



CLIP

Collaborative innovation Lab Incubation Program



How to build prospective scenarios?

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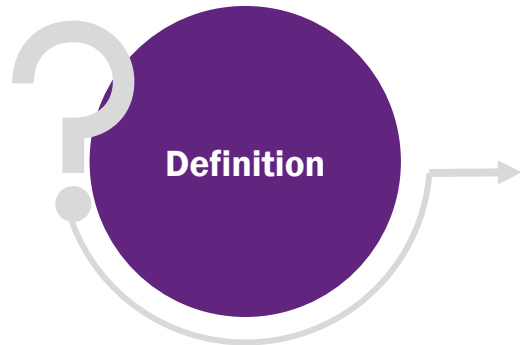
Université de Lorraine



Definitions

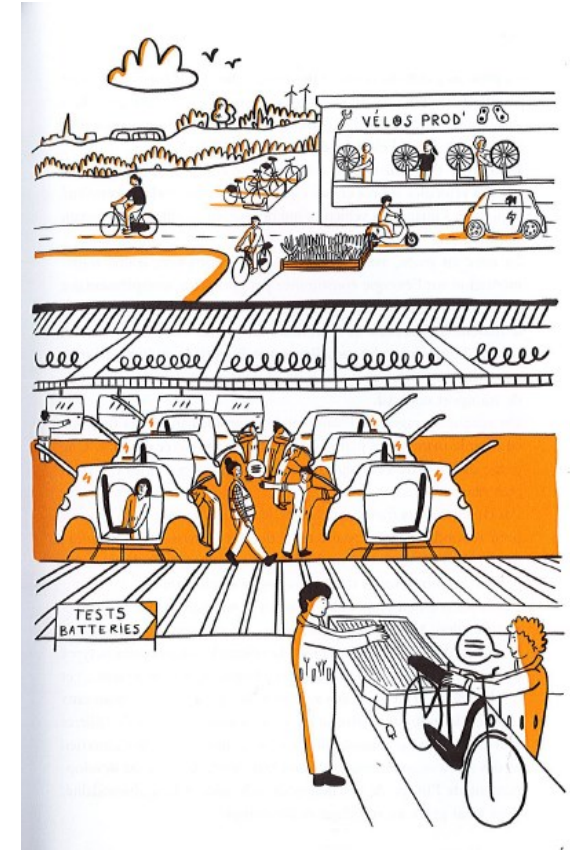
To better understand the concept of a prospective scenario

What is a prospective scenario?



A prospective scenario is:

- A tool to explore the **strategic intention** of actors in an organizational environment that has undergone societal, environmental and political disruptions... (Gozé-Bardin, 2008)
- A planning tool to better take into account the complexity and unpredictability of economic, social and political factors (Shell, 2000)
- An assembly of hypotheses and factors correlated according to successive logics (DREAL, 2012)



