

Matthew J. Spaniol  
Senior researcher, Part-time Lecturer  
Department of Communication and Arts  
Department of People and Technology  
Risk, Uncertainty, and Opportunity (RUNOP)  
TRANSITIONS – Sustainability Transitions and Environmental Planning  
Centre for Statecraft and International Order



**Type of address: Postal address.**

Universitetsvej 1  
42.1  
DK-4000  
Roskilde  
Denmark

**Type of address: Postal address.**

Universitetsvej 1  
02  
DK-4000  
Roskilde  
Denmark

**Email:** matt@ruc.dk

**Phone:** +45 4674 2854, +45 46 74 28 54

**Mobile:** +45 5012 6444

## Qualifications

Future of Blue Economies, Postdoc, Future of Blue Economies, Aarhus University

Award Date: 30 Oct 2022

Scenario Planning in Practice: Empirical philosophy, social foundations, paradox, and definitions, Ph.d., Scenario

Planning in Practice: Empirical philosophy, social foundations, paradox, and definitions, Roskilde University

Award Date: 15 Dec 2017

## Employment

### Part-time Lecturer

Department of Communication and Arts

Roskilde University

1 Aug 2013 → present

### Senior researcher

Department of People and Technology

Roskilde University

18 Feb 2022 → present

### Risk, Uncertainty, and Opportunity (RUNOP)

Roskilde University

27 Oct 2022 → present

### TRANSITIONS – Sustainability Transitions and Environmental Planning

Roskilde University

10 Oct 2023 → present

### Centre for Statecraft and International Order

Roskilde University

9 Dec 2022 → present

### Associate Editor

Futures and Foresight Science

United Kingdom

1 Jan 2025 → present

## Research outputs

### **Examining emotion in the facilitation of scenario planning**

Rowland, N. J. & Spaniol, M. J., 13 Feb 2025, *Improving and Enhancing Scenario Planning: Futures Thinking*. Crawford, M. M. & Wright, G. (eds.). Edward Elgar Publishing, p. 202-220 19 p.

### **Reflections on Building an Artificial Intelligence Bot to Prepare Students to Engage in Strategic Conversations During Foresight Fieldwork**

Gonçalves, R. P., Spaniol, M. J., Rowland, N. J. & Rytter, N. G. M., 2025, In: *Futures and Foresight Science*. 7, 1, 9 p., e202.

### **Cyberwar checklists for executives and policymakers**

Spaniol, M. J., 31 Oct 2024, In: *Baltic Rim Economies (BRE) review*. 3, p. 22

### **Defining Greenwashing: A Concept Analysis**

Spaniol, M. J., Danilova-Jensen, E., Nielsen, M., Rosdahl, C. G. & Schmidt, C. J., Oct 2024, In: *Sustainability (Switzerland)*. 16, 20, 17 p., 9055.

### **Ethics of (futures) knowledge co-production**

Spaniol, M. J. & Rowland, N. J., 2024.

### **Organizing foresight tools**

Spaniol, M. J., 2024, In: *World Futures Review*. 16, 3, p. 261-276 16 p.

### **Organizing Foresight Tools - video abstract**

Spaniol, M. J. (Producer), 2024

### **Responsible Futures Practices and Karl Popper**

Spaniol, M. J. & Rowland, N. J., 2024.

### **The limits to degrowth: Exploring a critical rationalist perspective**

Spaniol, M. J. & Rowland, N. J., 2024.

### **Using ChatGPT in foresight fieldwork pedagogy to address the preparedness paradox by mitigating the overoptimism and normalcy biases**

Spaniol, M. J., Gonçalves, R. P. & Rowland, N. J., 2024.

### **Scenarios as cognitive aids: The necessary role of emotional labor in the cognition management of clients**

Spaniol, M. J. & Rowland, N. J., 30 Oct 2023, *Cognitive Aids in Strategy*. Emerald Group Publishing, p. 65-86 22 p.

