

The Regio Futures Programme The Feasibility Study Revisited

Introduction

I hope that the Feasibility Study will be critically internalized by the participants of the November Meeting and the potential participants of the Regio Futures Programme. The Feasibility Study will face a brilliant discussion in Panel One of the November Meeting. To increase the heat and light of this discussion let me present four interpretations of the Feasibility Study. The intention of these four interpretations is to enrich the content of the Study and to introduce *sui generis* counter points to the model of thinking incorporated into the Feasibility Study. We would also indicate how to enrich the networking capacity of RFP. In these four interpretations we will concentrate our attention on four challenges:

- 1) the challenge of strategic thinking,
- 2) the challenge of the changing nature and position of the transnational corporations,
- 3) the challenge of the talent, creativity and innovation,
- 4) the challenge of the dramatic transformations of the global scene of the XX century.

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The November Workshop Meeting will have a very rich advanced background documentation incorporated in two volumes published in October 2007:

- ✓ *primo* – The Future of European Regions – Post conference volume,
- ✓ *secundo* – Towards a New Creative and Innovative Europe.

The Regio Futures Programme The Feasibility Study The first interpretation

Introduction

In the Feasibility Study we find the following general conclusion¹:

“*Quod erat demonstrandum*” - “The Regio Futures Programme is feasible – capable of being done and dealt with successfully”.

The Feasibility Study should not be seen as a closed static document. The Feasibility Study is the beginning of a dynamic process – leading to consecutive approximations – to achieve higher levels of the quality and feasibility of the Regio Futures Programme. The substantial and methodological improvement of the quality of the cognitive and pragmatic power of the Regio Futures Programme is leading to the parallel improvement of the feasibility of the Programme.

The permanent interaction of the quality and feasibility of the Programme could be seen as an important feature of the holistic process of the design and implementation of the Euro Futures Programme. This paper – being a first interpretation of the Feasibility Study – is at the same time an invitation to all Persons and Institutions really or potentially involved in the Programme to outline different interpretations of the Feasibility Study seen as an instrument to improve the quality and efficiency of the Regio Futures Programme.

In this paper as the first interpretation of the Feasibility Study we will outline eight fields of our attention:

- I. The four perspectives of the Regio Futures Programme**
- II. The transformation of the concept of the identity of the Region**
- III. Regional think – tanks and the brainstorming capacity of the regional academic, governance and business communities**
- IV. The future oriented modus operandi of regional communities**
- V. The potential Regio Futurology as an asset to develop the quality of the bargaining power of the region**
- VI. The methodological landscape – Scenarios and Strategies**
- VII. The regional feasibility studies**
- VIII. The obligatory character of the November Workshop Meeting**

¹ Compare: A. Kukliński, The Regio Futures Programme, The Feasibility Study, Warsaw, August 2007, The Ministry of Regional Development.

I. The four perspectives of the Regio Futures Programme

In the Programme – the Regio Futures can be seen in four perspectives:

- a) in the endogenous perspective of the region
- b) in the perspective of national governance
- c) in the perspective of the European Union and OECD
- d) in the perspective of transnational corporations

This enumeration of perspectives can be expanded in different directions following different substantive and ideological assumptions. We must however recognize the necessity to restrict the scope of our attention to achieve significant results of the Regio Futures Programme.

a) in the endogenous perspective of the region

The development of the future oriented endogenous identity of the region is probably the main mission of the Regio Futures Programme which will be discussed in this paper.

b) in the perspective of national governance

The Regio Futures Programme should be seen as an important input into the process of the design and implementation of the regional policies at the national level. We can discuss the question if this level of regional policy will be weaker or stronger in the experiences of the XXI century. But there is little doubt that the institution of national regional policy is an important element of the substance and ideology of the national state which most probably will not vanish from the map of the XXI century. The design and implementation of the Regio Futures Programme will create a better background for the creative dialogue in the context of the changing relations linking the regional and national governance structures.

c) in the perspective of the European Union and OECD

The European Union and OECD have to joint features in our field – the strong feature and the weak feature. The strong feature is expressed in a very efficient statistical and analytical apparatus to see the region in a broad and comprehensive comparative perspective of time and space. The weak feature is the concentration on regio history and regio diagnosis with practical exclusion of Regio Futurology.

