

INNOVATION, ENTREPRENEURSHIP, MANAGEMENT SERIES

INNOVATION AND TECHNOLOGY SET



Volume 19

Futures in Action

*Strategic Anticipations and Deployments
in Organizations Facing the Future*

**Edited by
Carine Dartiguepeyrou
Michel Saloff-Coste**

ISTE

WILEY

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Innovation and Technology Set

coordinated by
Chantal Ammi

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Author Presentation

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Fawaz Abu Sitta is UNESCO Chair in Anticipatory Systems; Visiting Fellow at Hughes Hall, University of Cambridge; Foresight Research Director, Center for Futures Studies, University of Dubai; and Adjunct Professor, Master of Foresight Program, Rochester Institute of Technology.

Dr. Abu Sitta is an advocate for promoting futures literacy as a method for accelerating innovation and building resilient nations. Dr. Abu Sitta has published and conducted foresight studies that have been translated into various languages and adopted by organizations and governments globally. He is currently leading foresight research studies on the futures of teachers' well-being in the era of digital transformation. He is also working on investigating the futures of assessment.

Dr. Abu Sitta's has received a recognition certificate from H.H. Sheikh Mohammed Bin Rashid Al Maktoum, UAE Prime Minister and the Ruler of Dubai for his efforts in digitally retransforming government services. He also received an award from H.M. King Abdullah II for his work in developing the Knowledge Management Framework for the Jordanian government.

Dr. Abu Sitta holds a Master of Science in Foresight from University of Houston and a PhD from the University of Bath.

Virginie Alonzi

Virginie Alonzi is the Strategic Foresight Director for the Bouygues Construction group. Passionate about the creation of cities and territories, she is particularly interested in urban and territorial foresight by adopting a holistic and

multidisciplinary approach aimed at co-constructing desirable futures with all of the stakeholders in the making of the city and territories, while respecting ecosystems and planetary physical limits in order to ensure the habitability of our planet.

Holding a business school diploma, as well as a second master's degree in marketing, she began her career with 3M France in strategic marketing, and then worked with the Brandt group in product marketing. In 2001, Virginie joined Bouygues Construction, first at the Communications Department, then at the Sustainable Development Department of the group. In 2015, she was appointed as the group's Director of Strategic Foresight.

Virginie Alonzi was an auditor for IHEDATE in 2018 and for the Institut Palladio in 2022, and is also co-vice-president of France Villes et territoires Durables for the Business College. Additionally, she is also a member of the CESE (Conseil économique, social et environnemental) for the city of Suresnes. Laureate in 2022 of the "100 who make the city" by Traits Urbains as well as the "100 who make the Transition" by Décideurs Magazine in 2023.

Jean-Marc Assié

After graduating in biology and applied mathematics from the Université Paris Cité, Jean-Marc Assié joined the Université Catholique de Lille, where he completed an agricultural engineering course at ISA and an MBA for engineers and scientists at IEFISI-EDHEC. From 1983 to 1989, he worked as a research engineer at the French Ministry of Agriculture, before joining the field of professional economic organizations as a project manager, then director. In 1989, he joined the organization, development and strategy consulting sector, working for the Université Catholique de Lille and Entreprises et Cités. In 1996, he became General Delegate of the Polytechnicum (engineering schools and scientific sector), then in 1997, General Secretary–General Services Director of the Université Catholique de Lille and a delegate of the UDESCA (Union nationale des universités et instituts catholiques). He is also an employer representative on various national and territorial joint bodies.

Since 2015, he has been General Director of Development and Strategy at the Université Catholique de Lille, with the foresight department being created within this framework. He is deeply involved in the field of education, higher education and research, in the prospects of service to youth, service to territories in France and Europe, and is very mindful of making higher education accessible to as many people as possible. He is committed to coordinating activities and work on the future of education and the future of the university, with a view to the future and the

ECOPOSS “Osons l’éloge du futur !” project. He is also helping to develop numerous collaborations and partnerships in these fields.

