

# Future-proof location and economic promotion

Address and  
process politically  
and socially  
relevant topics

Creating a  
common basis for  
political decision-  
making

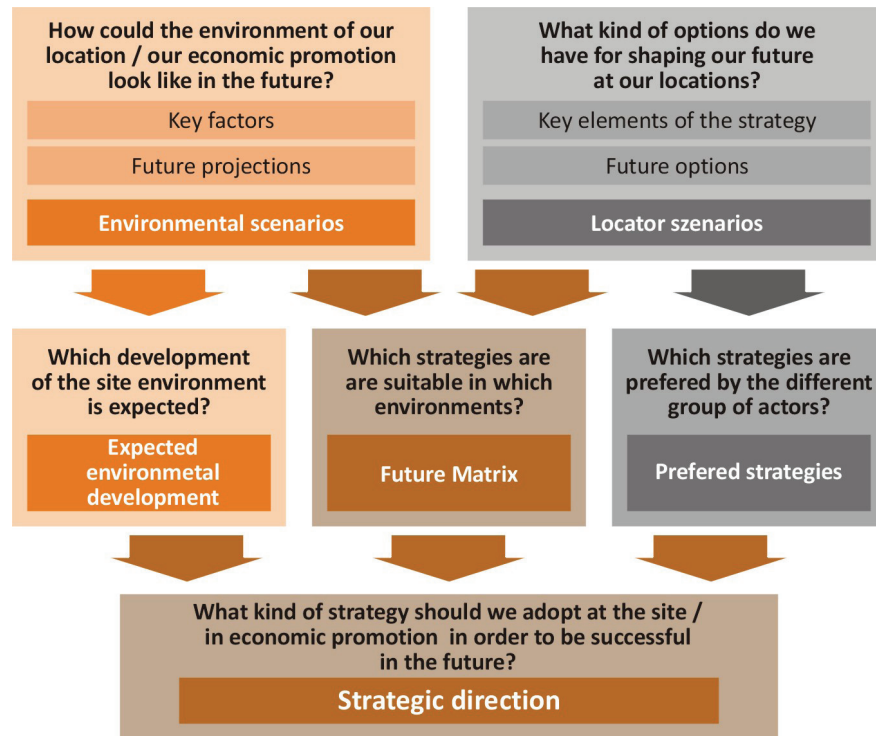
Develop robust  
strategies for  
your different  
locations

Identify  
strategy paths for  
municipalities and  
administrations

Initiate future  
dialog of different  
stakeholder  
groups

Preparing  
business  
development  
organizations for  
future  
challenges

Use scenarios  
as tools for  
consensus  
building



Future-proof location and economic promotion

## With environment and location scenarios for strategic alignment

In the strategic further development of a business location, it is of course necessary to consider the initial situation as well as the location's own potential. In addition, however, it is also necessary to consider which changes in the environment of the location could influence one's own actions. Therefore, we use three phases to develop a location strategy or the strategic thrust of a business promotion:

### Development and evaluation of environment scenarios:

In the first phase, the development possibilities relevant in the future in the local and regional as well as in the economic, technological and the socio-political environments are described in the form of alternative scenarios. By visualizing the scenarios in a „future map“, interrelationships and development paths become clear. Subsequently, the individual key factors are evaluated so that change potentials as well as expected and desired scenarios can be identified. In addition, initial consequences for the design of one's own (business) location can already be derived from the environment scenarios.

### Development and evaluation of location scenarios (phase 2):

In the second phase, the perspective is changed; now the focus is no longer on the framework conditions, but on the company's own options for action - from the perspective of various groups of actors at the location. These are systematically developed in accordance with the Scenario Management<sup>TM</sup> methodology in the form of alternative site scenarios. Here, too, the various futures can be visualized - now in the form of a strategy map. In addition, the

preferences of various stakeholder groups can be recorded, converted to the location scenarios and incorporated into the strategy process.

### Development of a strategic thrust based on a future matrix:

Now the environment scenarios are combined with the location scenarios in a future matrix. This evaluates which strategies are suitable under which framework conditions. It is also possible to clarify how robust certain strategies are. With the future matrix, the expected developments in the environment (phase 1) and the preferred location strategies (phase 2), we now have a sound basis for developing the strategic thrust.

This tried-and-tested approach to strategic alignment can be supplemented by additional elements:

- **Strategic analysis:** upstream or parallel to scenario development, the initial situation at the site can be examined in more detail.
- **Strategy formulation and visualization:** Following the process, the strategic thrust can be further formulated and prepared for communication.
- **Environment monitoring:** Parallel to strategy implementation, the relevant indicators - in particular the strategy-critical scenarios - can be monitored and incorporated into subsequent strategy processes.



*Berlin Partner für Wirtschaft und Technologie GmbH*

## Environment and strategy scenarios for business and technology promotion in Berlin

The current and future challenges of the growing city of Berlin and the competition with other metropolises worldwide were essential starting points for Berlin Partner's future process. With the help of scenarios for the further development of Berlin Partner's external framework conditions as well as possible options for action, Berlin Partner developed a strategic thrust in a moderated stakeholder process - together in the scenario team with the shareholders and senate administrations, with company representatives and the executives of Berlin Partner.

*Robert Bosch GmbH*

## Smart-City-Scenarios

Urbanization is one of the central megatrends of the 21st century. For Bosch, as the world's leading technology group, the question arose as to the impact of this development on the business environment. To this end, an international and interdisciplinary team with representatives from city administration, business, and science developed and described in detail six smart city scenarios. In addition to the general economic, social and political conditions, the focus was also on the development of the infrastructure fields of energy, mobility and security as well as the characteristics of specific smart city systems.