In this context our Regio Futures Programme could be seen as an efficient and useful laboratory creating results for broader application in the framework of the European Union and OECD.

d) in the perspective of transnational corporations²

We need some theoretical and pragmatic reflection outlining the perception of the region by transnational corporations. There are two perspectives in this field:

² Compare: A. Kukliński, K. Pawłowski (eds) Europe – The strategic choices, Nowy Sącz 2005.

- ✓ The region is a system of assets and opportunities which are used by the corporation for the global success of this corporation.
- ✓ The region is a strategic partner for the corporation which is willing to see a bridge linking the prosperous future of the region and the prosperous future of corporation.

The perception of the region by the corporation and perception of the corporation by the region could be a fascinating field for research in human geography. Unfortunately it is a neglected field. P. O'Neill has formulated a provocative question³: "Where is the corporation in the geographical world?"

Let us quote the following set of observations of this Author:

" I am intrigued, then, at the displacement of the large corporation as a core object of human geography research. In economic geography, to risk broad generalization, the entity of the large corporation has been sidestepped on the one hand by research into all that is not the large corporation (small firms, regionally embedded entrepreneurs, knowledge creation processes, non-capitalist economies) and, on the other, into all that lies at its edges (strategic alliances, technology transfers, networked relationships). For many reasons and with only a small number of notable exceptions, the large corporation, as an entity in and of itself, has slipped from the geographer's view and grasp. Maybe some see that the major research questions about the corporation have been settled. Or perhaps turning away comes from a reticence to engage with the complexity of the contemporary corporation: with the growing intricacy of its transactions; its spatial dispersions involving contingencies that defy generalization; its organizational structures that mutate and blend at a pace incongruent with academic publishing timeframes; its management decisions fed by highly skilled teams devoted to devising and solving legal, financial and engineering complexities using specialized verbal, symbolic and mathematical languages; and its unrecorded, necessarily concealed, political maneuverings.

* * *

Not that there is a lack of awareness of the extent of the research task ahead. A special collection of papers in Economic geography (77(4), October 2001) frames an agenda urging in particular that notice be taken of advances in research about the large corporation underway in other social science disciplines including organizational studies, political science, economic sociology, critical accounting, industrial relations, even human resources management. Progress in a human geography of the corporation would be accelerated by an increased engagement with these literatures.

* * *

Progress will also come with significant advances in the methodologies employed to study the large corporation. Overwhelmingly, the process of researching the large corporation over the last two decades has proceeded on a somewhat positivist pathway of understanding the large corporation's central role in producing national and global spatial divisions of labour, including along globally stretched commodity chains. This is relatively easy stuff for geographers and their methodological toolbox of diagrams, maps, counts and descriptions organized to show places, changes, scales, flows and interactions. We know, though, that the spatial-divisions-of-labour and commodity chain portraits of the large corporation foreground its role as producer and distributor of value-laden goods and services. Yet ways of seeing the large corporation as having different logics of composition (different to production/distribution logics) are in their infancy. For instance, how do we systematically get to

³ P.O'Neill, Where is the corporation in the geographical World. Progress in Human Geography, 2003, p. 27, 6.

know the corporation as a site for the creation of shareholder value-added; for the generation and transfer of knowledge; and as multiple sites of power-laden contests over intra-corporate distributional flows? A corporation that is more complex in composition and scope presents major challenges in defining what the corporation actually is, and in collecting data to present its changed nature and operation.

* * *

Third, enlivened corporate research is likely to yield important understandings about spatial economies, understandings that are critically important to contemporary policy-making at all levels of government and allied agencies.”

