



# JRC Scenario Exploration System

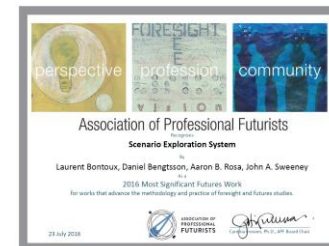


- *The Sustainable Transitions edition* -

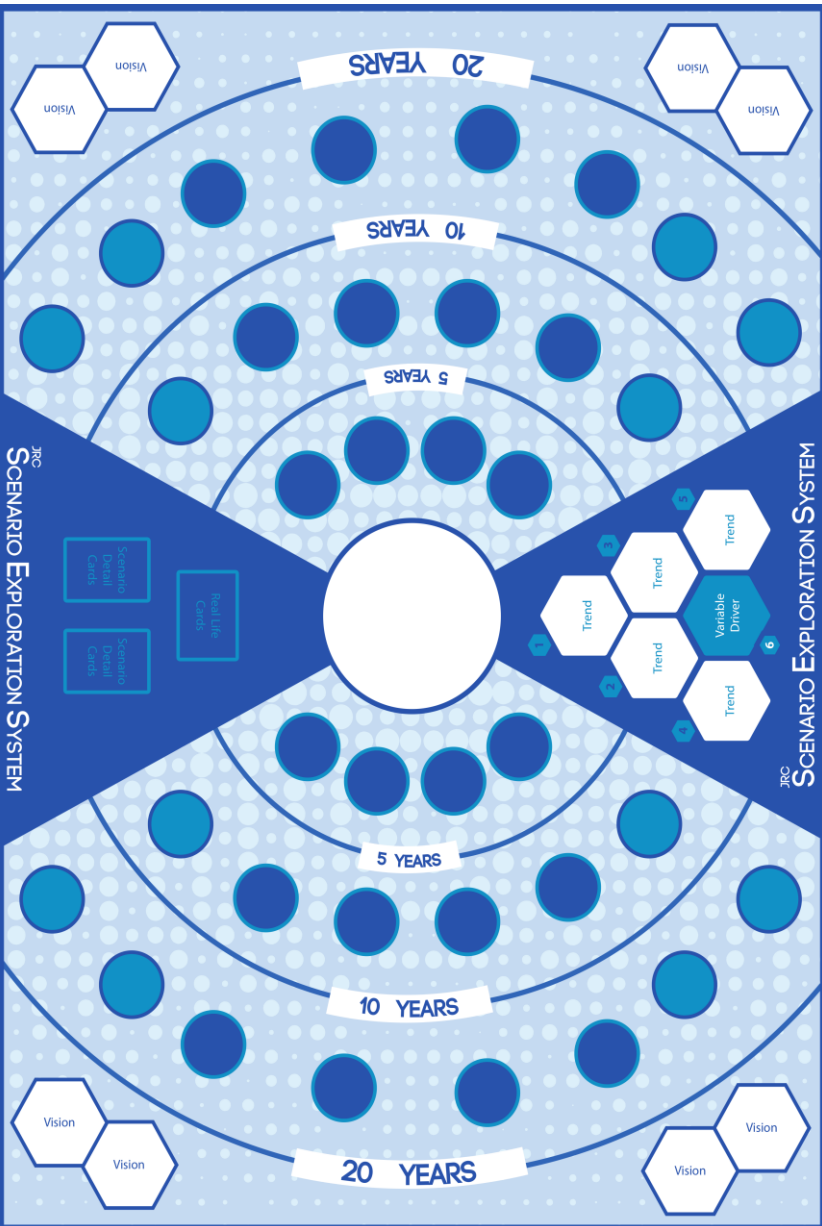
## Exploration Master Instructions



#foresight4EU  
#policylab4EU



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# Background

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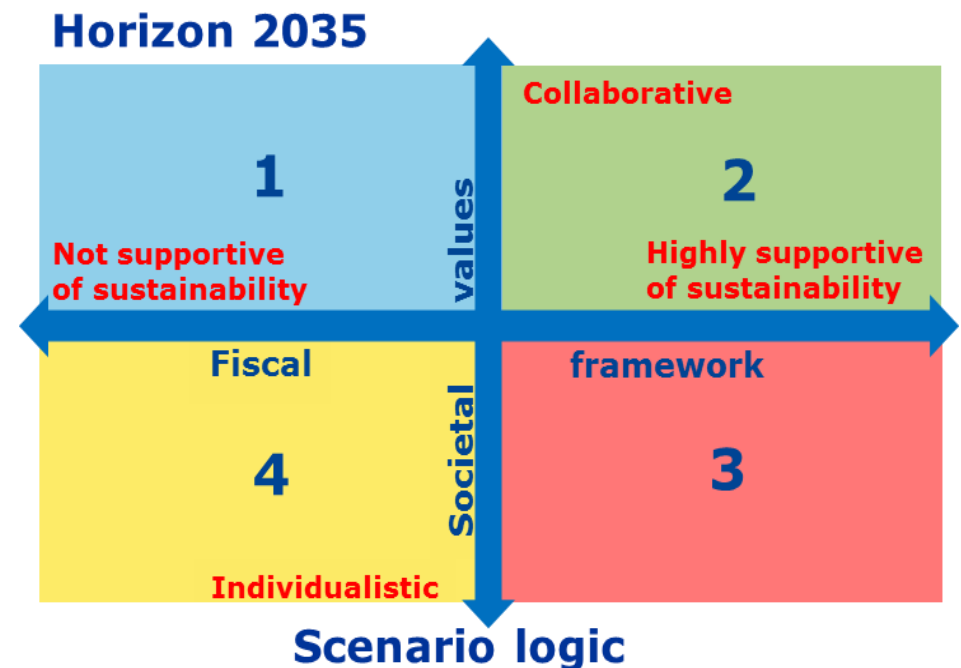
The successful societies of the future will be built on economic, social and environmental sustainability. In view of the many current unsustainable resources use and environmental degradation trends, ensuring future success requires reducing the negative environmental impacts of economic activities, decreasing greenhouse gas and other emissions in a cost-effective way, decreasing resources use to get back into the range of sustainability while creating new opportunities for people to make a decent living. New technologies, novel business models and new societal arrangements are likely to be paramount in making this evolution a success.

