

/ NORDIC WEST OFFICE

# GLOBAL SCENARIOS 2021- 2026



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During our nine-month-long scenarios journey, we have analysed several themes in each of the scenarios. If you are interested in themes not presented here, please get in touch.

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# I. WHY SCENARIOS?

**Imagine a world in which oil is cheap and plentiful. Now, imagine a geopolitical decision that leads to the quadrupling of its price in a few months.**

That is what happened from late 1973 into early 1974, when OPEC proclaimed an embargo against nations it judged as supporting Israel over the Yom Kippur War. Almost all Western institutions were wildly unprepared for the price of oil to spike, triggering major turbulence and, ultimately, change.

Fast forward to 2023. Imagine a world where data is cheap and flows freely between continents. Now, imagine a major cyber-attack that brings data flows to a halt. What will your company do?

Back in the 1970s, one company, Royal Dutch Shell, was prepared for the Oil Crisis. Its management team had worked on different scenarios for the future, including ones in which power would dramatically shift from oil consumers to its producers. Once producers decided to cut supply, Shell found itself living in a world that it knew better than others and, vitally, one in which it was ready to act. While its competitors struggled, Shell broke into the big league.

## **Will your organization be ready, when the world changes abruptly or will you be a hapless, helpless onlooker as events unfold?**

Harnessing the knowledge of several leading Nordic companies, Nordic West Office has developed four Global Scenarios that describe plausible futures ranging from 2021 to 2026. These companies have participated in multiple international workshops with leading subject specialists in topics ranging from UK to AI. Most importantly, they have helped create and test the logic of the scenarios.

Each scenario has its own internal logic, values and actors. They force us to recognise that tomorrow's world will depart, perhaps radically, from today's context. We must entertain, in the words of Jeremy Bentham, current Head of Shell Scenarios, "alternative memories of the future".

Imagining alternative worlds should be both an enjoyable and unsettling exercise. In any case, it is a necessary introduction. Use these scenarios to prepare for the future, and once it arrives, as it always does, respond to challenges and opportunities from a position of knowledge and strength.

The presentation of Global Scenarios 2021-2026 is the following: First, we explain our approach and offer brief

narratives welcoming you into the four different worlds; Belt and Road, Cyberworld, War-War and Downshift. Then, we present the scenarios with a focus on specific themes and regions. We end with a short description of possible next steps.

We would like to thank participating companies: Accenture, Barona, Forenom, Finnair, Fortum, Ilmarinen, Konecranes, Metsä Group, Mirka, Nokian Tyres, Outokumpu, Reima, Solidium, Taaleri, UPM ja Wärtsilä. In addition, we would like to thank our partners: Orrick, Herrington & Sutcliffe, Oxford Analytica and Milton. Experts in Oxford, London, Washington DC, Singapore, Munich and Brussels have made tremendous contributions during our nine-month-long journey. Our partners in Finland make the public dissemination of our findings possible. Thank you, Business Finland and Finland Chamber of Commerce.