I hope that the Regio Futures Programme will create results valuable from the point of view of corporations, regions, national government and international organization and especially the European Union and OECD.

II. The transformation of the concept of the identity of the Region ⁴

One of the important missions of the Programme is to transform the concept of identity prevailing in the European Regions. In these Regions the political, social and cultural power of regional identity is derived from the historical experiences of the past. The historical experience is very important but in our perception of regional identity we should find a place not only for historical sources and motivations but also a place for future oriented approaches – trying to answer the challenging question, how to define the concept of the identity of the given region in the global reality of 2020 or 2050.

The emergence of a future oriented concept of regional identity is a long and complicated social and cultural process leading to the recognition that regio futurology is an equal partner of regio history.

III. Regional think-tanks⁵ and the brainstorming capacity of the regional academic, governance and business communities

It is an open question if the Regio Future Programme will create an inducement for the participating Regions to establish a Regional Think – Tank as a permanent institution promoting the development of the long term brainstorming capacity of all persons and institutions involved in the processes of regio history, regio diagnosis and regio futurology. The conventional practice to create different ad hoc bodies, allocated to short term tasks – is not a way to promote the development of a strong long term future oriented thought and action.

⁴ Compare: A. Gašior-Niemiec, regional development: the role of regional governance, social capital and cultural endowment (in:) P. Jakubowska, A. Kukliński, P. Żuber (eds) Warsaw Conference, The Future of European Regions, The Preconference Volume, The Ministry of Regional Development, Warsaw 2007.

⁵ Compare: A. Rich, Think tanks, public policy, and the politics of expertise, Cambridge University Press, 2004. D. Stone, H. Ulrich, Policy research Institutes and Think Tanks in Western Europe: development Trends and Perspectives. Open Society Institute, 2003.

IV. The future oriented modus operandi of regional communities

Our Programme should create inducements and motivations for the regional academic, governance and business communities to incorporate the idea of future oriented approaches into the prevailing stream of economic, social and political activities.

The development of the culture of long term thought and action is an urgent necessity for all regions, but in the same places the pressure of short and of shortest term approaches is especially harmful.

V. The potential of Regio Futurology as an asset to develop the quality of the bargaining power of the region

Each region should try to answer the question – how to improve the quality of its bargaining power? We have to remember however that this quality is not impressed by the ideology of voluntaristic approaches⁶ disregarding the conditions of the national, European and global scene. The participating regions will be able to use the inspiration of RFP as a background to improve the real quality of the bargaining power in relations:

- ✓ region - country
- ✓ region – European Union
- ✓ region – transnational corporation

The environment of the regional knowledge, the regional imagination and the regional modus operandi will create new capacities of the bargaining power of the region. This new capacity will be derived inter alia from the broad comparative knowledge of other regions participating in RFP.

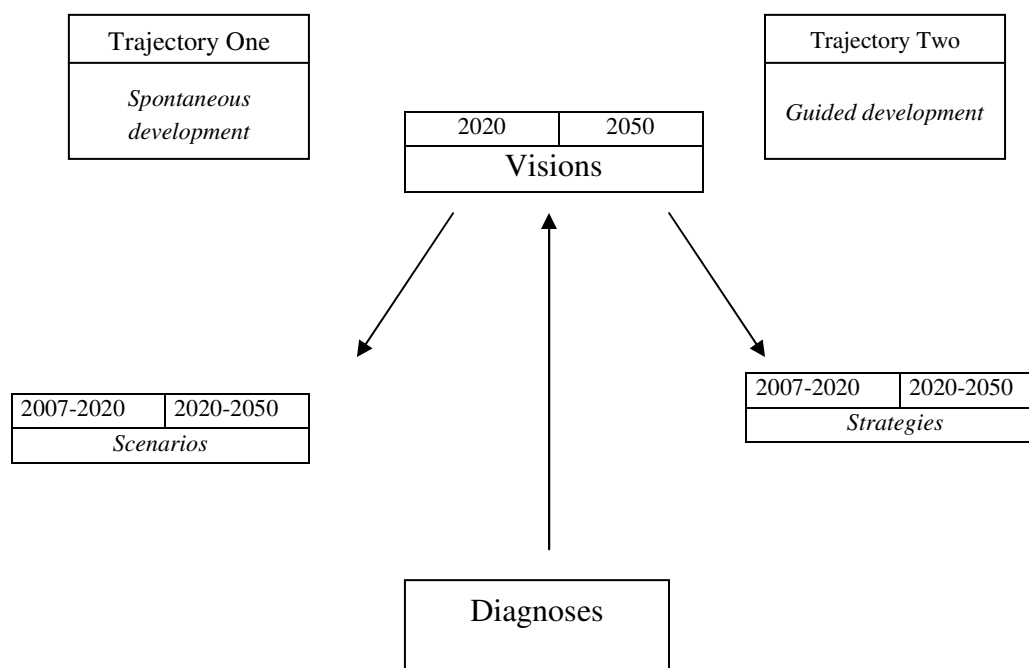
VI. The methodological landscape – Scenarios and strategies