To feed the discussions needed to achieve such a transformation, the JRC ran a foresight study called *2035: Paths towards a Sustainable EU Economy*, that followed a classic scenario building methodology and created four scenarios. Experts organised these scenarios around societal values and the fiscal framework. The study used a mix of different foresight techniques that were:

- Participatory and creative;
- Multidisciplinary;
- Based on the principle that current problems cannot be well understood if reduced to one dimension only;

- Geared towards generating systemic understanding;
- Aiming at generating insights on the dynamics of change, future challenges and options.

Over 5 workshops a set of 4 scenarios and 4 corresponding narratives were developed and input was gathered on relevant policy issues. Under each scenario a comparative analysis of eco-industries was produced.



# Purpose and principle of the SES

The purpose of the Scenario Exploration System (SES) is to have participants experience and act through plausible alternative futures, by thinking and conversing systemically outside of their usual frame of reference.

The SES uses the four scenarios from the JRC foresight study (see p.1) as a framework for the alternative future worlds that participants explore.

Four characters (two Policy Makers, a Business and a Civil Society Organization) take actions to reach their visions over three rounds in a 20 year time horizon. A fifth participant, the Public Voice, analyses the actions taken at every round and gives feedback and value to the actions taken by the characters.

Success takes several forms: the character that has wielded most influence throughout the three rounds; who has reached their own long-term objective; collectively by how close their actions has brought them to a sustainable future.

The SES can be used either in a general scenario exploration mode or in a specific topic exploration mode.

In general scenario exploration mode participants will discover systemic elements from the scenarios, challenging them on their journey to achieve their long-term objectives. Two contrasting scenarios are explored in order to get an understanding of the importance of external drivers on how to reach one's objectives.

In the specific topic exploration mode, exploration functions in the same way, but the scenario specifics, drivers, actions and visions will be set and selected in the frame of, and with context of, the selected topic.

A debriefing and discussion session is held at the end of both exploration modes. Each exploration ends up telling a unique story that can be recorded for further analysis.

# Megatrends

Before starting the game, the participants are made aware of five megatrends that will affect all scenarios over the next 20 years. The corresponding cards are placed on the board face down during the explanations and will be used in the exploration as possible concerns of the Public Voice.

**By 2035...**

**...world population is expected to reach 8.6 billion, with a stable, ageing population in Europe and sharp increases in Africa and parts of Asia. As the economies of emerging countries keeps improving, the global consuming class booms, increasing by 4 billion!**

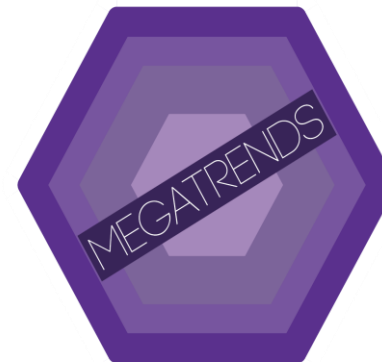
**...all these extra people lead to a massive increase in urbanisation.**

**...the first generation of "digital natives" is now in charge.**

**...a steady rate of climate change has brought warming to 2°C, with its accompanying sea level rise, profound damage to agriculture and infrastructures, etc.**

**...unabated fast technological development has facilitated the use of social media, improved mobile technologies, made sensors pervasive, etc. The internet of things and a hyper-connected world are now a reality...**

These megatrends affect the whole scenario exploration and must be taken into account as far as realistically possible.



# Variable drivers

In addition to the five megatrends, 15 drivers were identified by the JRC foresight study as potentially relevant but with a higher level of uncertainty. They influence gameplay in a random fashion, by being possible concerns of the Public Voice.

They are:

Increasing scale of man-made disasters

Loss of biodiversity

Converging technologies

New governance system

Increasing pollution

New international trade rules

New investment landscape

Niche markets dominate

Competition for land

New leadership

New materials

New technology

Non-EU policies

Social innovation

Volatile markets

These drivers are presented in a stack of cards face down, near the megatrends. **At the start of each round, a new variable is revealed** and the previous card is placed at the bottom of the pile. This variable driver will affect the corresponding round as far as realistic.



# Real life cards

**8 *Real life* cards were identified to balance the role of the public voice.** They describe real life events that can be used by the scenario explorers.

They are:

**Accounting scandal**

**Collaborate for free**

**Large uncertainty period**

**Favourable unforeseen event**

**Block another real life card**

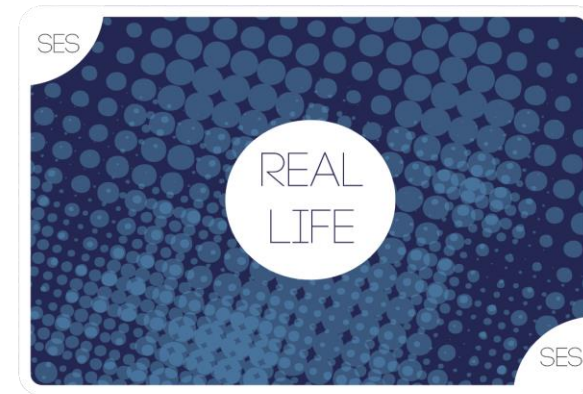
**Fast communication**

**Silence public voice**

**Favourable new trend**

Scenario Explorers (not the public voice) pick 2 *Real Life* cards. **They can play a maximum of one *Real Life* card at each round.** Each card contains the instructions on how to use it.