# II. OUR APPROACH

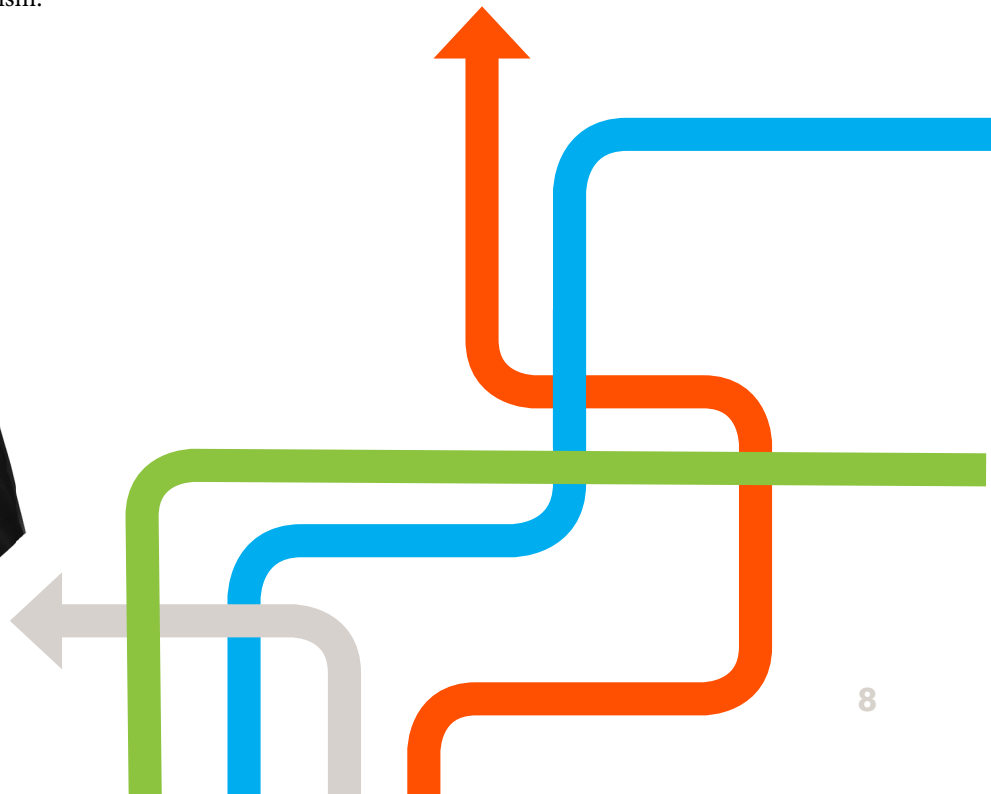
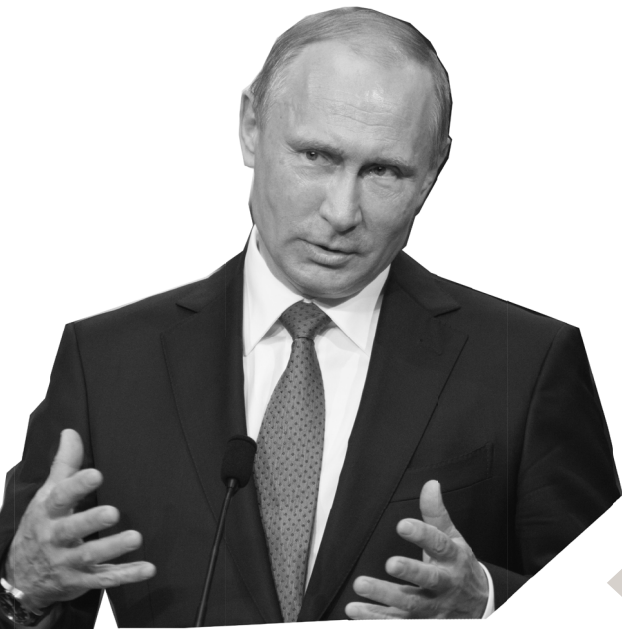
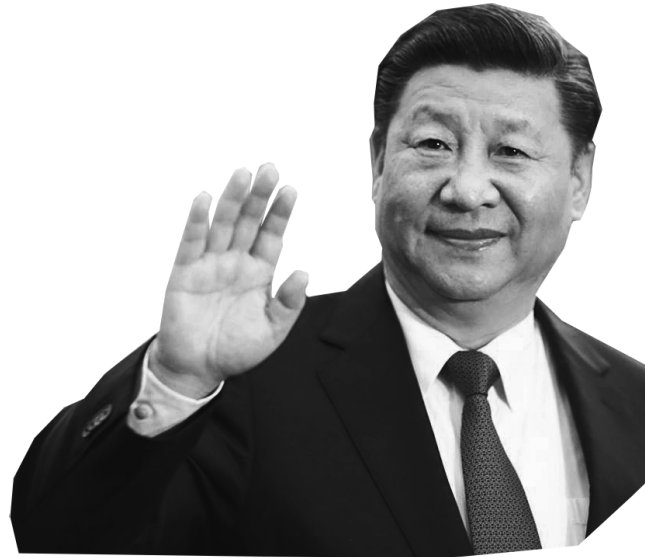
# METHOD