### **AI-assisted scenario generation for strategic planning**

Spaniol, M. J. & Rowland, N. J., Jun 2023, In: *Futures and Foresight Science*. 5, 2, e148.

### **On replication in science: Commentary on Derbyshire et al. (2022)**

Rowland, N. J. & Spaniol, M. J., Jun 2023, In: *Futures and Foresight Science*. 5, 2, e147.

### **Customizing roadmaps: Lessons from the cutting room floor**

Spaniol, M. J., Rowland, N. J., Rytter, N. G. M. & Lützen, M., 2023, *Organizational Foresight: An Emerging and Diversified Topic in Search for Synthesis: AoM Proceedings from Boston 2023*. Fergnani, A., Smulders, B., Gordon, A. V., Wilde, D., Spaniol, M. & Schropp, T. (eds.). Academy of Management, p. 24-31 7 p. (Academy of Management. Annual Meeting Proceedings; No. 1, Vol. 2023).

### **Using scenarios to assess innovations**

Spaniol, M. J., 2023, *Technology foresight for public funding of innovation: Methods and best practices*. European Commission. Joint Research Centre, p. 59-65 6 p.

### **Business ecosystems and the view from the future: The use of corporate foresight by stakeholders of the Ro-Ro shipping ecosystem in the Baltic Sea Region**

Spaniol, M. J. & Rowland, N. J., Nov 2022, In: *Technological Forecasting and Social Change*. 184, 17 p., 121966.

### **Anticipated innovations for the blue economy: Crowdsourced predictions for the North Sea Region**

Spaniol, M. J. & Rowland, N. J., Mar 2022, In: *Marine Policy*. 137, p. 104874 104874.

### **Robust action and scenarios: A rejoinder**

Rowland, N. J. & Spaniol, M. J., Mar 2022, In: *Futures and Foresight Science*. 4, 1, p. 1-8 8 p., e128.

The strategic conversation, 25 years later: A retrospective review of Kees van der Heijden's Scenarios: The Art of Strategic Conversation

Rowland, N. J. & Spaniol, M. J., Mar 2022, In: *Futures and Foresight Science*. 4, 1, 13 p., e102.

### **Maritime Cybersecurity in the South Baltic Sea: State-of-play, scenarios and roadmap. SECMAR Research report 2021**

Spaniol, M. J., 2022, SECMAR. 28 p.

### **Scenario planning and stress testing digitalization strategies**

Spaniol, M. J., 2022.

### **Strategic Foresight Tool Selection**

Spaniol, M. J., 2022.

### **The future of circularity in maritime: innovation forecasts**

Spaniol, M. J., 2022.

### **The potential for student-supervisor learning contracts at a reform university**

Spaniol, M. J. & Lungholt, H. B., 2022.

### **The Road(map) Not Taken: Navigating Sustainable Shipping Transitions**

Spaniol, M. J., 2022.

Electrification of the seas: Foresight for a sustainable blue economy

Spaniol, M. J. & Hansen, H., 1 Nov 2021, In: *Journal of Cleaner Production*. 322, 36 p., 128988.

### **The reception of theory in futures and foresight: A commentary on Fergnani and Chermack**

Rowland, N. J. & Spaniol, M. J., 1 Sept 2021, In: *Futures and Foresight Science*. 3, 3-4, p. 1-3 3 p., e66.

Still fooled by randomness, twenty years later?

Spaniol, M. J., Evans, M. J., Tranekær, K., Rowland, N. J. & Atkinson, N. P., Jun 2021, In: *Futures and Foresight Science*. 3, 2, 7 p., e70.

On inquiry in futures and foresight science

Rowland, N. J. & Spaniol, M., Mar 2021, In: *Futures and Foresight Science*. 3, 1, 12 p., e37.

Avoiding the valley of death in educating strategists

Ramírez, R., Rowland, N. J., Spaniol, M. J. & White, A., 2021, In: *Long Range Planning*. 54, 3, 14 p., 102000.