After having used a card, they pick a new one from the pile so as to have the choice between two cards for the next round.



# Actions, Collaborations and Resource Tokens

Each scenario explorer (not the Public Voice) receives a set of action cards adapted to their role. Participants can invent new actions if necessary using generic 'Action' cards. They record the specific action.

They receive *Resource Tokens (RTs)* to give strength to their actions. The number of RTs per role for all three rounds and the minimum RT "cost" of an action depend on the scenario being played. Explorers use RTs as they please.

In the 1<sup>st</sup> round, the explorers act individually. In the 2<sup>nd</sup> and 3<sup>rd</sup> rounds they can, in addition to acting individually, also collaborate upon request with one, two, or three other explorers. In that case, each contributes as many RTs as desired (but adhering to minimum cost as defined according to each scenario – see table at right).

Scenario Explorers put collaboration RTs on the action card of those who accept to collaborate with them. A key advantage of collaborating is that each partner receives the full score from the card where there is collaboration. Collaboration is cheapest in the collaborative scenarios.

	SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4
Business	6	8	12	10
Policy maker 1	8	12	10	6
Policy maker 2	8	12	10	6
CSO	12	10	6	8

Number of RTs per player for each scenario

Minimum RT cost	SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4
Individual action	1	1	1	1
Collaboration	1	1	2	2

Minimum RT cost per individual or collaborative action for each scenario

# Public Voice and Future Impact Tokens

As the Public Voice is an observer, its influence will not be expressed through actions but through its analysis of the situation and its narrative he/she will write and share with everyone at the end of each round.

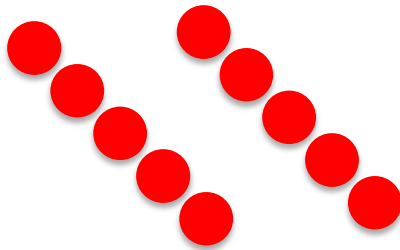
But as public perception and the resulting public behaviour are so important, the Public Voice gives more or less weight to each action through red *Future Impact Tokens (FITs)*.

**The Public Voice receives 10 FITs for each round** and is free to place them as it pleases. Any unused FITs after a given round can be used by the Public Voice in subsequent rounds.

The score of each action is obtained by multiplying the number of *Resource Tokens* put by the explorer owning the action (and any RT added by collaborators) by the number of *Future Impact Tokens* attributed to the action by the Public Voice.

In the case of collaborations, each collaborating partner receives the total obtained by the action.

*Variation:* the session is best played with the Public Voice having to place at least one token on each action (neutral attitude). Allowing the Public Voice to deny an action of any token (blocking attitude) increases strongly his/her potential impact on the outcome of the scenario exploration.





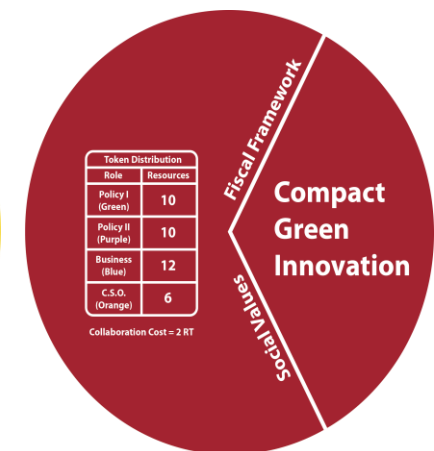
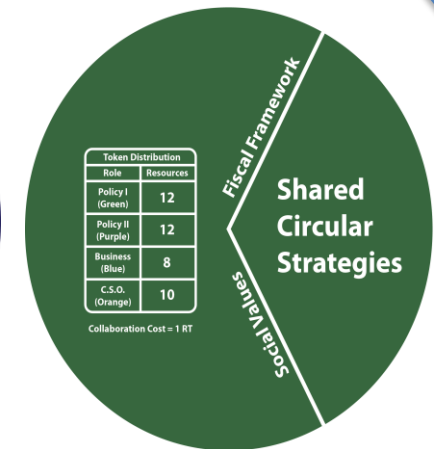
# Exploration: Preparation

Together with the exploration master, the participants pick the two scenarios to explore and select a theme on which the session will focus. In the second phase, the diagonally opposed scenario will be explored.

The coloured disk corresponding to the selected scenario is placed on the circular space in the middle of the SES board and the corresponding *Scenario Detail cards* are placed on their indicated positions on the board.

The logic of the selected scenario (reached in 20 years) is explained. See table below.

Axes	SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4
Fiscal framework	Not green	Green	Green	Not green
Societal values	Collaborative	Collaborative	Individualistic	Individualistic



# Round 1 Example

The Exploration Master will set up the board at the start of each session with the following components:



One scenario circle card and its corresponding detail cards are placed on the board.



Real Life cards are placed face down in the appropriate space.