Séverine Battin

With a state diploma in socio-educational assistance, Séverine Battin has been working in various departments since 1993. In 2003, she joined the Isère department as deputy childcare manager for the Nord-Isère region, where she continued her career. As Deputy Director of a Maison du Département en territoire (2005–2008), she broadened her field of expertise by becoming director of real estate and resources. In 2011, Séverine Battin was appointed Deputy General Manager (DGM) in charge of territories, then, in 2015, she became DGM of the family center, the community’s core competence. Since 2019, she has been acting as director general of services at the request of Chairman Jean-Pierre Barbier. Convinced of the importance of lifelong learning, in 2003 she obtained a Diplôme d’Études Supérieures Appliquées (DESA – Diploma of Higher Applied Studies) in Organizational Strategy, and passed the local government competitive exams for principal executive (2010) and administrator (2017). Séverine Battin was awarded the Legion of Honor on July 14, 2018.

Louis-Marie Clouet

Louis-Marie Clouet holds a doctorate in economics and is a graduate of Sciences Po Paris. Since September 2023, he has been Director of Foresight at the Université Catholique de Lille, and Director of the ECOPOSS project “Osons l’éloge du futur !”. From 2009 to 2011, Louis-Marie Clouet was head of a Franco-German foresight research project on the future of Europe, at the Institut français des relations internationales. He is interested in the link between foresight, discernment and decision-making in complex situations.

Carine Dartiguepeyrou

Carine Dartiguepeyrou is a political scientist and futurist. She studied in Paris and London. Her thesis focused on European policy on information society, and she did a post-doctorate at Orange Lab. For the past 15 years, she has been working with major groups and public institutions on foresight projects. She has been General Secretary of Entretiens Albert-Kahn and the Hauts-de-Seine department’s public innovation laboratory since 2012. She had an international career as a strategy consultant before becoming a senior advisor at Rand Europe, where she led foresight projects for the European Commission from 2001 to 2004. She has written

or edited some fifteen books on foresight, including *Futures, the Great Turn* (ISTE Ltd and John Wiley & Sons, 2023), *Le futur est déjà là* (Le Bord de l'eau, 2017) and *Prospective d'un monde en mutation* (L'Harmattan, 2010). Since its creation in 2011, she has taught at the Institut des Futurs souhaitables (IFs). She is a board member of the Institut des Futurs souhaitables, and a member of the R2ip network in innovation and foresight. She has been a research associate at the Université Catholique de Lille since 2023, but has collaborated with the Université Catholique de Lille's foresight department from the very beginning. She has been elected president of the Société Française de Prospective and Vice-President of the International Foresight Research Network in September 2024.

Cecilia Ercoli

Cecilia Ercoli spent 20 years working for a Paris-based luxury fashion house, Maison de luxe, holding operational and transversal leadership positions in both manufacturing and retail, with a strong accent on creativity and innovation activities. She particularly enjoyed setting up “innovation labs” in various countries, introducing new skills and hybrid approaches, combining creation, technology, business intelligence, research and prototyping.

Her background as a nuclear engineer (ECP and Politecnico di Milano) and “researcher of the invisible” (at CERN in Geneva) blends together with her passion for art and Eastern traditions and practices, enabling her to reveal and follow unexpected paths of exploration and connection to the world.

Sylvia Gallusser

Sylvia Gallusser is a global futurist based in Silicon Valley, certified from Institute for the Future. As the Founder and CEO of Silicon Humanism, Sylvia conducts her foresight projects on the future of health, well-aging, social interaction and the home, the future of work and life-long learning, the future of media and news, as well as transformations in mobility and retail. She closely monitors the future of the mind and transhumanism, and investigates Artificial General Intelligence, Generative AI, and AI ethics. She is the host of the “Ethics of Futures” think tank within Association of Professional Futurists, a board member of Grey Swan Guild, and a mentor at the Sustainable Ocean Alliance. Sylvia is a published author of Speculative Fiction with Fast Future Publishing. She regularly gives keynotes and interviews as a distinguished female futurist (keynote speaker at the 2023 Microsoft Elevating You conference) and teaches in MBAs, Master in Entrepreneurship (HEC Paris) and Executive programs (UC Berkeley Graduate School of Journalism). Sylvia graduated from HEC Paris in 2003.