## DRAMATIS PERSONAE

The roots of tomorrow are visible today, but sprouts develop in unpredictable directions. Let us examine how different branches point into diverging futures, using a known cast of characters.

Directing us towards **Belt and Road** is Xi Jinping, simultaneously solidifying his position as the undisputed leader of the Middle Kingdom and spreading Chinese supremacy in its near and not-so-near abroad.

Dragging us into **War-War** is Vladimir Putin, President of Russia, who has propelled populism and patriotism at home and away, while sanctions directed against his actions and policies have portended the rise of protectionism.





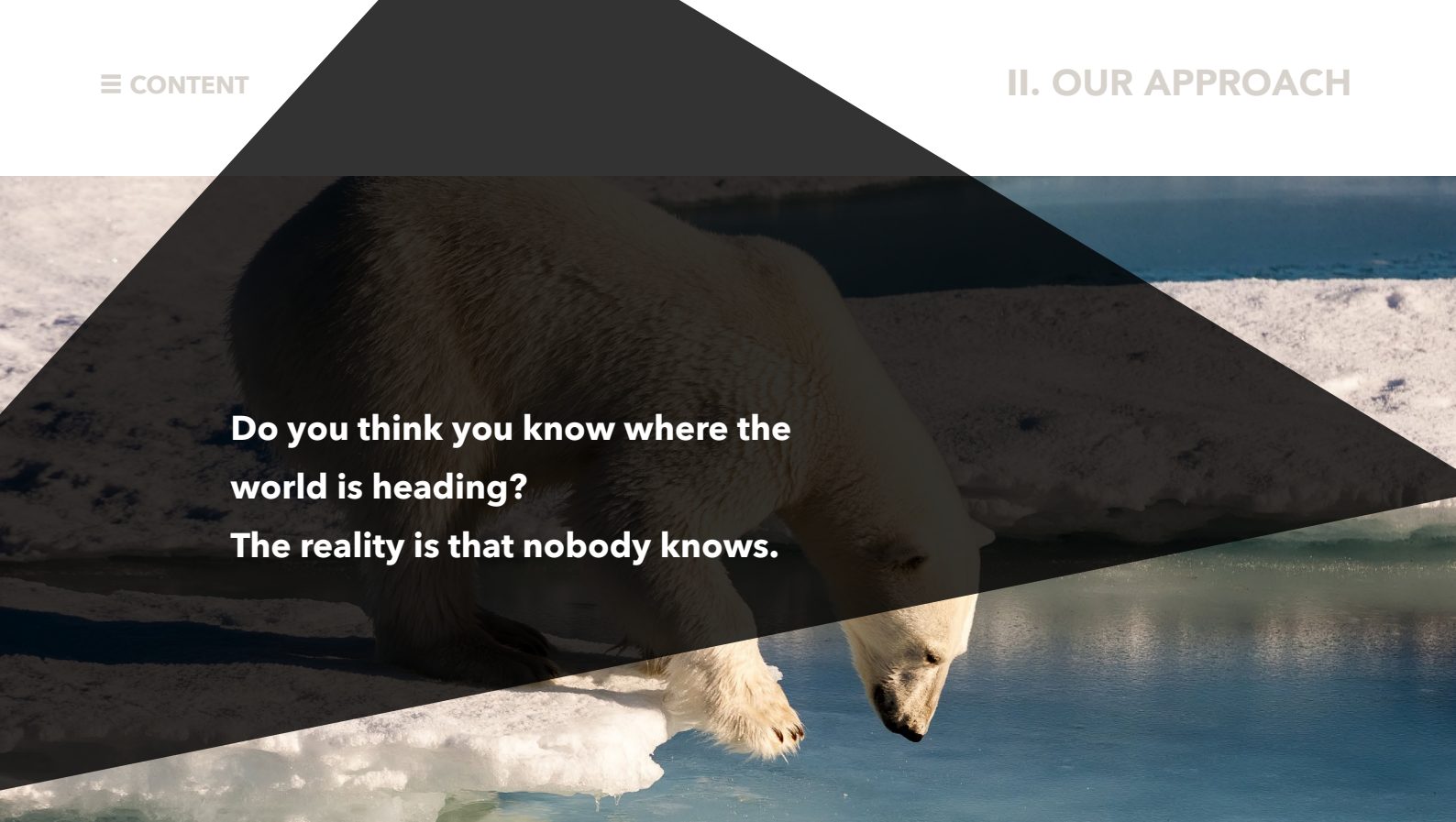


Leading us into **Cyberworld**, Elon Musk – a child of several countries left behind by the British Empire – is the leading emissary for the potential of US Big Tech to do good in this world and, consequently, globally perpetuate techno-liberal values.

Descending into **Downshift**, First Minister Nicola Sturgeon is busy plotting a way to Scottish independence and the destruction of the United Kingdom – the Union that first created the world that Musk is reshaping.