The methodological landscape outlined on page 5 of the Feasibility Study⁷ is just a starting point for comprehensive interpretations related to the scope and content of the landscape. (Please see the Second Methodological Landscape below).

⁶ Compare: A. Kukliński (in:) The Preconference volume, op.cit.

⁷ Feasibility Study, op.cit.

The Second methodological Landscape (compare Feasibility Study, p. 5)



In the Second landscape we have introduced two parallel trajectories.

Trajectory One – the trajectory of scenarios as the best expression of the different Futures created by the dynamic forces of spontaneous development.

Trajectory Two – the trajectory of strategies as the best expressions of different future created by the dynamic forces of guided development⁸.

I am aware that this definition of two trajectories can be easily challenged following both cognitive and pragmatic arguments. In this context I would like to note that both Methodological Landscapes are only a preliminary framework for our continuous brainstorming discussions. There is no doubt however that the Regio Futures Programme should internalize the leading contributions in the field of strategic studies⁹ developed originally in the military domain and later absorbed by almost all fields of human activities and especially by the domains of governance and business. The concept of the strategy of regional development is quite popular in the regional vocabulary of different institutions responsible for regional development and regional policies. In Poland following the inspiration of the European Union we are preparing now already the third generation of regional strategies. So the concept of regional strategy is absorbed very broadly but not

⁸ compare: A. Kukliński (in:) The Preconference volume, op.cit.

⁹ compare: W. Burzyński, R. Turewicz, Wybory strategiczne – Strategic choices (in:) A. Kukliński, K. Pawłowski (eds) Przyszłość Europy – Wyzwania globalne – Wybory strategiczne, Nowy Sacz 2006. Compare also: A. Kukliński, B. Skuza (eds) The Turning points in the transformation of the global scene, Warsaw 2006.

especially deeply. In my incomplete knowledge I am not able to find a comprehensive study analysing the theory and practice of the formulation and implementation of regional strategy.

In this context I would like to outline the definition of strategic choice which may be useful in RFP. The strategic choice¹⁰ has three features:

- ✓ *primo* – it is a crucial choice opening a new path of development or at least a significant correction of the existing path of development,
- ✓ *secundo* – it is a long lasting choice establishing a new element in the process of long duration,
- ✓ *tertio* – it is an irreversible choice – or a choice which can be reversed only at very great material and sometimes also spiritual costs.

The American invasion of Iraq is a classical wrong strategic choice with tragic consequences for the global experiences of the XXI century. The stage of the regional drama is much smaller and less spectacular. But even in this modest scale the drama of a right and wrong strategic choice is an important element of all regional strategies trying to shape the futures of the regions.

VII. The regional feasibility studies

There are two routes in the follow up of the Feasibility Study:

- ✓ *primo* – the route of consecutive comprehensive interpretations by a broad team of potential participants in the Regio Futures programme. The movement on this route is already visible,
- ✓ *secundo* – the route to prepare a Feasibility Study for each region participating in the Programme.

