



Teknolohiateollisuus



Global Scenarios

Technology Industries of Finland

Based on scenario work and workshops managed by Nordic West Office in Singapore, Berlin, Oxford and Washington



2. Global Scenarios for next five years

CO-OPERATION

ORDERLY
DECOUPLING

TECH
BOOM

GLOBAL
SCENARIOS

REGULATION
DRIVEN

MARKET
DRIVEN

POLYCRISES

SLEEPWALKING

FRAGMENTATION

CO-OPERATION

ORDERLY DECOUPLING

- Amicable divorce between China and the US.
- Europe navigates in between.

TECH BOOM

- Comeback of globalization.
- China and US/Big power find common interests.
- AI leads to productivity revolution.
- EU regulates less and better.

REGULATION
DRIVEN

STORYLINE

MARKET
DRIVEN

POLYCRISES

- Military, cyber and environmental crises, trade wars, AI disruptions.
- Grave security concerns in Europe.

SLEEPWALKING

- Small crises but nothing big enough to merit strong action.
- Fragmentation.
- EU unprepared for big crises.

FRAGMENTATION

CO-OPERATION

ORDERLY DECOUPLING

Great power competition.

- America & friends
- China & friends
- Semi-autonomous Europe.

TECH BOOM

Advances in AI and quantum computing.

- Big international companies
- Tech and AI forerunners
- Consumers

REGULATION
DRIVEN

KEY DRIVERS and KEY ACTORS

MARKET
DRIVEN

POLYCRISES

Geopolitical, technological and environmental crises.

- Strong national leaders.

SLEEPWALKING

Local crises and weak decision-making.

- Networks of likeminded countries, consumers & citizens.

FRAGMENTATION



Opportunities in each scenario: Summary

CO-OPERATION

- Finland as America's and EU's trusted partner, also most trade opportunities with China continue.
- Decoupling of high technologies benefits Finnish tech companies.
- Strong green business: Innovations, green energy, circular economy, sustainable materials, material substitution.

- Highly educated population and secure society provides good base for investments and supply of foreign skilled labour.
- Increasing R&D investments in a booming market.
- Good energy pool and cheap energy will lure business and new investments to Finland.

REGULATION
DRIVEN

MARKET
DRIVEN

- Focus turns to Nordics strengthening the common cooperation in the EU.
- Mineral resources in the Nordic bring value.
- Strategic investments in resilience benefit Finnish sectors.

- Finland's influence could grow in the EU if it takes an active role while others snooze.
- Opportunity to strengthen networks with likeminded and to find new markets.
- Weak decision making increases the influence of the companies.

FRAGMENTATION



Threats in each scenario: Summary

CO-OPERATION

- Europe loses influence meanwhile China dominates the “non-aligned”.
- European competitiveness suffers while small member states lose “subsidy games” to France and Germany.
- Different standards in different blocks, de-risking expensive but necessary.

- Technology policy becomes security policy, risk of militarisation of technology.
- Backlash to EU Data regulation imperialism.
- Crime gets a stronger grip while societal instability and polarisation increase.

REGULATION
DRIVEN

MARKET
DRIVEN

- Russia: conflicts, escalating war, nuclear threat.
- Germany’s role diminishes in the EU and the EU fragments internally.
- Unstable operating environment, security threats and multiple simultaneous crises.

- Decision-making is paralysed and risks continue to gradually escalate.
- Fragmentation and polarisation keep stagnating growth in Europe.
- While the West snoozes, China is on track to become the largest economy.

FRAGMENTATION

WHERE ARE WE NOW?

CO-OPERATION

**ORDERLY
DECOUPLING**

**TECH
BOOM**

REGULATION
DRIVEN

MARKET
DRIVEN

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POLYCRISES

SLEEPWALKING

FRAGMENTATION



**What action do these scenarios
mean for TIF?**

CO-OPERATION

ORDERLY DECOUPLING

- Improve EU competitiveness.
- Work against state aid competition within EU.

TECH BOOM

- Boost AI driven productivity.
- Advocate more business-friendly regulation in EU.

REGULATION
DRIVEN

MARKET
DRIVEN

POLYCRISES

- Focus and empower Nordics/Northern Europe cooperation.
- Improve resilience.

SLEEPWALKING

- Refresh and update networks.
- Be alert on developments, protect small countries' interests.

FRAGMENTATION



**What action do these scenarios
mean for TIF member companies?**

CO-OPERATION

ORDERLY DECOUPLING

- Try to find best of both worlds (USA & China).
- Create different portfolios.

TECH BOOM

- Invest in and implement AI and new technology.
- Apply new tech fast.

REGULATION
DRIVEN

MARKET
DRIVEN

POLYCRISES

- Prepare "emergency plans" early.
- Find alternative supply chains.

SLEEPWALKING

- Find new and strengthen old Finnish and international partners.
- Operate on several markets.

FRAGMENTATION