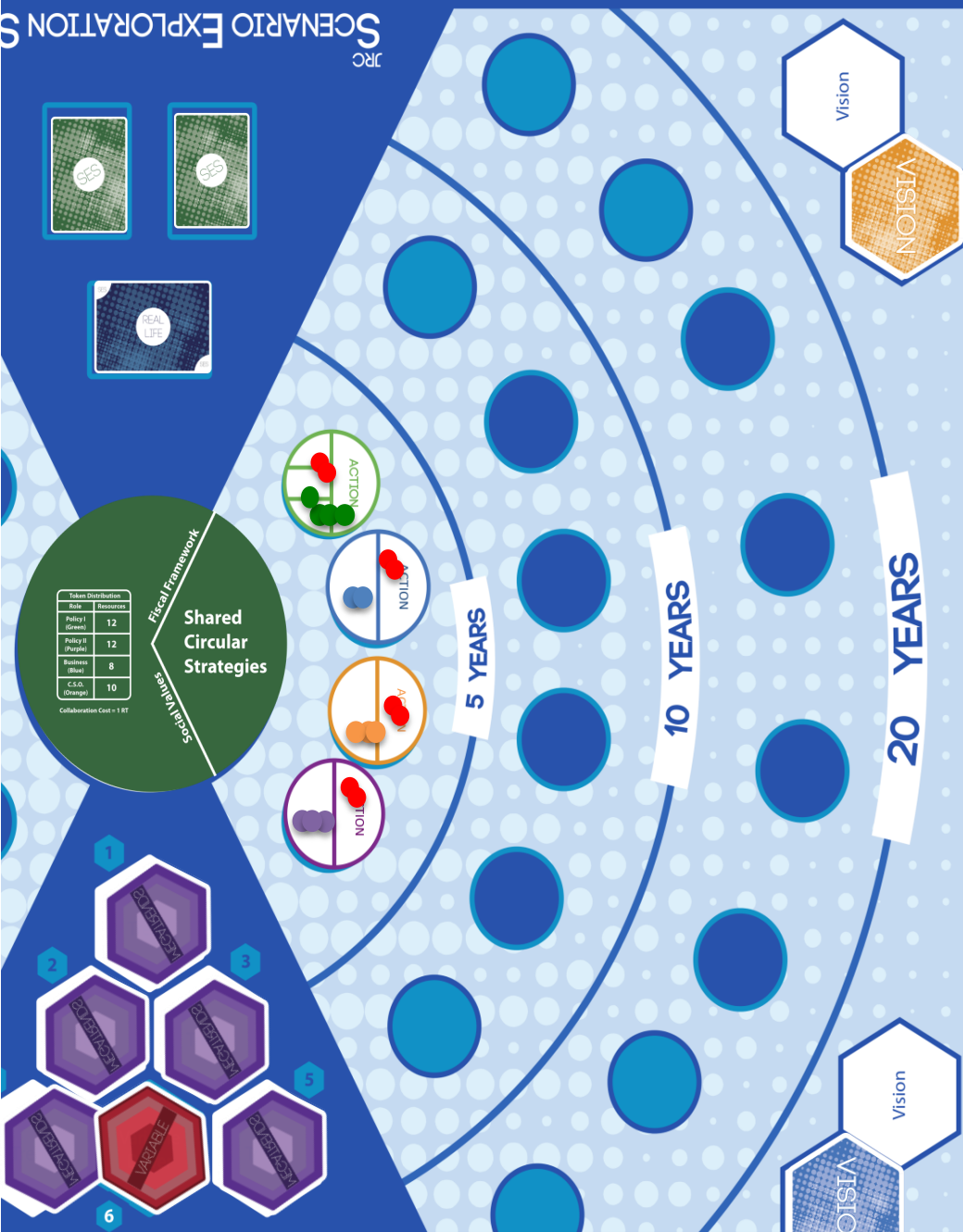
Megatrends placed in the spaces marked 1-5. The variable driver cards are placed face down in space number 6.



All Action cards and Resource Tokens (R.T.s) are handed out.



The Public Voice gets its 30 Future Impact Tokens (F.I.T.s)



# Exploration: Preparation

The Exploration Master distributes the record sheets to all participants. **Participants introduce themselves.** They now take a few minutes to **choose a role in line with the selected theme and provide a rationale for their choice.**

**The four actors define their role and long-term vision in detail** ("*where does your organization want to be in 20 years?*" ). The business actor should have a clear business plan, define its location, size, market, suppliers, etc. Business actors may keep their visions secret. The civil society organization must define its scope, objective, membership, etc. **At least one of the policy makers should be at EU level**, while the other should be a local or national level policy maker.

**The Public Voice defines its own profile (socio-economic positioning, political opinion, aspirations, etc...).** It must **define clearly the perspective or philosophy that it will represent and explain it to all.** The public is not homogeneous and the person is free to choose any sufficiently representative standpoint (at least 15% of public opinion).

The Real Life cards are placed face down on the board.

**All explorers except the Public Voice pick two *Real Life* cards that they keep secret. They may use only one card at each round, of their own choice,** according to the instructions on them (usually at the end of the round). After having used a card, they pick a new one from the pile so as to have the choice between two cards at any time.

The variable driver card at the top of the pile is revealed.

# Phase 1 - Round 1:

**We are now entering the future! We imagine that we are five years into the future, moving towards our scenario!**

The Exploration Master reveals the 5-year scenario detail cards on the board (See Appendix A). He reads them and builds a story including the six elements that they contain (numbered 1 to 6). The cards describe a set of events that unfolded over the five years leading us into Round 1. **All explorers roll the die (not the Public Voice). The highest score plays first, the others follow clockwise. Each explorer must take the element of the scenario detail card corresponding to their die score more particularly into account.**

**Explorers get 3 min to define what action they want to take. They write what their action is and how many tokens they use to support it on their record sheet.**

**They then have 2 min to place their Action Card and corresponding *RTs* on the board and give a verbal explanation for the action.**

**Once all four explorers have acted, the Public Voice explains its perspective on each action, its overall perspective on the situation and distributes *Future Impact Tokens*. The *FITs* reflects the Public's opinion on how each action will influence the next round (5 years later). Then, Real Life cards may be used (no obligation). Some can be used earlier (see specific instructions on the cards). Real Life cards are only used where it makes sense.**

Scores are calculated after all Real Life cards have been used.