To start the movement on this route it is necessary to prepare the Feasibility Studies for regions and country regions. The Region of Piedmont, The region of Lower Silesia, The Country region of Slovenia, The region of Randstad Holland.

The Regional Feasibility Studies should answer three basic questions:

- 1) is the general methodology outlined in the feasibility study is applicable in the case of the given region?
- 2) if necessary – how to change the methodology in order to adopt to the condition of the given region?
- 3) how to define or redefine the RFP Programme and the Regio Futures Consortium from the point of view of historical and prospective experiences of the given region?

¹⁰ I am very grateful to dr Krzysztof Rybiński for his comments concerning this definition. Naturally I assume full responsibility for the possible weaknesses of this definition.

VIII. The obligatory character of the November Workshop Meeting

The November Workshop should have an obligatory character in this sense that the participants of the workshop should very clearly see their active role in the design and implementation of the Regio Futures Programme. The Workshop will establish the firm vision of the Regio Futures Programme and the Euro Futures Consortium for the years 2007 – 2013.

The Regio Futures Programme The Feasibility Study The second interpretation¹¹

Introduction

In the second interpretation we would like to outline three sources of brainstorming approaches – which would create *sui generis* counter points to the model of thinking incorporated into the Feasibility Study. This enriched perspective will add new dimensions to the quality and feasibility of the Regio Futures Programme.

I.

The first brainstorming source is seen in the charming book of Bob Wit and Ron Meyer “*Strategy Synthesis Resolving Strategy Paradoxes to create competitive advantage*”¹².

From the point of view of our Programme this contribution has three dimensions:

- ✓ *primo* – the dimension of an stimulating intellectual climate of paradoxes discussed in the spirit of nonconventional wisdom. Let us quote only one example of a brainstorming paradox. According to the Authors the attitude of creative thinking is in opposition to the attitude of logical thinking.
- ✓ *secundo* – the analysis of strategic thinking (chapter 2). This chapter should be internalized by all participants of our Programme and also by all persons and institutions involved in the formulation of regional strategies.
- ✓ *tertio* – the empirical analysis of the experiences of numerable transnational corporations. This analysis can enrich our dialogue of Regions and Corporations.

¹¹ compare: The Regio Futures Programme, The Feasibility Study, Warsaw August 7th 2007.

¹² Thomson Learning 2005.

II.

The second brainstorming source is the McKinsey Quarterly¹³

McKinsey is an outstanding consulting company internalizing the constantly growing experiences of a rich network of transnational corporations¹⁴. The McKinsey Quarterly¹⁵ and other publications are the most valuable brainstorming sources for our dialogue of regions and corporations¹⁶. In the perspective of McKinsey contributions¹⁷ the mission of corporational reconstruction of the regional economy and regional governance is much more important and challenging than this was originally anticipated in our earlier publications¹⁸.

Omnis comparatio claudicat. We are fully aware that the *corpo regio* comparison has its limitations¹⁹. There is no doubt however that the TNC are institutions which have three features to be analyzed in a comprehensive way.

- 1) TNC as an institution which has a deep knowledge of the changing nature of the globalization process,
- 2) TNC as an institutions having highly developed capacities in the field of strategic choice and strategic planning,
- 3) TNC as an institution involved in the process of permanent transformation following the internal and external challenges.

* * *

It was widely recognized that in the global interaction of forces represented by the corporation, the states, the international organizations and the regions – the TNC were in most cases the strongest actors. The Chinese experience is opening a new chapter in global history, the chapter of the shift from “active embeddedness” to “obligated embeddedness”. This dramatic change is well outlined in the following quotation from the pioneering paper written jointly by a Chinese and British Author²⁰:

¹³ This is a thank you note to Krzysztof Rybiński who has introduced to me the validity of McKinsey Quarterly.

¹⁴ Compare: The Economist, March 1st 2003.