Sirkka Heinonen

Dr. Sirkka Heinonen is Professor Emeritus at the Finland Futures Research Centre (FFRC), at the University of Turku. Previously she was Chief Research Scientist at VTT Technical Research Centre of Finland. She holds a PhD degree from Helsinki University, with 40 years of research and teaching experience in futures studies, especially technology foresight and innovations, urban and rural futures, sustainable information society, media and journalism, and renewable energy and lifestyles.

Currently, she leads FFRC parts in two three-year multidisciplinary research projects: RESCUE (Real Estate in Sustainable Urban Environment) and T-Winning Spaces (Winning Spatial Solution for Future of Work, enabling the double twin transitions of green/digital, and physical/virtual transforming our societies by 2035). She is a Member of the Club of Rome, Co-Chair of the Helsinki Node of the Millennium Project, Guest Professor at the University of Science and Technology of China, Member of the Academy of Technical Sciences, and former President and now Honorary Member of the Finnish Society for Futures Studies. She is also a member of the board of editors for six scientific futures journals. She is Director of FFRC Helsinki Office.

Audrey Hespel

With a degree in design and a fervent interest in design thinking, Audrey Hespel is a curious explorer at heart. With a heartfelt connection to the values of Decathlon, she has become well-rounded by putting her various talents to work for the company. Initially a keen observer of human behavior and its transformations, she went on to co-create Decathlon's trend-observation unit, then its products, and ultimately the Alive by Decathlon innovation center.

She was trained in Theory U by Otto Scharmer, in NLP by the IPE PNL humaniste, in meditation by the AME association, and is a graduate of Lab Session #26 of the Institut des Futurs souhaitables (IFs). She is now the leader of Decathlon Perspectives, dedicated to foresight and the exploration of desirable futures.

Her motto is "Trust your intuition, energy doesn't lie!".

Pierre Houssais

Pierre Houssais is the director of foresight and public dialogue at the Métropole de Lyon. He began his career as Secretary General of the commune of Solaize, before joining the city of Saint-Étienne in 1999, first as technical advisor to the

mayor, then as a project manager to the director general of services on territorial strategy issues. From 2004 to 2009, he supported the implementation of the urban project as the director of prospective and regulatory urban planning. In 2009, he joined Grand Lyon as Head of the department of foresight and agglomeration strategies, which he then transformed into the department of foresight and public dialogue. From 2011 to 2015, the department published a quarterly foresight magazine, *M3 – Société urbaine et action publique*, which he initiated and edited. Today, the department, which is part of the general management of the Métropole de Lyon, provides cross-disciplinary engineering services in the fields of foresight, citizen participation, user approaches and public policy assessment. The department shares and disseminates much of its work on its website: www.millenaire3.com.

Bin Hu

With over a decade of experience in foresight and innovation consulting, Bin co-founded FutureMatters, a foresight driven innovation consultancy, to assist corporations in pinpointing disruptive innovation prospects through the integration of strategic foresight and consumer insight. Bin also plays a pivotal role in operating the FuturistCircle, a community dedicated to future thinking in China. Additionally, Bin is a visiting lecturer of foresight and design thinking at educational institutes like Academy of Arts and Design at Tsinghua University, China Academy of Art, United World College, etc. He holds a Master's degree in Business Design from Domus Academy in Italy.

Pauline Innegraeve

With a background in documentation and university libraries, Pauline Innegraeve has spent the last 15 years building up her expertise in transforming human organizations. She is currently in charge of the LILLIAD Learning Center Innovation within the University of Lille's documentation services and also in charge of foresight and change management in the same facility. Supported by her solid training and networking skills, she combines these two methods in her practice.