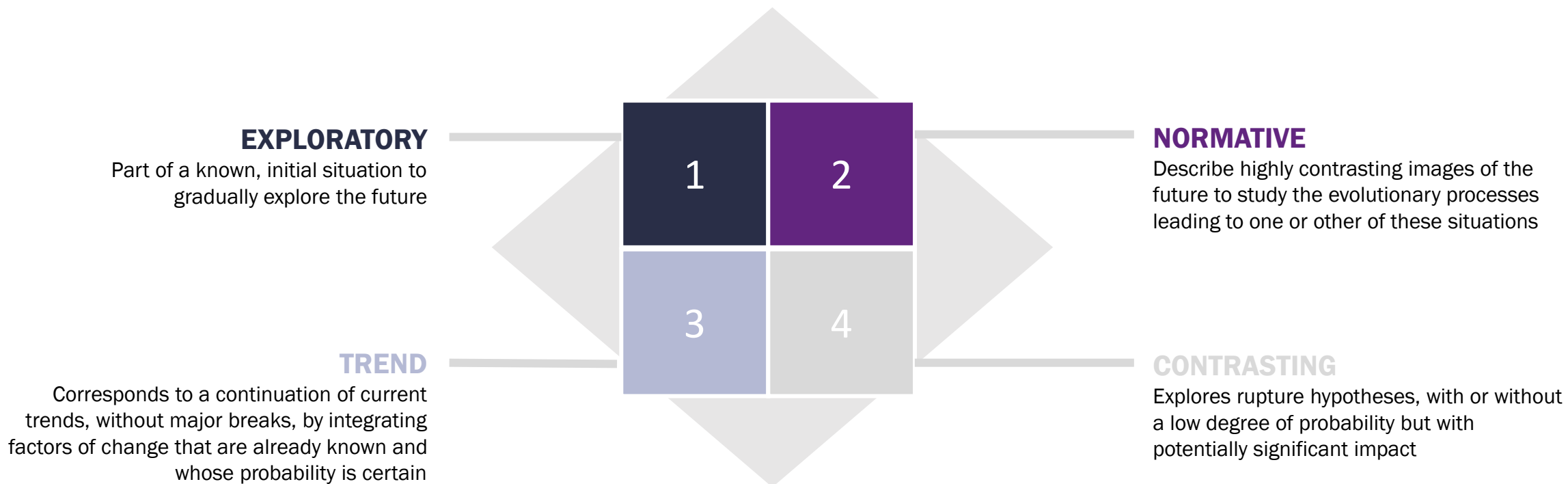
Source : The shift Project

E.g. A scenario on mobility will thus make it possible to embody the ban on internal combustion vehicles by 2035, and to understand its impacts on mobility practices or the attractiveness of other modes of transport.

In short, it is a **narrative** of possible futures (Futuribles).

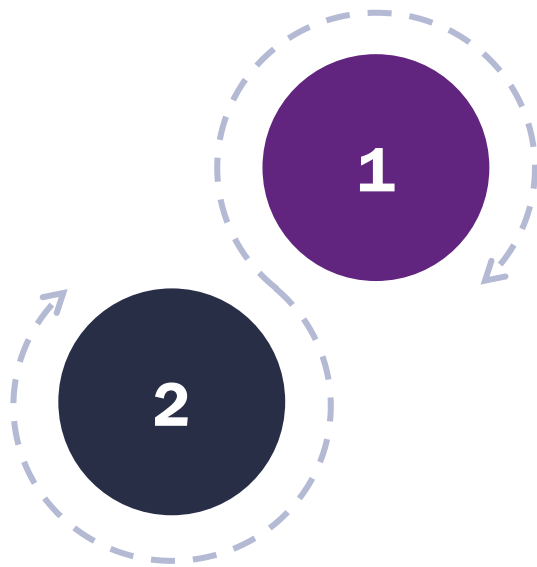
What is a prospective scenario?

There are several types of prospective scenarios:



What is a prospective scenario?

The scenario consists of different elements:



A picture of the future



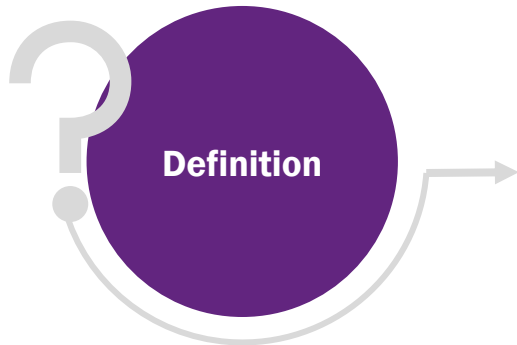
The main picture or idea of the scenario should be based on the vision and strategic goals. The idea is to make a statement of the scenario that serves as a common thread.

The development



It is a question of specifying the forecasts of evolution and the triggering events (**key variables / factors of change**), the possible reactions and the sequence of events.

What is a factor?