The future of Blue Economies: Presentation to Denmark's Maritime and Logistics Cluster (MARLOG)  
Spaniol, M. (Performer), 2021

The future of shipbuilding: Presentation to SusCon, Turku, Finland  
Spaniol, M. (Performer), 2021

Intensifying intellectual traffic between history and futures studies: A commentary on Schoemaker 2020  
Rowland, N. J. & Spaniol, M., 15 Jul 2020, In: Futures and Foresight Science. 2, 3-4, 3 p., e41.

50 Years of Corporate and Organizational Foresight: Looking Back and Going Forward  
Gordon, A. V., Ramic, M., Rohrbeck, R. & Spaniol, M., May 2020, In: Technological Forecasting and Social Change. 154, 14 p., 119966.

Maritime in the 21st century: 2000-2030: The state of play, a brief history, a roadmap, and scenarios. Focusing on the Baltic Sea and Ro-Ro Shipping  
Spaniol, M., Lützen, M., Rytter, N. G. M., Ziukas, A., Lappalainen, O., Ehlers, V., Karvonen, T. & Steger-Jensen, K., 2020, ECOPRODIGI Project. 45 p.

Microgrids at large ports  
Spaniol, M., 2020, Periscope. 16 p.

Offshore energy hubs  
Spaniol, M., 2020, Periscope. 37 p.

Offshore logistic hubs  
Spaniol, M., 2020, Periscope. 23 p.

Road to Shipyard 4.0: The state of play, a brief history of maritime developments, and a future roadmap: Focusing on the Baltic Sea and Shipyards  
Lappalainen, O., Spaniol, M., Karvonen, T., Ehlers, V., Karlsson, J., Näfors, D., Piironen, A., Sutnikas, A. & Valtanen, J., 2020, ECOPRODIGI Project. 28 p.

Scenario planning as an undergraduate research experience  
Rowland, N. J. & Spaniol, M., 2020, In: Scholarship and Practice of Undergraduate Research. 3, 3, p. 46-47 2 p.

Smart inspection and maintenance: aerial drones  
Spaniol, M., 2020, Periscope. 32 p.

Defining Scenario  
Spaniol, M. J. & Rowland, N. J., Mar 2019, In: Futures and Foresight Science. 1, 1, 13 p., e3.

Five strategic foresight tools to enhance business model innovation teaching  
Spaniol, M., Bidmon, C. M., Holm, A. B. & Rohrbeck, R., 2019, In: Journal of Business Models. 7, 3, p. 77-88 12 p.

Public understanding of futures & foresight science: A reply to Chermack's response  
Spaniol, M. J. & Rowland, N. J., 2019, In: Futures and Foresight Science. 1, 2, e15.

Technology Foresight in Emerging Maritime & Marine Economies  
Spaniol, M. J. & Rohrbeck, R., 25 Jan 2018.

Preparing for an uncertain future in manufacturing: Strategic Foresight & Industry 4.0  
Spaniol, M. J., 18 Jan 2018.

Open foresight in the front end of systemic innovations  
Spaniol, M. J. & Rohrbeck, R., 2018, *19th International CINet Conference Continuous Innovation: Spinning out and spinning in*.

Potential public use of 'Opportunity Radars'  
Spaniol, M. J. & Rowland, N. J., 2018.

### **The Scenario Planning Paradox**

Spaniol, M. J. & Rowland, N. J., 2018, In: *Futures The journal of policy, planning and futures studies*. 95, p. 33-43 11 p.

What scenarios are and are not  
Spaniol, M. J., 2018, *BAM2018 Conference Proceedings*. Bristol: British Academy of Management

### **Social Foundation of Scenario Planning**

Rowland, N. J. & Spaniol, M. J., Nov 2017, In: *Technological Forecasting and Social Change*. 124, p. 6-15 10 p.

### **No Theory, Methodological Chaos in Scenario Planning**

Spaniol, M. J. & Rowland, N. J., 2017, *Book of Abstracts: Futures of a Complex World*. Turku: University of Turku, p. 23

### **Scenario planning in practice: empirical philosophy, social foundation, paradox, and definitions**

Spaniol, M. J., 2017, Roskilde: Roskilde Universitet. 213 p.