So, on which branch of this tree are we sitting? Optimists contend that we are about to enter the "New Renaissance", a golden era of economic and cultural development. Pessimists believe we are heading into the "New Dark Ages" with cyberwars, natural catastrophes and even the use of nuclear weapons looming on the horizon.





**Do you think you know where the world is heading?  
The reality is that nobody knows.**

Radical uncertainty makes predictions impossible, yet we must minimise surprise. Ambiguity entails both risk and opportunity.

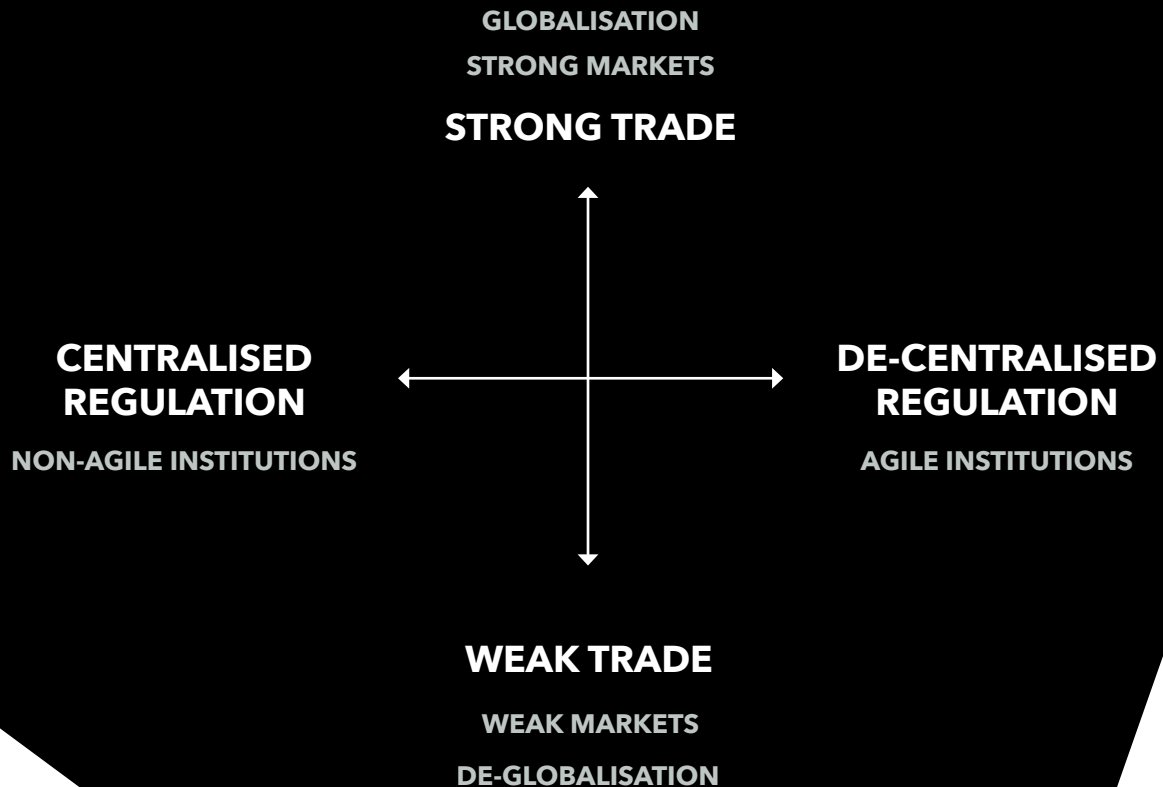
Perhaps you imagine that your organisation stands to benefit from a certain kind of future. Such hopes can be fateful because anything can happen; much already has. You have to accept and, then, embrace uncertainty. It is essential not to let hopes or fears overpower your organisation. You need tools to think clearly, to thrive in all possible worlds. We must think the unthinkable and imagine the unimaginable.