**The explorers that have used a Real Life card pick a new one so they hold two at the start of every round.**

The Exploration Master records the scores.

# Phase 1 - Round 2:

**We are now ten years into the future!** A new Variable Driver is revealed that will affect this round. The previous one is placed at the bottom of the pile.

The Exploration Master describes briefly what happened in Round 1, and then reveals, reads and builds a story based on the 10-year Scenario Detail cards. These cards describe events that have taken place over the five years separating us from Round 1.

**All explorers roll the die. The one with the highest score starts. The others follow clockwise. Each must take the element of the scenario detail card corresponding to their die score more particularly into account.**

**All explorers get 3 min to define what action they want to take in this context.** They write on their record sheet what their action is and how many tokens they use to support it on their record sheet.

**The explorers then have 2 min to place their Action Card and corresponding *Resource Tokens* on the board and give a verbal explanation of their rationale.**

**The explorers who want to collaborate invite others to do so when it is their turn.** The invited explorers who accept to collaborate put *Resource Tokens* on the corresponding action(s).

**Once all four explorers have acted, the Public Voice gives its overall perspective on the situation and distributes the red *Future Impact Tokens*.** The *F.I.T.* score reflects the Public's opinion on how each action will influence the next round (10 years later). **Then, Real Life cards can be used**, when it makes sense. **Some can be used earlier** (see specific instructions on the cards).

The Public Voice writes his/her analysis and decisions on his/her record sheet, along with the token distribution.

The Exploration Master records and calculates the scores after all Real Life cards that explorers wanted to use have been revealed. The explorers that have used a Real Life card pick a new one from the pile.

# Phase 1 - Round 3:

**We are now twenty years into the future!** A new Variable Driver is revealed that will affect this round. The previous one is placed at the bottom of the pile.

The Exploration Master describes briefly what happened in Round 2 and then reveals, reads and builds a story based on the 20-year Scenario Detail cards. They describe a set of events that have taken place over the ten years separating us from Round 2. **We are now fully into the scenario.**

**All explorers roll the die. The one with the highest score starts. The others follow clockwise. Each must take the element of the scenario detail card corresponding to their die score more particularly into account.**

**All explorers get 3 min to define what action they want to take in this context.** They write what their action is and how many tokens they use to support it on their record sheet.

**The explorers then have 2 min to place their Action Card and corresponding *Resource Tokens* on the board and give a verbal explanation of their rationale.**

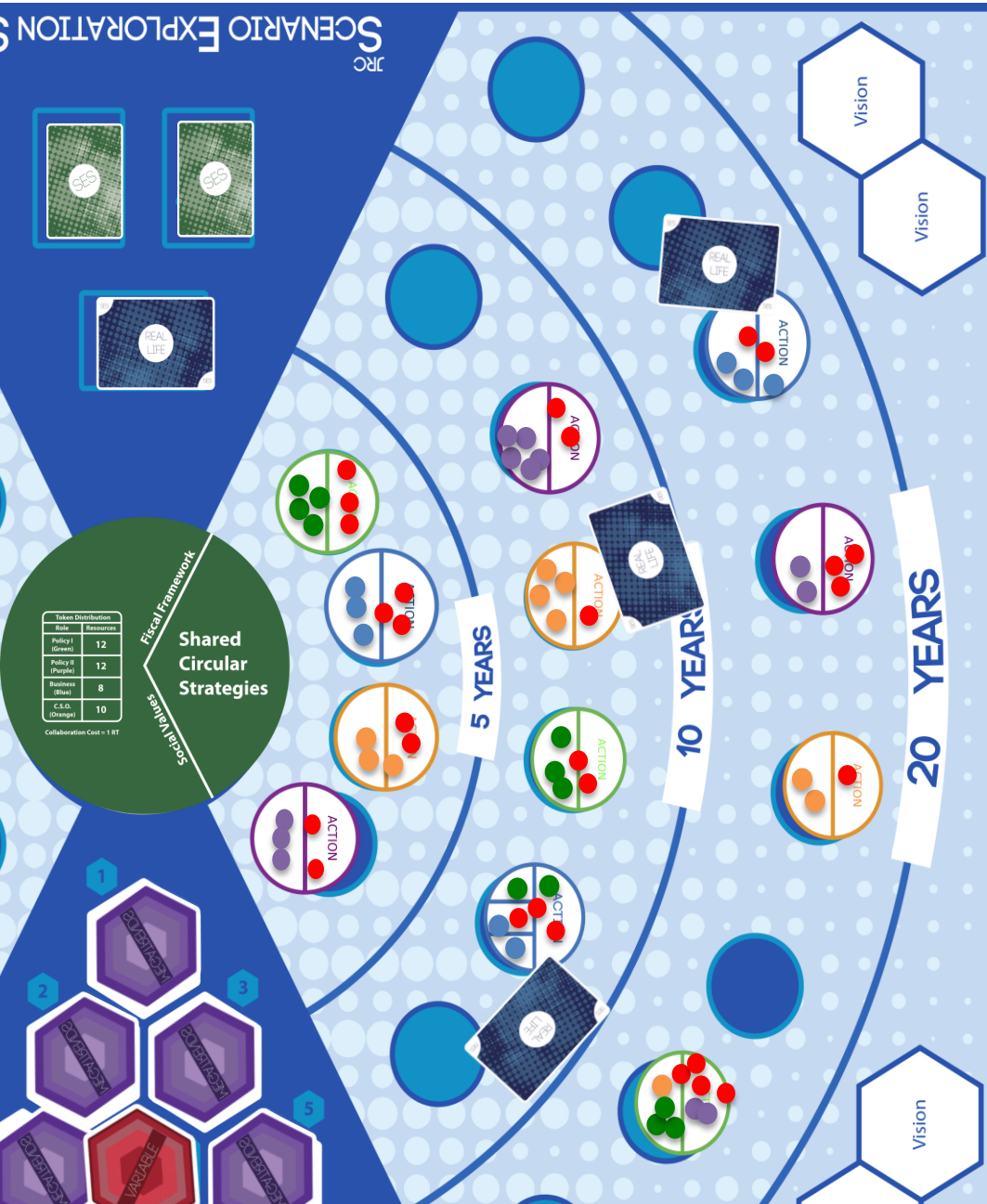
**The explorers who want to collaborate invite others to do so when it is their turn.** The invited explorers who accept to collaborate put *Resource Tokens* on the corresponding action(s).

