

## “Liege 2020” : An example of scenario planning process

For over 2 years, some fifty people from all over the province of Liege have been taking part in the “Groupe de Réflexion Liège 2020” (Liege Think Tank 2020). This group was formed on the basis of an initiative by the SPI+ (the regional development centre) and has benefited from scientific advice from the foresight association *Futuribles*. The members of this group have followed this scenario planning process as individuals, refusing, unlike others, to accept fate based on the assumption that the future follows its own course and is simply imposed by external circumstances.

The executive summary and an explanation of the process can be found, in English on the website : [www.liege2020.be](http://www.liege2020.be)

This is the summary of the methodology, its functioning and resource people.

- **The origin**

In January 2001, the executive board of SPI+ has set up a think tank composed of directors of the SPI+ and external personalities. In June 2002, they decided to take it a step further and make a forecast of the province of Liege.

- **Methodology**

From several possibilities of forecasting, they have chosen the method of **scenario planning**: the final result describes the “spectre” of possible futures for the province of Liege in 2020.

The geographical coverage is the entire province, and the forecast first concentrates on 6 main themes that are quintessential for its development:

Human capital: what will be the demographic evolution? What will the level of training and education be? What will be the state of health of the inhabitants be?

Regional planning and infrastructures: how does human capital move around? How is the region organised? How will economic activities be installed?

Productivity: how is the economic tissue of the region evolving?

Social dynamics: Who can motivate human capital? Which are the values and will they stay the same? Does a feeling of belonging to the province or to a smaller/larger region exist ?

Natural and cultural capital: how will natural resources evolve? What will be the impact of tourism on these resources? How will cultural life evolve? How will agriculture evolve?

Governance: How are we going to govern the province? What will be the impact of public and private actors on the province?

External elements that cannot be influenced are also taken into account: the geopolitical situation, globalisation, energy prices, Europe, the national context (institutional evolution).

These elements have been analysed: which are the key elements, i.e. which ones are evolving? The future has its roots in the present. The key elements have been diagnosed as accurately as possible: the evolution of key elements in the last 20 years. This allows us to work out *micro-scenarios*.

This is the first step of the process.

The second step is to get to *macro-scenarios*, by combining the micro-scenarios with the different themes of development of the province.

This leads to the final step, the phase of *pure anticipation*. At this moment, policy makers have a tool that helps them to see major trends, main uncertainties and risks, and the challenges and difficulties we'll have to face.

- **Functioning**

The Liege Think Tank 2020 works had a steering committee that decided on the methodology, that validated the work done by different groups and who was in charge of external communication.

All group members were present as individuals; their professional background was only mentioned to highlight diversity.

The analysis of different elements and the development of micro-scenarios was the work of several work groups composed of members of the Think Tank and others.

- **Group members**

## Think Tank Liege 2020 - Groupe de Réflexion LIÈGE 2020

For details about group members :

### Regional actors:

- Several members of SPI+, the regional development centre
- Director of the Economic department of UWE, the Walloon Union of companies
- Chamber of Commerce and Industry of Liège & Verviers
- WFG : Group for economic promotion of the East of Belgium

### Education & training institutions

- Several members of the University of Liege, department economic geography, Centre of Biomedical Integrative Genoproteomics, Management, Political science
- General Director of Hautes Etudes Commerciales, a business school of 1500 students that delivers degrees in Economics (4 years) or business engineering (5 years) and organises postgraduate management programs
- Fondation André Renard, trade union training & research centre
- Agence Intergouvernementale de la Francophonie": realises co-operation programmes in the domains of education, culture, media, economy and good governance between its 50 states and government members
- Skill Centre: Technifutur
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### Politicians:

- Mayor
- Deputy of the province
- Deputy of the Walloon parliament and of the French Community
- Several deputy majors (échevin)
- Economist
- Deputy of the Province – social affairs and health – economic affairs & tourism

### Private companies

- Groupe Futuribles : An International Non-profit Organization

For more than 40 years, Futuribles has been an independent non-profit center for prospective studies and foresight. Its overall aim is **to contribute to a better understanding of the contemporary world**. By taking an interdisciplinary approach, Futuribles explores current issues, the world's possible futures (futurs possibles), and policies and strategies to consider.

The Futuribles group carries out their work in several ways, including studies, publications, training, and gathering data and information from around the world.

[www.futuribles.com](http://www.futuribles.com) (in English)

- Eurogroup Consulting S.A. , consultancy group
- Computerland S.L.M. S.A. , IT solutions

- JC Développement
- Eurogentec S.A.

Eurogentec was founded in 1985 as a spin-off of the University of Liège (Belgium). Its mission is to design and deliver reliable and innovative services and products for the Life-Science community. As a leading supplier for genomic and proteomic research, Eurogentec is able to offer its customers integrated solutions, whether they use DNA, antibodies, peptides or proteins as research tools. Eurogentec also offers research and development services for the biopharmaceutical industry.

- Manex ; consulting and development services for the implementation of network and software solutions.
- JMJ Services S.A.
- RSC Interactions
- Yvens-Decroupet S.A.: nails

### **External members of the working groups**

Consultant in social affairs and agriculture

President-Founder E.R. Hybritech Europe S.A. ;

Several members of SPI+

University of Liege, departments of geography, HRM, economic geography

Hautes Etudes Commerciales ;

Conseiller communal à la Ville de Liège, Secrétaire général adjoint du Conseil Economique et Social de la Région Wallonne ;

TEC Liège-Verviers (bus company)

Teacher

Socran S.A. ;

GIE des CEEI ; helps innovating companies

Centre Nature de Botrange ; Nature centre Botrange

Communauté Française Wallonie Bruxelles ; French Community Wallonia – Brussels

Groupe Portier S.A. ;

Technifutur (Skill Centre in Liège);

Conseiller provincial ;

Syndicaliste FGTB, E.R : trade union member .