Scenarios are full, cohesive worlds with their own actors and logic. They allow us to discover and test our assumptions as well as prepare for shocks and opportunities. This is vital because not even the greatest of leaders is able to fully materialise the world she desires. An organisation must assume an adaptable rather than a wishful mindset. Adaptability requires curiosity and a shared vocabulary.

Luckily, our forebears have demonstrated how to approach the future systemically with the help of scenarios. Now, it is our turn to create our own futures and to learn how to live in them.

**BUILDING SCENARIOS AFTER 2016**

Nordic West Office began constructing its global scenarios with specific focus on two shocks to the West: Brexit and Trump. We wanted to examine how they will change not only the West and Europe but also the wider world. Simultaneously, with the objective of constructing cohesive worlds, we approached each from the vantage points of different trends, phenomena and geographies.



To construct the platform for our four scenarios we returned to basics. We determined that it is crucial to ask whether markets are strong or weak, as this shapes the operational environment.

In addition, we asked whether the world will become more globalised or if globalisation has reached its peak. In de-globalisation, the local and regional development would gain more value as a driving force. These two determinations became the y-axis for our analysis.

To create the x-axis, we asked whether the world becomes increasingly centralised or de-centralised and whether institutions will be agile – with the capacity to adjust to changes – or not. With more centralisation agility is lost, while in more agile environments the centre is less likely to hold.

Finally, we reconfigured both axes for the use of companies. Towards the top of the fourfold table, we witness strong trade, and, conversely, trade weakens towards the bottom. Meanwhile, on the left, regulation is centralised, and, on the right, it becomes more de-centralised. With this twist, our framework was almost ready to see the world.

### **THREE TO EIGHT YEARS INTO THE FUTURE**

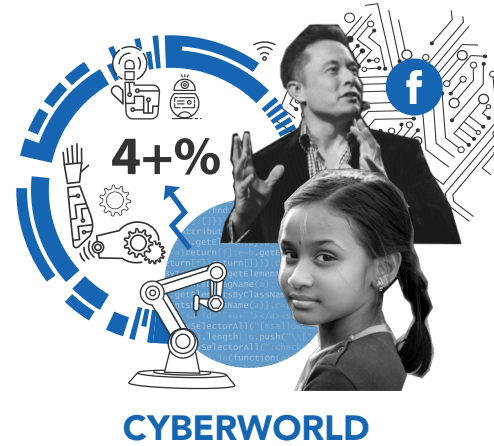
The final question we had to answer was how far in the future we would locate our worlds. Twelve months is right within current planning horizons, while twelve years can be long enough for generational shifts to occur. What would be the right time horizon? We thought three to eight years would fit the bill.

