



# STRATEGIC FORESIGHT

## Case Study

### CHALLENGE

The Dahrendorf Forum, a joint initiative of three European foundations, was tasked with preparing the intellectual groundwork for a major European conference on issues of key concern to EU policymakers. Experts were assembled from academia and various European and US Government offices to focus attention on EU relations with five distinct entities: Russia, China, United States, Turkey, and the Middle East. The experts were asked to evaluate the current state of affairs relating to each issue and determine how relations would most likely evolve in the next decade.

### OUR SOLUTION

Globalytica designed and conducted a three-stage Strategic Foresight Analysis process to lead the five working groups.

The Dahrendorf Forum was able to incorporate the strategic foresight results into EU policy recommendations.



### OUR APPROACH

- **Evaluate Key Assumptions and Identify Key Drivers**  
In Stage One, groups of 20 to 30 experts were convened to list and evaluate the Key Assumptions about how relations would evolve for their assigned topic. They identified which assumptions were solid and could be integrated into any analysis, which had to be caveated, and which fell apart. The unsupported assumptions or Key Uncertainties became Key Drivers – defined as forces, factors, and events most likely to determine how the future would unfold. The groups then engaged in a parallel Structured Brainstorming exercise to identify additional Key Drivers. The results of both exercises were then combined into a master list of Key Drivers.
- **Generate Future Scenarios**  
In Stage Two, the same groups used the Multiple Scenarios Generation technique, combining the key drivers in various ways to generate a robust set of alternative future scenarios. Four or five distinct scenarios were developed for each topic that explored future downside risks, highlighted new trends, and identified new opportunities.
- **Refine Scenarios**  
In Stage Three, the scenarios were refined and their implications specified. The scenarios were then presented to the conference attendees to stimulate panel discussions about the future of EU relations with each region.



The process generated an unexpected number of new insights, significantly reframing each topic and showcasing what the participants deemed as most deserving of EU policymakers' attention.

#### Feedback included:

- “This process is hugely beneficial for EU policy development.”
- “The workshops were an eye opener and useful.”
- “The Strategic Foresight process generated unexpected and surprising results.”