*Bertelsmann Stiftung*

## Society in Demographic Change - Our Welfare State in 2030

The Bertelsmann Stiftung is a non-profit, politically independent foundation that sees itself as a „driver of reform“ and promoter of social change toward a sustainable society. Its approach is characterized by the early identification of problem areas in society and the independent development of ideas and ways to solve them. One of the decisive developments for the future of the German welfare state is the ongoing demographic change. Against the backdrop of this far-reaching change, the Bertelsmann Stiftung, Heinz Nixdorf Foundation and Ludwig Erhard Foundation organized a scenario conference on the topic of „Young Politics for an Aging Society - Our Welfare State in 2030“. The aim of the project was to develop scenarios that showed alternative development options that could arise for society and the welfare state in Germany

*D2030 gUG*

## Germany 2030 - A Map of the Future

As part of the participatory open source project »D2030 – A map for the future« the ScMI developed eight plausible and consistent images of the future (scenarios) of Germany in 2030 in a broad alliance of representatives from academia, business and civil society. The goal of the project was to initiate a nationwide dialog on the long-term future of the country and to explore the question: What makes Germany future-proof? In March 2018, the project results were published in the book »Deutschland neu denken« (Rethinking Germany) by oekom-Verlag and have since been discussed and deepened in the course of numerous lectures, events and talks with a wide range of stakeholders.

*Landkreis Hameln-Pyrmont*

## Szenario-Konferenz for the Landkreis Hameln-Pyrmont

With a size of 796 square kilometers and a population of and 150,000, the district of Hameln-Pyrmont is one of the more densely populated districts in Lower Saxony. In the search for a systematic and at the same time pragmatic approach for the development of a visionary mission statement for the district administration, the choice fell on the scenario-based approach. In this process, steering or municipal scenarios were developed, from which the strategic thrust was derived after comparison with selected environmental trends. For this purpose, the entire management level of the district administration with its approximately 40 employees was involved.

*Stadtverwaltung Lemgo*

## Development of strategy scenarios for the strategic orientation of the city administration of Lemgo

The city of Lemgo is an old Hanseatic city located in the district of Lippe with a history of more than 800 years. Today, almost 45,000 people live in Lemgo and the surrounding 13 districts. Within the framework of a Szenario-Konferenz™ strategy scenarios were developed in order to discuss Lemgo's own future orientation based on these scenarios and to describe initial consequences and measures. Following the conference, success factors were evaluated and a mission statement formulated. The developed options for action are an essential basis for the further discussion about the strategic orientation of the city of Lemgo.

## **The Future of Healthcare in Germany 2020**

The Lower Saxony Innovation Center works as an independent consultant and think tank for the Lower Saxony state government. The focus is on forward-looking key technologies of great importance for Lower Saxony companies. The IZN stimulates the development and dissemination of new technologies in Lower Saxony by providing impetus to business, science and politics. In a scenario process, scenarios for the healthcare system in Germany were first developed. In addition to this external perspective, strategy scenarios for healthcare policy in Lower Saxony were developed in a second sub-step and visualized in a strategy map



### *Stadt Minden*

## **Develop a strategic thrust for sports facilities and physical activity opportunities based on environmental and community scenarios**

The city of Minden is the administrative and economic center of the district of Minden-Lübbecke with a population of about 83,000. As part of the project »Management of municipal sports facility requirements and exercise opportunities for children and young people under the framework of all-day school operations« environment and strategy scenarios were initially developed. In order to derive a future-robust strategic thrust, the strategy scenarios developed were evaluated with regard to their suitability for the conceivable environments. The sub-project was funded by the Federal Ministry of Transport, Building and Urban Affairs (BMVBS) and the Federal Institute for Research on Building, Urban Affairs and Spatial Development (BBSR) at the Federal Office for Building and Regional Planning (BBR) as part of the Integrative Urban Development Education and Sport model project in the Experimental Housing and Urban Development (ExWoSt) research field »Sports Facilities and Urban Development«.

### *Umweltbundesamt*

## **Integrated scenarios within the framework of the national sustainability strategy - Possible environmental developments up to 2040 and sustainable design options for leisure, living and food**

Within the National Sustainability Strategy, 21 key issues in the areas of generational equity, quality of life, social cohesion and international responsibility are defined and substantiated by indicators. In the joint scenario project, three work packages were processed to support the implementation of the National Sustainability Strategy. First, the environment system was analyzed and the driving forces in the environment of the National Sustainability Strategy were identified in order to develop specific environment scenarios. In the following, consistent packages of measures (solution scenarios) were described for the three selected environmental topics of leisure, housing and nutrition. Finally, the environment scenarios were linked to the packages of measures in order to identify fields of action and to derive next steps. In the project, differently composed interdisciplinary teams worked together very successfully. The results were published in a detailed scenario report available in German and English



### *Direktion der Wirtschaftsentwicklung des Wallis*

## **The future of the Canton of Valais 2020 - Scenarios 2020**

The Directorate of Economic Development of Valais (DWEV) is the service for the economic promotion of the canton of Valais. As part of a scenario project, future developments of the canton of Valais were thought out in advance with the Economic and Social Council and bundled into consistent scenarios. These scenarios were used and further processed at ministerial level to derive possible consequences and measures. These scenarios could also be used to test the robustness of possible strategic decisions for the canton. In the meantime, the State Council (Council of Ministers) has chosen one of these scenarios as Vision 2020.

## **Imprint**

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