¹⁵ Compare the following contributions published in McKinsey Quarterly: R.L. Cross, S.Parise and L.M. Weiss, The role of networks in organizational change. Companies shouldn't focus so much on formal structures that they ignore the informal ones. The McKinsey Quarterly, April 2007.

E. Beinhocker, The adaptable corporation. The McKinsey Quarterly, No. 2 2006.

¹⁶ Eric Beinhocker who is based in London, serves as an adviser to McKinsey. His book *The Origin of Wealth: Evolution, Complexity, and the Radical Remaking of Economics*, to be published on June 1, 2006 by Harvard Business School Press (North America) and random House (The United Kingdom and the Commonwealth). Copyright 2006 McKinsey & Company.

Lowell Bryan is a director and Claudia Joyce is a principal in McKinsey's New York office. Their upcoming book, *Mobilizing Minds: Creating Wealth From Talent in the 21st Century Organization*, to be published on May 27, 2007 by McGraw-Hill. Copyright 2007, McKinsey & Company.

¹⁷ Compare footnotes 5 and 6.

¹⁸ Compare: A. Kukliński, K. Pawłowski (eds) *Europe – The Strategic Choices*, Nowy Sącz 2005, p. 301.

¹⁹ P. Jakubowska, A. Kukliński, P. Żuber, *The Preconference Volume*, p. 119.

²⁰ W. Liu, P. Dicken, Transnational corporations and 'obligated embeddedness': foreign direct investment in China's automobile industry. *Environment and Planning, A* 2006, vol. 38.

J. Revilla Diez, M. Berger, The role of multinational corporations in metropolitan innovation systems: empirical evidence from Europe and Southeast Asia. *Environment and Planning, A* 2005, vol. 37, pages 1813-1835.

Compare also: K. Liuhto, The major Chinese project to build a new district of St. Petersburg. *Expert Article* 100, *Baltic Rim Economies, Bimonthly Review* 2, 2007,

One way of thinking about this specific process is to conceive of two ideal types of embeddedness: *active* embeddedness and *obligated* embeddedness. Active embeddedness reflects the situation in which a TNC seeks out localised assets and incorporates them, as a matter of choice, within its operations. Where such localised assets are widely available in different geographical locations then, as we argued above, the power of such choice rests primarily with the TNC. However, the less ubiquitous the assets (or where access to them is controlled by the state) the more likely the state is to have a greater degree of bargaining power over the terms on which the TNC can utilise them. In such circumstances, embeddedness is likely to take an obligated form: that is, the TNC is forced to comply with state criteria in order to gain access to, and use of, the desired asset. Obligated embeddedness, therefore, is likely to occur where two conditions are satisfied. First, there must be a localised asset that is highly important to a TNC (this may include a natural resource, a human resource, and/or a significant market) and to which it needs access in order to achieve its business goals. Second, access to that resource must be controlled by the state within whose territory the asset is located and the state must have the power to exert that control.

Naturally we can argue that the “obligated embeddedness” is an unique feature of the Chinese scene. In the remaining part of the global scene the TNC of the XXI century will enjoy the privilege of “active embeddedness”.

This is not quite certain. The experience of the Russian scene is quite disturbing for TNC. Let us quote the following observation of Paul Kennedy²¹:

“This massive international corporation such as BP and Exxon long regarded as powerful independent actors, are now literally being put over the barrel forced to recognize their weaker bargaining position.”

III.

The third brainstorming source is the challenge to see the RFP in the framework of a grand set of diagnostic and prospective studies “Global development in secular perspective –The experiences and prospects of the years 1950 – 2050 – Global catastrophe versus global Renaissance²²”.

The inspiration to present for the second time the idea of a secular study 1950 – 2050 is derived from the paper of I. Davis and E. Stephensen where²³ we find the following thesis: “Predicting short term change is nearly impossible but long-term trends can be gauged by taking an analytic and historical perspective.” This thesis is an excellent introduction to the brainstorming evaluations related to the methodological problem – the power of predictability in short – medium and long term time horizons. In the Feasibility Study we have:

for non conventional evaluation of the Chinese experiences please see: L. Csaba, *New Political Economy of Emerging Europe*. Second Edition, Akademiai Kiado, Budapest 2007.

