legitimacy	65
6.3. My training in foresight	65
6.3.1. My main trainers and mentors: a bibliographical overview	65
6.4. Accelerators for a change in scale	66
6.4.1. First marker: the trend radar	66
6.4.2. Second marker: sustainable development metascenarios (SHAPES)	67
6.4.3. The increasing emergence of foresight in the company as a result of the Covid-19 pandemic, the war in Ukraine and other crises	68
6.5. Duty to warn, blind spot researcher, mental agility agent: what is the mission for Michelin foresight?	68
6.5.1. Purpose: preparing for the field of possibilities	68
6.5.2. What are the observable impacts?	69
6.5.3. The difficulty of assessing foresight	70
6.6. What deliverables?	71
6.6.1. For and with the intern	71
6.6.2. With external partners, according to a graduated scale of involvement, ranging from crossing visions to criticizing strategic marketing	71
6.7. What methods and resources?	71
6.7.1. Foresight requires a wide range of thinking and specific methods	71
6.7.2. Potential and experience	72

Chapter 7. Bouygues Construction, Committed to a Desirable Future	73
Virginie ALONZI	
7.1. Context	73
7.2. Foresight at Bouygues Construction	74
7.2.1. The creation and missions of the foresight department	74
7.2.2. Our approach	74
Chapter 8. Brand Heritage, a Catalyst for Innovation and Transformation	79
Cecilia ERCOLI	
8.1. Introduction, the mission – what foresight?	79
8.2. Practice – which approach?	80
8.2.1. Methodologies used	80
8.2.2. More concretely, what kind of organization? What kind of project design?	81
8.3. Organic governance – how does the emergence of creation and innovation cope with the organization’s approval processes?	84
Chapter 9. Decathlon Perspectives: Shaping the Future with Collective Intelligence	87
Audrey HESPEL	
9.1. An explorer of possible and desirable futures.	87
9.2. Decathlon’s various foresight experiments	88
9.3. Obstacles to avoid when using foresight.	89
9.4. Tools and sources of inspiration.	90
9.5. Potential disruptions and future trends	91
Chapter 10. Foresight at the Centre National d’Études Spatiales	93
Sébastien LOMBARD	
10.1. Foresight methodologies and practices	94
10.2. Memory and foresight monitoring.	96
10.3. Foresight and action	97
10.4. Influences for tomorrow	99

Part 3. Foresight at Universities	101
Chapter 11. From Founding Institution to Collaborative Foresight at the Université Catholique de Lille	103
Jean-Marc ASSIÉ and Louis-Marie CLOUET	
11.1. The founding institution of a forward-looking university	103
11.2. Foresight based on experimentation and innovation	104
11.2.1. Where “rapid transitions” cross ethics	104
11.2.2. Foresight of innovative ecosystems	105
11.2.3. Design, creativity and foresight	106
11.2.4. ECOPOSS “Osons l’éloge du futur”	106
11.3. The paradoxes of foresight	108
11.3.1. Short or long-term resource allocation?	108
11.3.2. Illegitimate foresight with regard to academic requirements?	108
11.3.3. How do you train in foresight?	109
11.4. “Embedded” foresight to serve the university’s missions	109
11.4.1. Reinforcing the teaching of foresight	109
11.4.2. Reinforcing the contribution of futures in action, in support of the university’s strategy	110
11.4.3. The coherent choice of a “work in progress” and collaborative approach.	111
Chapter 12. Operational Foresight at the University of Strasbourg	113
Audrey KOST	
12.1. Introduction	113
12.2. The foresight and strategy mission	113
12.3. Three key players in foresight at the University of Strasbourg	115
12.3.1. Catherine Florentz, Vice-President of foresight and strategic actions	115
12.3.2. Audrey Kost, Director of the foresight and strategy mission.	116
12.3.3. Julien Weber, Strategy Consultant	117
12.4. Foresight at the University of Strasbourg	117
12.4.1. Practice at all levels.	117
12.4.2. An approach that began with major projects	118
12.4.3. A dedicated department for an organic link between foresight and strategy	119
12.4.4. A first presidency seminar.	119
12.5. In search of dedicated time	120
12.6. Monitoring and key sources	120

Chapter 13. Using Foresight to Drive Transformation: Building a Strategy After a Merger	121
Pauline INNEGRAEVE	
13.1. Shaking up the status quo.	121
13.2. Filling in the gaps	122
13.2.1. Initial actions.	122
13.2.2. Academic influences	123
13.3. Embarking on a journey in foresight	123
13.4. The risks of the journey	124
13.5. One pit stop before a new beginning	125
13.6. Any candidates for the journey?	128
13.7. The map room	130
 Part 4. Local Authority Foresight	 133
 Chapter 14. Foresight and Public Action: The Case of Greater Lyon	 135
Pierre HOUSSAIS	
14.1. A basic question of public action: “where are we going?”	135
14.1.1. First experience in Saint-Étienne: political foresight to persuade.	136
14.1.2. Grand Lyon: making foresight a cross-disciplinary tool for public action	137
14.2. A culture of foresight unique to the Lyon Metropolis	138
14.2.1. An old and still agile service	138
14.2.2. The common good rather than commonplace	141
 Chapter 15. Rev3: A Regional Dynamic Combining Foresight and Action	 143
Frédéric MOTTE	
15.1. Introduction: qualifying rev3.	143
15.2. Back to basics: Jeremy Rifkin’s master plan	144
15.3. Foresight and program documents to mark the life of rev3	146
15.4. Foresight and strategic documents as a general framework for action	148

Chapter 16. Isère 2030: Isère’s Administrative Project	151
Séverine BATTIN	
16.1. Serving the public	151
16.1.1. From social worker to head of local authority	151
16.1.2. The local authority, a local community	152
16.2. Foresight, a necessity for local communities	152
16.2.1. An uncertain and complex environment.	152
16.2.2. Changing perspective.	152
16.2.3. Collectively preparing for change	153
16.3. Implementing the approach.	154
16.3.1. An exploratory approach for the community	154
16.3.2. Staying alert: foresight monitoring	156
16.4. Foresight in the present	157
16.4.1. “Isère 2030”, the backbone of the administrative project.	157
16.4.2. Spreading the culture of foresight	158
16.4.3. Appropriation by teams, a catalyst for change	159
16.4.4. Conditions for success and obstacles.	159
Chapter 17. Social Cohesion and Solidarity in the Pyrénées-Atlantiques in 2040.	161
Jean-Jacques LASSERRE	
17.1. Territorial foresight initiated by Jean-Jacques Lasserre, President of the Pyrénées-Atlantiques	161
17.1.1. A process led by elected representatives	161
17.1.2. The process of choosing the foresight question	162
17.2. A participatory foresight approach	167
17.2.1. A futures in action participatory workshop	167
17.2.2. What next?	169
Reflection and Perspective on Foresight.	171
Carine DARTIGUEPEYROU	
Conclusion.	179
Michel SALOFF-COSTE	

References 185

List of Authors 197

Index 199