A factor (or variable) is:

- An element that characterizes a system or its environment
(DREAL, 2012)
- A relevant component of the system *(Calay et al, 2022)*
- A factor of change whose dynamics can influence the evolution of the system *(Calay et al, 2022)*

Factors can be of two types:



Internal factors

Manageable by the actors in the system (inhabitants' ties to their place of residence, for example)

External factors

Governed by external actors over whom the territory has no influence (e.g. the price of a barrel of oil or the agricultural policy)

Example

Example taken from the foresight study "[Imagining the building of tomorrow](#)" carried out by ADEME and the CSTB

STEP 1

Identification of key factors



22 factors grouped into 4 themes by the foresight project leaders



Example

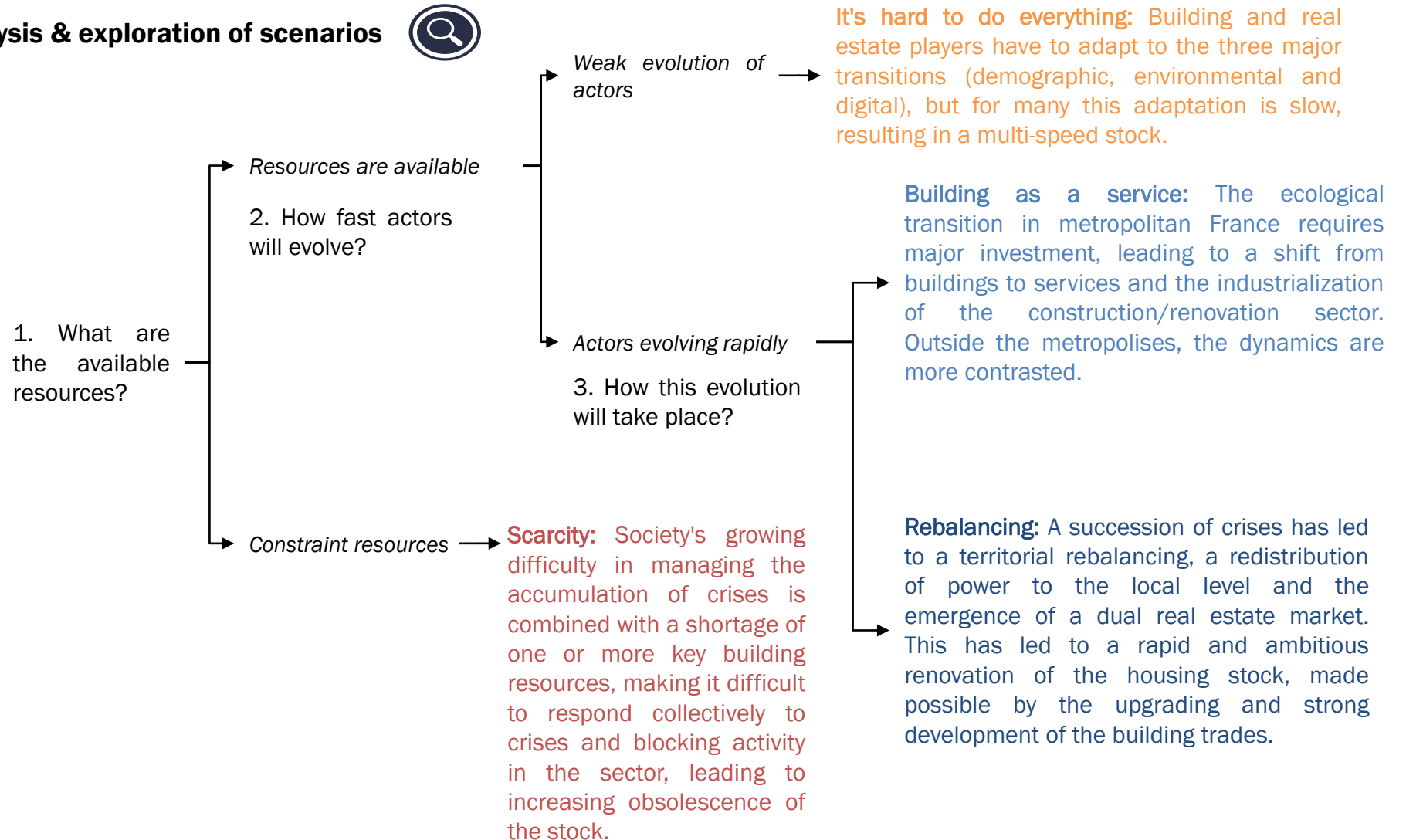
Example taken from the foresight study "[Imagining the building of tomorrow](#)" carried out by ADEME and the CSTB