Compare also: J. Kahn, J. Yardley, *The dark side of China’s boom. Pollution threat choking on growth*, IHT, August 27th 2007.

Compare also: E.C. Economy, *The Great Leap Backward*, W. Pfaff, *The pretend superpower*, IHT, August 25th-26th 2007.

²¹ P. Kennedy, *Resurgent Russia – Worried about Putin*. IHT, August 21st 2007.

Please compare also: *Imperium Putina*, Fundacja im. Stefana Batorego, Warszawa 2007.

²² A. Kukliński, B. Skuza (eds) *Turning pints in the transformation of the global scene*, Warsaw 2006, page 313.

²³ *McKinsey on Strategy: commentary*, McKinsey Quarterly January 2006

- ✓ *primo* – left out the short term horizon which in light of Davis – Stephenson thesis is representing the lowest level of predictability.
- ✓ *secundo* – we have assumed – I think correctly – that the level of predictability is stronger in medium than in the long term horizon,
- ✓ *tertio* – we have underestimated the power of conclusions derived from the analysis of long term trends emerging in the historical experiences. This means that the time horizon of the dynamic diagnosis should be – if possible – expended from ten to fifteen or twenty years. This suggestion should not be seen however as a destruction of the original methodology of RFP.

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The second interpretation is to my mind a modest example how to introduce new points of view and new inspirations into the comprehensive discussions related to the Feasibility Study as an open contribution *in statu nascendi*.

Warsaw, September 2007.

The Regio Futures Programme The Feasibility Study The Third interpretation

Introduction

In the third interpretation we would like to open the trajectory leading to the enrichment of the networking capacity of RFP. Especially important is to create a process of interaction linking our Programme and the different activities of the European Commission in the field of knowledge regions²⁴.

²⁴ European Commission, Community Research – Regions of Knowledge – A pilot action – Bringing regions faster into the knowledge economy, European research area, European Commission 2005.

Please note the following information which may be useful for our Programme:

European Commission

Directorate – General for Research

Directorate M – Research investments and links with other policies

Unit M3 – Competition aspects and Structural policies

E-mail: rtd-knowreg@cec.eu.int

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RTD info is a quarterly magazine keeping you in touch with main developments (results, programmes, events, etc.). It is available in English, French and German. A free sample copy or free subscription can be obtained from:

“The regions of Knowledge Pilot Action (Know Rg) promotes the active involvement of local players in designing and shaping regional knowledge development models. It aims to enhance regional research and innovation strategies, promote clustering, and public-private partnerships between regional authorities, universities, and industry.”

The already quoted publication “Regions of Knowledge. A Pilot Action” is a network of about 50 institutions. I am convinced that our Pre Conference Volume should be sent to the coordinators and participants of this network. I hope that some of these institutions will find our RFP interesting and will join the team of the participants of RFP. I hope also that these institutions will send to the Polish Ministry of Regional Development a rich set of documents and studies which will be absorbed critically by our Programme. The publication “regions of Knowledge” is only an example of the vast field of activities of the European Commission in the field of Knowledge Regions.

Regio Futures Programme should transform itself into an important participant of this grand scene of the European Commission. We hope that our programme will enrich this scene both in cognitive and pragmatic perspectives. In the enrichment of the European scene we should note also the materials and publications on regional foresight as presented in the short paper of M. Miedziński²⁵. Please note the Post scriptum Three in the Feasibility Study – Regional Foresight – as an inspiration for the Regio Futures Programme.

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Internet: http://europa.eu.int/comm/research/rtdinfo/index_en.html

²⁵ M. Miedziński, Comment on Prof. Kukliński’s Note (in:) A. Kukliński, B. Skuza (eds) *The Turning points in the transformation of the global scene*, Warsaw 2006.

