

MEETING REPORT

Frontex Industry Day: Training and methodology consultancy on scenario building 21 June 2023

Responsible Unit:	<i>Research and Innovation Unit (RIU)</i>
Place of meeting:	Online Webex presentations and b2match showcase platform

Background

Frontex assists the EU Member States in supporting the development of modern technologies for the European Border and Coast Community. As part of its mandate, Frontex regularly meets with industry, researchers, and experts from the Member States to provide a platform for discussion and help develop new technologies and innovations related to border control.

In this context, Frontex Industry Days (I-Days) are meetings with industry, organised to increase awareness among Frontex staff and stakeholders on the current and developing market offer in innovative technology and solutions applicable for border management. The Industry Days meeting on 21 June comprised one day of scheduled, online meetings with industry where Frontex experts could see presentations of commercial solutions and interact with industry representatives. A complementary component of the meeting was the online showcase platform offering technology innovators, solution providers, and start-ups the opportunity to showcase their innovative products and services to experts from the European Border and Coast Guard community as well as from other European Agencies and Law Enforcement entities.

Following the publication of a dedicated [announcement](#), 8 relevant submissions were received from Industry in the period covered by the call (23 May - 6 June), out of which 4 were selected to be invited to the online meeting format. The objective of the call was to attract service providers in the field of training and methodology consultancy on scenario building, strategic foresight and contingency planning. In complex, dynamic, and uncertain environments, scenario building is crucial for developing plausible alternative futures, enhancing preparedness, and aiding decision-making processes and strategic foresight. Moreover, according to EBCG Art. 9(5) of Regulation (EU) 2019/1896, contingency plans and national capability development plans for European integrated border management should be based on scenarios derived from risk analysis. As a central component of European integrated border management, Frontex conducts comprehensive analysis on risks impacting the EU's external borders. The meetings enabled a direct and comprehensive discussion on the new solutions included in the submissions, between the providers and Frontex Risk Analysis Unit's experts.

Industry presentations

Each of the four selected industry representatives were offered 40 minutes to present their solution and answer attendee questions. The following service providers were invited to present: i-Intelligence (Switzerland), The Red Team Analysis Society (France), 4CF (Poland), De Ruijter Strategy (Netherlands).

i-Intelligence (Switzerland)

i-Intelligence is a spin-off of the Centre for Security Studies (CSS) in Zurich, and it was established in 2010. The company consists of a team of six consultants who bring their expertise not only as consultants but also as university lecturers, advisors to international organizations, and academic bodies. i-Intelligence has also built an extended network of partners to provide comprehensive support. Their training portfolio covers a wide range of disciplines, including intelligence analysis, crime analysis, risk analysis, strategic foresight, and scenario planning.

The primary objective of i-Intelligence is to operationalize these disciplines and integrate them into the operational workflow. To achieve this, they focus on examining and improving the five architectures that form the foundation of effective intelligence work: organizational, informational, operational, technological, and cognitive. By enhancing these architectures, i-Intelligence aims to equip analysts with the necessary tools to manage uncertainty effectively.

The Red Team Analysis Society (France)

The Red Team Analysis Society (RTAS) is a consultancy and think tank/research institute, specialized in strategic foresight, early warning, and risk management. RTAS proposed solution revolves around a phased approach comprising:

1. **Process Design:** this involves gaining a deep understanding of the client's context, needs, and capacities, and developing a tailor-made scenario building framework based on these insights.
2. **Implementation:** the process is first implemented as a pilot program, which involves training and practice. the representative emphasized the importance of applying the methods taught in training to real-life scenarios to ensure effective learning.
3. **Mainstreaming:** once the pilot program has been tested and refined, the aim is to mainstream the whole scenario building framework with the client's partners.
4. **Methodology:** the methodology used for scenario building is influenced by Michel Godet's CNAM work and the inclusion of the latest advances in social network analysis. She also discussed the importance of creating 'actionable scenarios', which can directly inform decision-making processes.
5. **Incorporating Artificial Intelligence.**

4CF (Poland)

4CF has been providing foresight advisory, scenarios, tools and solutions to businesses, public entities, and international organisations for over 15 years. 4CF experience in scenarios refers both to foresight and to contingency planning, with contingency planning exercise related to force generation simulation for the Polish Ministry of Defence, also in the context of crises at external borders. The proposed approach can be summarized in:

1. **Bridging Foresight and Risk Management:** 4CF outlined the importance of blending the fields of foresight and risk management. In this context, risk management is seen as a discipline that aims to identify, quantify, and manage risks, whereas foresight accepts the realm of 'unknown unknowns', addressing events that are not easily quantifiable or predictable.
2. **Balancing Quantitative and Qualitative Approaches:** it was highlighted 4CF competency in both quantitative (econometric and statistical modelling) and qualitative (exploring beyond trends and status quo) aspects.
3. **Scenario Planning:** rigorous analysis of available data and trends and appreciation of the Oxford scenario planning approach that focuses on enabling social learning to encourage decision-makers to consider future risks beyond repetitions or amplifications of past events.
4. **Risk Management Tools:** the partner uses a variety of risk management tools, including decision trees, Ishikawa diagrams, assumption-based planning, and more. They also have proprietary tools such as the 4CF HalnyX platform for consensus-building and a web application called 4CF PnyX for structuring mind maps.

De Ruijter Strategie (Netherlands)

De Ruijter Strategie is a specialised scenario to strategy consulting firm, active globally, with trainers with over 30 years of experience. The firm has been working on various projects for governments and the private sector, with clients that include international organizations, banks, and various ministries. De Ruijter Strategie provided examples of previous projects, especially the one with the Dutch Central Agency for the Reception of Asylum Seekers (COA - *Centraal Orgaan opvang asielzoekers*). Their task was developing a model that could predict the housing capacity needed at any given moment and that was flexible to the fluctuating influx of migrants into the country.

De Ruijter Strategie stated that is able to provide tailor-made scenario planning solutions that include methodologies, training, and tools. They aim to help clients effectively predict and prepare for future situations, contributing to more informed decision-making processes at various levels of an organization.