**Once all four explorers have acted, the Public Voice gives its overall perspective on the situation and distributes the red *Future Impact Tokens*.** The *F.I.T.* score reflects the Public's opinion on how each action will influence the long-term. **Then, Real Life cards can be used** when it makes sense. **Some can be used earlier** (see specific instructions on the cards).

The Public Voice writes his/her analysis and decisions on his/her record sheet, along with the token distribution.

The Exploration Master records and calculates the scores after all Real Life cards that explorers wanted to use have been revealed. He/she then calculates the overall scores obtained by each scenario explorer.





# Phase 1 Example

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One complete phase of scenario exploration (round 1-3 completed) can look like the example on the left. The scenario has developed across all three rounds and each detail card has been revealed.

The Scenario Explorers have acted according to their roles, resources, and the visions they wanted to reach. The Public Voice has determined the influence those actions have had over the course of the exploration.

Note the collaborations in rounds 2 and 3. In round 2, the Public Voice did not use all its red Future Impact Tokens.

For this case, Green scores 54, Blue 27, Yellow 36 and Purple 46.

# Phase 1 - Wrap up

The Exploration Master describes briefly what happened in Round 3 and summarizes the events that unfolded over the three rounds, and tallies the scores of all explorers over the three rounds to determine who is the point winner.

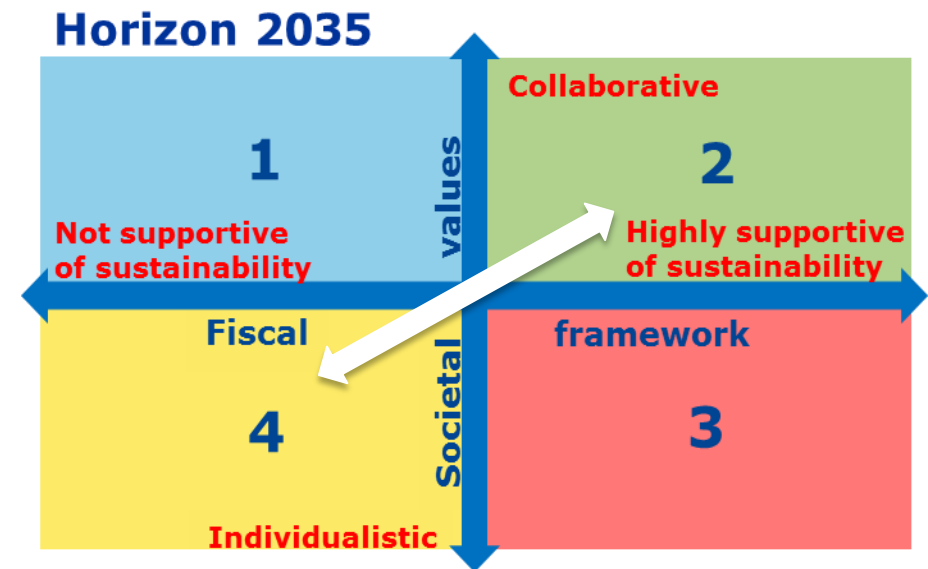
The secret visions are revealed and a collective assessment is made of how close each explorer came to their objective and of how close this sequence of events has brought us to a sustainable future.

Example:

If Phase 1 used the Green Scenario (Scenario 2) for exploration, the Exploration Master would select the Yellow Scenario (Scenario 4), for Phase 2.

## Phase 2

Players now focus on the other half of the board. The Exploration Master selects the contrasting scenario (see the chart below) and places the corresponding coloured disk on the circular space in the middle of the game board. The Scenario Detail cards are placed on their slots. **Each explorer keeps the same role and the same vision at the beginning of phase 2 but receives a new level of resources in line with the new scenario.** For the rest, Phase 2 exploration is identical to that of Phase 1.





# Phase 2 – Wrap up & Session Unpacking

The Exploration Master describes briefly what happened in Round 3 and summarizes the events that unfolded over the three rounds, and tallies the scores of all explorers over the three rounds to determine who accumulated the most points.

The secret visions are revealed and a collective assessment is made of how close each explorer came to his/her objective and of how close this sequence of events has brought us to a sustainable future.

At that point, the session is over and an unpacking conversation can start. Important points to discuss are for example:

- How do you feel?
- How different were the outcomes of both scenarios?
- Do the stories that were created make sense?
- Have the participants learned something from the session?