STEP 2 & 3

Factor analysis & exploration of scenarios



The key factors enable us to draw **four contrasting scenarios** for the evolution of the building and real estate industry in France in 2050. Each scenario presents a **coherent set of assumptions, one for each of the key factors**. However, they present sufficiently contrasting futures to allow us to cover a wide range of possibilities.



Example

Example taken from the foresight study "[Imagining the building of tomorrow](#)" carried out by ADEME and the CSTB



STEP 4

The narrative

It's hard to do everything

The period leading up to 2050 is marked by the difficulty for players in the building and real estate industry to cope with the three major transitions (demographic, environmental and digital) that require major adaptations to the built environment. The necessary large-scale investments are lacking, and the various policies remain poorly articulated. Households and businesses are seeing their investment capacity limited (notably by the economic context). For their part, those involved in the building and real estate industries are struggling to invest (in research and development, human resources, equipment, etc.) to the extent required. The innovations needed to transform buildings are spreading slowly. The building stock is evolving in contrasting ways, with a proportion of buildings meeting the new challenges (new buildings, housing for institutional investors, part of the social housing stock) and another, still significant, proportion of buildings poorly adapted to the new requirements.

Building as a service

The period leading up to 2050 is marked by the rapid adaptation of the building and real estate industries to the challenges of ecological transition and demographic growth, and in particular to two key issues: avoiding urban sprawl and renovating the building stock. The relationship between buildings and property is undergoing profound change. In the city, buildings are increasingly becoming services, made available by institutional players to their occupants. This allows for greater flexibility in space management, aided by digital solutions. This transformation is also underpinned by strong industrialization, enabling mass renovation and deconstruction/reconstruction to rebuild the city upon the city. By 2050, a very large proportion of large cities have undergone major renovation or restructuring. Urban wastelands have disappeared. Outside the metropolises, the situation is highly contrasted, between holiday resorts and depopulated areas.

Rebalancing

The period leading up to 2050 is marked by a territorial rebalancing in favor of suburban areas, medium-sized towns and rural areas. Preserving the environment and anticipating systemic crises are becoming top priorities for society.

We are witnessing the emergence of dynamics based on greater frugality, the use of local resources and reinvestment in housing and local services. At a time when other sectors are suffering from this search for resilience, building renovation is gathering pace and is emerging as an attractive sector offering opportunities for professional retraining.

This territorial rebalancing is leading to the emergence of stranded assets, such as low-quality buildings in former metropolises, which are losing significant value..

Scarcity

The period leading up to 2050 is marked by society's growing difficulty in managing the accumulation of systemic crises (climate change, pandemics, economic crises, etc.). Against this backdrop, one or more of the key resources that have enabled the building and real estate industries to function in the past is running out. They find themselves at a standstill, deprived of financing, human resources, materials or the capacity for collective action catalyzed by public action. Actors react in a scattered fashion, adopting individual or small-scale strategies, which can go as far as seeking to make buildings autonomous from existing networks (energy, power, etc.). Little by little, the territory and society are splitting up. While, on the one hand, shantytowns are reappearing and squatters are multiplying, on the other, wealthier households are investing to maintain their level of comfort.



Thanks and
see you soon !