Audrey Kost

Audrey Kost, a specialist in strategic management in higher education, research and innovation (ESRI), holds a PhD in Chemistry from the University of Strasbourg. From 2012 to 2016, she held the position of scientific project manager at the Agence nationale de la recherche (ANR), within the Direction des grands programmes d'investissement de l'État (DGPIE). In parallel with this position at

ANR, Audrey Kost completed her initial training with an executive Master's degree in Research Management at Université Paris Dauphine (Paris sciences et lettres). Appointed in 2017 as a research engineer at the Institut national de la santé et de la recherche médicale (Inserm), she is now Director of Scientific Affairs at the internationally renowned Institut de biologie moléculaire et cellulaire de Strasbourg (IGBMC, 700 staff, 40 nationalities, 250 publications/year). In 2020, she joined the University of Strasbourg as a project manager, reporting to the vice-president of strategy and development. Responsible for coordinating the programming of the Interdisciplinary Thematic Institutes (17.6 M€/year), she was also commissioned to propose a new organization to support the university's strategy. In September 2021, the foresight and strategy mission, which she is now the head of, was created as part of the general services department, with the aim of bringing together crucial skills in foresight, consultancy and programming around strategic practice.

Jean-Jacques Lasserre

Following his training in agriculture, Jean Jacques-Lasserre took over his family farm in Bidache. From 1987 to 2001, he presided over Lur Berri, the Basque Country agricultural cooperative. Elected to the Bidache town council, he became the mayor of his commune in 1995. First elected to the General Council in 1988, he presided over the department from 2001 to 2008. He has been President of the Conseil départemental since 2015. Initially elected to the Regional Council in 1986, he was re-elected four times. Jean-Jacques Lasserre was also elected as a senator in 2011. Currently President of the Conseil départemental, he is a member of the Executive Committee of the Assemblée des départements de France. In the 2000s, he spearheaded a major study on the future of the Basque Country. He is the driving force behind the foresight approach that was launched in the Pyrénées-Atlantiques region in 2022.

Lynn Lin

Lynn Lin is a seasoned ethnographer and foresight practitioner with over 16 years of experience in deciphering people, culture, and business. As the co-founder of Future Matters, a foresight-driven innovation consultancy, she blends sharp insights with strategic foresight to anticipate emerging trends and drive transformative innovation, collaborating with leading international brands such as IKEA, Logitech, L'Oreal, and Mercedes-Benz.

Lin is also the co-founder of Futurist Circle, China's pioneering futures community, dedicated to fostering futures thinking and enhancing future-readiness among organizations and individuals. Currently serving as an adjunct instructor at

NYU Shanghai, Lin is a sought-after speaker at prestigious institutions such as Tongji University and Tsinghua University. Meanwhile, she actively contributes to the global futures community through her thought leadership and practical expertise.

Sébastien Lombard

Trained as an engineer, with a career spanning more than 20 years in the space sector, Sébastien Lombard is currently the head of foresight studies at the Centre National d'Études Spatiales (CNES), the French space agency. After gaining hands-on experience in the 2000s, working on Ariane 4 and Ariane 5 launch operations at Arianespace, he moved into the design engineering sector. He then worked for various entities in the space and defense sectors as a design engineer, project manager or expert. In 2011, he joined CNES as a launch system reliability expert, before taking over responsibility for operational safety and quality activities in 2017. Since 2021, he has been in charge of foresight activities within the strategy department of CNES, the agency responsible for developing and proposing France's national and European space policy to the government. CNES is historically at the origin of Europe's Ariane launcher systems and France's SPOT observation satellite systems. CNES activities cover access to space (rockets), civil and security/defense satellite applications (telecommunications/connectivity, Earth observation, geolocation), space exploration and science, with a focus on space regulation, economic competitiveness, sovereignty, international cooperation and environmental issues.

Frédéric Motte

Frédéric Motte is a socially committed industrialist. Aged 59, he is married with two children. On the entrepreneurial front, he is co-creator and partner of Cedres Industries, an industrial subcontracting group present throughout France. With his family, he also revived the Motte-Cordonnier breweries, founded in Armentières in 1650. On the political front, he has held several posts as mayor (Beaucamps-Ligny) and community councillor in Lille. Since July 2022, he has been a member of the executive of the Hauts-de-France Regional Council, a representative for the Transformation of the Regional Economy and Chairman of the Rev3 mission. He was also President of CESER Nord-Pas-de-Calais and President of MEDEF Lille Métropole and Medef Nord-Pas-de-Calais, as well as Deputy Vice-President of MEDEF national.