- How did the visions for the various roles stand the test of time?
- Has the game caused a change in attitude of the participants regarding one or another issue?
- Would the participants be ready to do it again with different people?
- Is there any interest from the participants in using this platform to investigate a particular issue?

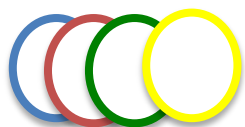
Record sheets can be collected and exploited further if there is a specific need.

# Material:

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Each Scenario Exploration System (SES) is composed of the following game pieces.

## Scenario Cards



The circular scenario cards give an overview of the social and economic conditions created by the scenarios.

## Action Cards

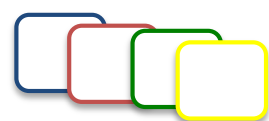


Role specific action cards are assigned to each explorer.

## Real life Cards

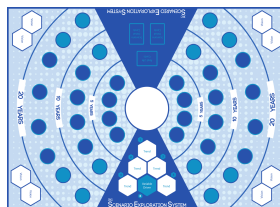


**Real life cards present** real life events that can affect any action



Scenario details cards provide a sequence of events at 5-year, 10-year, and 20-year horizons leading to each scenario.

## Other SES Components



One exploration board (A0 size)



Resource Tokens (color coded to match each role, 25 per colour)

## Megatrends and Drivers Cards



Megatrend cards present strong driving forces that affect all scenarios.



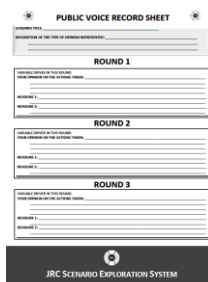
Variable driver cards present less certain drivers that have the potential to affect any scenario.



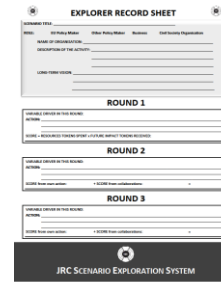
One six sided game die.



60 red Future Impact Tokens for the Public Voice



Public Voice Record Sheets allow recording of its tokens allocation and headlines



Explorer Record Sheets help the explorers define their roles and give an account of their actions.



# Appendix A: Scenario Detail Cards

5

GLOBAL  
CONNECTED  
INITIATIVES

A MINIMAL INTERNATIONAL  
AGREEMENT ON GHG  
EMISSIONS

INTENSE INTERNATIONAL  
ECONOMIC COMPETITION

RESISTANCE AGAINST  
WEAKENING OF SOCIAL  
AND HEALTH SERVICES

5

10

GLOBAL  
CONNECTED  
INITIATIVES

EUROREGIONS GAIN COMPE-  
TENCIES

EU FOCUSES ON ISSUES OF  
GLOBAL RELEVANCE

POWERFUL GROUPS WITH  
DIVERSE INTERESTS JOSTLE  
FOR INFLUENCE

THE OPEN SOURCE MOVEMENT  
GAINS GROUND

10

20

GLOBAL  
CONNECTED  
INITIATIVES

RE-BALANCING OF POWER IN  
INTERNATIONAL GOVERN-  
ANCE

MORE PERMANENT MEMBERS IN  
UN SECURITY COUNCIL

ECONOMICS MOVE TOWARDS  
MORE COOPERATION

20

5

GLOBAL  
CONNECTED  
INITIATIVES

PUBLIC OPINION IN THE EU  
BECOMES INCREASINGLY  
EUROSCEPTIC

BEGINNING PRESSURE TO  
REPATRIATE POWERS FROM EU

SOCIETY INCREASINGLY  
CONNECTED AND ACTIVE ON  
SOCIAL MEDIA

5

10

GLOBAL  
CONNECTED  
INITIATIVES

THE ARCTIC BECOMES ICE  
FREE FOR THE FIRST TIME

PUSH ON EDUCATION AND  
ENVIRONMENTAL AWARENESS

EU CITIZENS THINK GLOBALLY  
AND ACT LOCALLY

POLICY FOR SUSTAINABILITY  
THROUGH REGULATION, NOT  
TAX

10

20

GLOBAL  
CONNECTED  
INITIATIVES

MORE BI-LATERAL TRADE  
AGREEMENTS

WORKING TIME DECREASES  
STRONGLY

CHANGE IN POLICIES TO  
FAVOUR EMPLOYMENT

20



5

SHARED  
CIRCULAR  
STRATEGIESUNEMPLOYMENT STAYS VERY  
HIGHENVIRONMENTAL AWARENESS  
INCREASES STRONGLYGEOPOLITICAL INSTABILITY  
THREATENS FURTHER EU  
ENERGY SUPPLIES

S

10

SHARED  
CIRCULAR  
STRATEGIESTWO YEARS OF CLIMATE  
CHANGE CATASTROPHESSTRONG SHARED SOCIAL  
VALUES, SHARING ECONOMY  
TAKES OFFEU POLICY TAKES A STRONG  
LONG-TERM OUTLOOKGREEN PUBLIC PROCUREMENT  
AND LARGE INFRA-  
STRUCTURE WORKS

0↓

20

SHARED  
CIRCULAR  
STRATEGIESTHE EU ECONOMY IS  
BECOMING LARGELY  
CIRCULAR AND SERVICISEDENERGY EFFICIENCY AND  
RENEWABLE ENERGY ARE A  
REALITYECONOMICS MOVE TOWARDS  
MORE COOPERATION