### **The Future Multiple**

Spaniol, M. J. & Rowland, N. J., 2015, In: *Foresight*. 17, 6, p. 556-573

### **Strategisk scenarieplanlægning**

Rothaus, B. & Spaniol, M. J., Jan 2014, *Risk Management*. København: Forlaget Andersen

## **Activities**

### **The Futures of Foresight – AI, LLM's, and Beyond**

Spaniol, M. J. (Speaker)  
15 Feb 2024

### **Enhancing foresight with AI**

Spaniol, M. J. (Speaker)  
14 Sept 2023

### **Foresight studies: what can we expect is the future for agrifood systems?**

Spaniol, M. J. (Speaker)  
30 Jun 2023

### **Seminar on Artificial Intelligence**

Padfield, N. (Speaker), Hoby, M. (Speaker), Christiansen, H. (Speaker), Spaniol, M. J. (Speaker), Jensen, N. (Speaker) & Bin Abdul Rahman, A. H. (Speaker)  
10 Feb 2023

### **Marine Policy (Journal)**

Spaniol, M. J. (Peer reviewer)  
2023 → ...

**The contours of futures and foresight science**

Spaniol, M. J. (Keynote)  
2023

**Foresight Radars in Practice**

Spaniol, M. J. (Speaker)  
Aug 2022

**7th World Maritime Technology Conference**

Spaniol, M. J. (Speaker)  
2022 → ...

**Auditing maritime megatrends**

Spaniol, M. J. (Keynote)  
2022

**Den Digitale Havn**

Spaniol, M. J. (Speaker)  
2022

**Digital Tech Summit 2022**

Spaniol, M. J. (Organizer)  
2022

**Foresight Radars**

Spaniol, M. J. (Speaker)  
2022

**Green Ship of the Future Annual Meeting**

Spaniol, M. J. (Speaker)  
2022

**Imperial College London**

Spaniol, M. J. (Visiting lecturer)  
2022

**Keynote: Megatrends vs. Foresight**

Spaniol, M. J. (Speaker)  
2022

**University of Southern Denmark**

Spaniol, M. J. (Visiting lecturer)  
2022

**Klaipeda University**

Spaniol, M. J. (Visiting lecturer)  
2021

**Futures and Foresight Science (Journal)**

Spaniol, M. J. (Editor)  
2019 → ...

**Futures The journal of policy, planning and futures studies (Journal)**

Spaniol, M. J. (Editor)

2017 → ...

**Oxford Scenarios Programme: Executive Education (Teaching Assistant)**

Spaniol, M. (Lecturer)

29 Sept 2014 → 3 Oct 2014

**DASTS 2014**

Spaniol, M. (Speaker)

2014

**DASTS 2014**

Spaniol, M. (Organizer)

2014

**Future of Advanced Shipbuilding Segments: Copenhagen Business School Blue Shipping Conference 2014**

Spaniol, M. (Speaker)

2014

**Predicting the Future of Shipping and Shipbuilding: Course in Applied Foresight Methodologies in Shipping and Shipbuilding**

Spaniol, M. (Lecturer)

2013 → ...

**Press/Media****Fremtiden er Avanceret**

Spaniol, M.

01/01/2014

1 Media contribution

**Projects****Fehmarn Belt Innovation**

Spaniol, M. J. (Supervisor) & Stoustrup, S. (Project manager)

01/04/2023 → 01/04/2026

**Future Maritime Competencies**

Spaniol, M. J. (Project participant) & Reinhardt, L. (Project participant)

01/01/2022 → 31/12/2022

**Roskilde Universitet, Accelerating the Green Transition of the Blue Economies**

Reinhardt, L. (Project participant), Spaniol, M. J. (Project participant) & Dorland, J. (Project participant)

15/12/2021 → 15/12/2024

**Strategic Scenario Planning in Danish Shipbuilding**

Spaniol, M. J. (Project participant)

01/09/2013 → 31/08/2016