Gaël Quéinnec

Gaël Quéinnec is an independent corporate futurist and consultant. He previously created and headed the Michelin Group's Foresight department from 2016 to 2024, after having held a number of business strategy positions for the same group: Commercial Strategy Director for South America, Africa, Middle East, the Mining and Construction business and Euromaster, a European chain of garages. Drawing on his twofold experience as a business leader and strategic futurist, he now helps companies to translate foresight work into concrete plans for transformation and innovation. As a generalist-futurist, he is particularly interested in the future of mobility, people and goods, geopolitics and global geo-economics, and has become a recognized expert reshaping business models and organizations within planetary boundaries. He is a member of the Cercle de l'Expertise à Missions, an advisor to several consulting and executive development firms, a member of the Global Future Society, a technical advisor to the international business circle Research & Prospective 50, and a lecturer at several business schools.

Michel Saloff-Coste

Michel Saloff-Coste was appointed Special Advisor to the presidency at the Université Catholique de Lille in September 2023. He is the driving force behind the creation of the International Foresight Research Network (IFRN). Michel's early work focused on the future and transformation of organizations. His aim is to raise public awareness of the major technological, economic, social and ecological transformations taking place today, so that everyone can play a positive role in sustainable development and future civilization. After developing his own firm MSC & Associés between 1995 and 2008, Michel Saloff-Coste joined In Principo between 2010 and 2020 to develop research and international relations. In 2014, Michel Saloff-Coste became Scientific Director of the International Institute for Foresight Studies on Innovative Ecosystems at the Université Catholique de Lille, then Director of Foresight Studies from 2021 to 2023. He was the International Development Associate of the Copenhagen Institut for Futures Studies from 2015 to 2020. He is also the author of a dozen works on foresight. In recent years, he has conducted a major study of the world's 17 most important innovative ecosystems, analyzing the scientific, artistic, cultural and philosophical developments that are taking place there. He has published *Innovation Ecosystems* (ISTE Ltd and John Wiley & Sons, 2022) and *Futures, the Great Turn* (Ltd and John Wiley & Sons, 2023) with Carine Dartiguepeyrou.

Introduction

It is often said that the idea for a new book comes when you have just finished one. That is what happened with this book. At the end of *Futures: The Great Turn*, we felt the pressing need to continue this collective adventure with a book dedicated to futures in action. This follows in the footsteps of the 15 or so books we have produced over the last 20 years, often collectively, which aim to highlight the link between leadership and anticipation (*Le dirigeant du 3^e millénaire*, *Le DRH du 3^e millénaire*, *Les horizons du futur*, *Prospective d'un monde en mutation*, *Les voies de la résilience*, etc.).

In addition, as Carine Dartiguepeyrou has been running seminars for leaders on strategic foresight for several years, we wanted to highlight the different ways of approaching the future, this time, however, starting from the experience of organizations. This book is also an extension of our foresight research seminars, initiated at the Université Catholique de Lille, and now perpetuated in a network of practitioners and researchers, known as the International Foresight Research Network (IFRN).

Foresight is part of the broader field of *futures studies*. The study of the future is represented by various schools of thought and disciplines, and features a variety of tools that often overlap. The World Futures Studies Federation defines futures studies as “an art and science, with a strong emphasis on imagination and creativity in the creation of different possible futures. Its main objective is to discover and master complex chains of cause and effect through conceptualization, a systemic approach and feedback loops, in order to innovate in social and technological fields”¹. Futures studies has been recognized as a discipline since the 1960s.

Introduction written by Carine DARTIGUEPEYROU and Michel SALOFF-COSTE.

1 Available at: <https://wfsf.org/about-futures-studies/>.