0Z

5

SHARED  
CIRCULAR  
STRATEGIESA MINIMAL INTERNATIONAL  
AGREEMENT ON GHG  
EMISSIONSSTEADY WORSENING OF THE  
IMPACTS OF CLIMATE CHANGERESISTANCE AGAINST  
WEAKENING OF SOCIAL AND  
HEALTH SERVICES

S

10

SHARED  
CIRCULAR  
STRATEGIESSTRONG PUSH TO SOLVE  
UNEMPLOYMENTEU PULLS OUT STRATEGICALLY  
OF FREE-TRADE AGREEMENTS  
IMPORT/EXPORT REGULATION  
SYSTEM PUT IN PLACESTRONG POLICY FOR  
SUSTAINABILITY THROUGH  
TAX AND REGULATION

0↓

20

SHARED  
CIRCULAR  
STRATEGIESSTRONG PRESSURE ON  
CITIZENS TO BE GREEN, PEER  
PRESSUREVERY STRONG GLOBAL  
PRESSURES ON RAW  
MATERIALSENVIRONMENTAL  
IMMIGRATION IN THE EU IS A  
PROBLEM

0Z

5

COMPACT  
GREEN  
INNOVATION

INEQUALITY CONTINUES ITS  
RELENTLESS RISE, FEEDING  
SOCIAL UNREST

UNEMPLOYMENT GETS  
STEADILY WORSE

PUBLIC SUPPORT FOR  
INNOVATION CONTINUES

5

10

COMPACT  
GREEN  
INNOVATION

A GENERATIONAL CLASH IS  
AVERTED: THE MILLENNIALS  
UNLEASHED

THE NEW GREEN TAX SYSTEM  
GIVES A BOOST TO GREEN  
TECHNOLOGIES

"THE MARKET IS THE  
SOLUTION"

10

20

COMPACT  
GREEN  
INNOVATION

CITIES FARE VERY  
DIFFERENTLY IN THIS  
COMPETITIVE ENVIRONMENT

FRUGAL INNOVATION STRIVES

DECENTRALISED  
MANUFACTURING

20

5

COMPACT  
GREEN  
INNOVATION

THE EU ECONOMY REMAINS  
WEAK

WEAK PUBLIC FINANCES PUT  
PRESSURE ON SOCIAL PROTEC-  
TION

CLIMATE CHANGE IMPACTS  
WORSENING STEADILY

5

10

COMPACT  
GREEN  
INNOVATION

TERRIBLE STORMS MAKE THE  
NEW POLICY VISION AN EASY  
SELL

STRONG POLITICAL  
RESPONSE: A BIG BANG  
REFORM OF TAXATION

LABOUR COSTS SLASHED,  
MATERIAL AND ENERGY  
COSTS RISE STRONGLY

10

20

COMPACT  
GREEN  
INNOVATION

EXCELLENT LIVING  
CONDITIONS FOR THOSE  
WHO CAN AFFORD THEM

"LIVE AND LET LIVE" SOCIETY  
MASS CUSTOMISATION

20



5 LOCAL SELF RESILIENCE

SOCIAL PROTECTION SYSTEMS ARE WEAKENING

A FEW INTEREST GROUPS CREATE NICHES OF INFLUENCE

WEAKENING EU AND NATIONAL GOVERNANCE

5

5 LOCAL SELF RESILIENCE

SLOW DECLINE OF THE EU, NO POLITICAL COURAGE

LITTLE POLICY INNOVATION, ESPECIALLY REGARDING THE ECONOMY

PEOPLE TURN INWARDS: ME FIRST.

5

10 LOCAL SELF RESILIENCE

SMALL IMPROVEMENT OF THE EU ECONOMY, LITTLE PUBLIC SPENDING

STRONG INDUSTRIAL LOBBYING TO MAINTAIN BUSINESS AS USUAL

GAP GROWING BETWEEN A SMALL ELITE AND A SHRINKING MIDDLE CLASS

10

10 LOCAL SELF RESILIENCE

UN REFORM UNDER PRESSURE FROM RISING COUNTRIES

LIBERALISING AND PRIVATISING OF THE ECONOMY

INCREASINGLY VOLATILE RAW MATERIAL PRICES

10

20 LOCAL SELF RESILIENCE

TECHNOLOGICAL DEVELOPMENT FORCES WAGES DOWN

DRIVE OF INDIVIDUALS TO KEEP THEIR COSTS DOWN

NO PUBLIC EFFORTS TO GREEN THE ECONOMY

20

20 LOCAL SELF RESILIENCE

LABOUR STILL RELATIVELY EXPENSIVE, UNEMPLOYMENT

AN INFORMAL ECONOMY EMERGES, TRUST IS AN ISSUE

GREEN TECHNOLOGIES FOR INDIVIDUAL USE: SELF-SUFFICIENCY

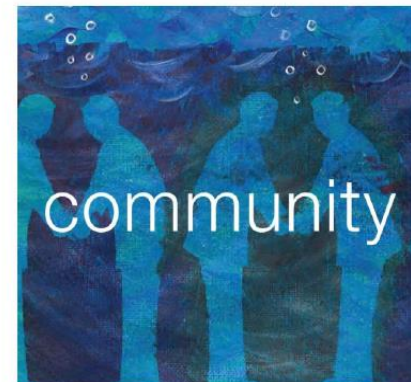
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perspective



profession



community

## Association of Professional Futurists

Recognizes

### Scenario Exploration System

By

Laurent Bontoux, Daniel Bengtsson, Aaron B. Rosa, John A. Sweeney

As a

2016 Most Significant Futures Work

for works that advance the methodology and practice of foresight and futures studies.

23 July 2016



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Cynthia Frewen, Ph.D., APF Board Chair