Selected publications and materials on regional foresight

European Commission, Directorate-General for Research, *TECHTRANS: Transregional integration and harmonization of technology support mechanism*, Blueprints for Foresight Actions in the Regions, October 2004

European Commission, Directorate-General for Research, *FOR-RIS: Experience and ideas for developing foresight in a regional innovation strategy context (RIS/RITTS)*, Blueprints for Foresight Actions in the Regions, October 2004

European Commission, Directorate-General for Research, *UPGRADE: Foresight strategy and actions to assist regions of traditional industry towards a more knowledge based community*, Blueprints for Foresight Actions in the Regions, October 2004

European Commission, Directorate-General for Research, *TRANSVISION: Bridging historically and culturally close neighboring regions separated by national markets*, Blueprints for Foresight Actions in the Regions, October 2004

European Commission, Directorate-General for Research, *AGRIBLUE: Sustainable Territorial Development of the Rural Areas of Europe*, Blueprints for Foresight Actions in the Regions, October 2004

HLEG - High Level Expert Group, *Thinking, Debating and Shaping the Future: Foresight for Europe*, Final Report, April 2002

<http://www.regional-foresight.de>

http://europa.eu.int/comm/research/conferences/2004/foresight/index_en.html

<http://www.cordis.lu/foresight/cgrf.htm>

The Regio Futures Programme The Feasibility Study The fourth interpretation

The fourth interpretation will be a follow up of the fifth panel of the Warsaw Conference²⁶. In this context we would like to formulate the leading thesis of the Euro Futures Programme. **The successful survival of the Region in the future global battlefield²⁷ is determined by the power of the region to use the potential of talent, creativity and innovation as crucial assets for the transformation and development of the region. The region should recognize as its main mission to create a stimulating environment to prepare best conditions for the continuous processes of emerging talents, creativities and innovations.**

The region could be changed into a scene of a dynamic interpretation of the processes of emerging talents, creativities and innovations. Let us present only three observations in this context:

- ✓ one²⁸ - “The more countries and companies compete for talent, the better the chances that geniuses will be raked up from obscurity”.
- ✓ two – “*Creare est facere aliquid ex nihilo*” – “To create is to make something out of nothing”. Creativity is the quality of the mind and will of human personality²⁹.
- ✓ three – “Innovation is more than just a sound bite”³⁰. I have transformed the question mark of P. Drewe into a thesis.

This fourth interpretation is only a challenge for our knowledge and imagination to formulate the leading thesis of the Regio Futures Programme.

* * *

Now Ladies and gentlemen the judgment is yours. The November Workshop Meeting will open a new stage in the development of the Regio Futures Programme. The transformation of the idea of the Programme into the reality of the Programme is a great challenge for our knowledge, our imagination, and our will of efficient thought and action³¹.

²⁶ Compare the Pre Conference Volume, p. 55.

²⁷ J. M. Rousseau, Will European regions truly matter in the future global battlefield? The Preconference Volume, p. 255.

²⁸ The battle for brainpower. A survey of talent. The Economist, October 7th 2006.

Compare also: R. Sennet, The culture of New Capitalism. Yale University Press, 2006.

²⁹ A. Kukliński, Thirteen Notes (in:) A. Kukliński, C. Lusiński, K. Pawłowski (eds) Towards a new creative and innovative Europe. Nowy Sącz – Warszawa, 2006 and 2007.

³⁰ P. Drewe, Innovation – More then just a sound bite? (in:) A. Kukliński, C. Lusiński, K. Pawłowski, op.cit.

³¹ The Future of European Regions – The Pre – and Post Conference Volumes, Warsaw 2007 – can be seen only as a starting point for comprehensive studies analyzing the experiences of the most prominent schools of prospective thinking. Many examples can be quoted in this context. Let us mention only the French case – compare: Diact Territoires 2030, Revue d’etudes et de prospective. La documentation Francaise, 2006.