# III. FOUR SCENARIOS

# GLOBAL SCENARIOS 2021-2026



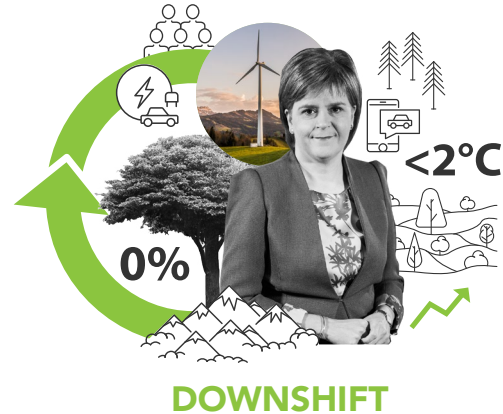
China takes America's role  
Divided West



Technology conquers everything  
Great wealth, great disruptions



Patriotism  
Protectionism  
Populism



Local markets and gig economy  
New Hunter-Gatherers

One of our scenarios, **Belt and Road**, lengthens China's march and examines how far it will take us. **War-War** picks up on how patriotism, populism and protectionism unify and divide within borders. Another scenario, **Cyberworld** imagines what technology can do for us on a global level. **Downshift** focuses on the interplay of the new economy and changing values under conditions of lower growth but higher hopes.

Whether a scenario is generally positive or negative depends largely on one's vantage point, but every scenario contains both positive and negative elements. We can see that even under the conditions of War-War democracy can function well within some nation-states, or how Downshift should be a boon for sustainable products.

Negatives appear in all the scenarios. One cause for concern across Belt and Road and Cyberworld is the future of democratic governance, as it faces pressure from very different kinds of technocrats.

Will today's leaders also be tomorrow's? Messieurs Xi and Putin may not be presidents in 2026, but our scenarios to the left of the x-axis suggest that their political progeny will be cut from the same cloth. Do not expect rapid change. The other half of our fourfold table promises to carve out space for the Next Billion Users and for charismatic leaders on the sub-national level. Ms. Sturgeon's Downshift promises to be a boon for both the world's forgotten peoples and much more recently constituted "urban tribes" that create local structures and networks.

### HOW WE GOT HERE

What are some foreseeable, or at least plausible, events or trends that would take us to our worlds? Some of the main trends to watch are the future of trade, change in values and warfare, and the relationship between local, national and global governance. US Big Five or FAANG (Facebook, Amazon, Apple, Netflix and Google) versus BATX (Baidu, Alibaba, Tencent and Xiaomi) will only intensify as a defining battle of our time.

### WHERE WE MIGHT END UP

Each scenario has its own logic and therefore also its logical conclusion, which doubles as a stress test. Such a conclusion or test does not undo the world of the scenario, yet it triggers countervailing forces. Logical conclusions remain within the scenario, but also stretch them at their seams. Such conclusions can be startling – or what would you say about the use of a tactical nuclear warhead? Based on our analysis, that could be a stress-test in War-War.

### HOW WE MIGHT EXIT

Certain shocks would undo the logic of each individual scenario. They are unexpected events within their own worlds and would lead to a move from one scenario into another. These shocks are either direct triggers of such change or powerful indicators thereof. For example, if a Bangalore engineer discovers a major breakthrough in Quantum Computing, such an innovation could catapult us out of Downshift.

# BELT & ROAD



**Global growth  
per year: 3+%**  
**Global warming  
by 2050: 3°C**

In this world, **China** takes **America's** role, and the **West** is divided.

**How did we get here?** The United States has pursued economic nationalism and is generally happy to mind its own business. China has brought other nations into its orbit.



**Both markets and institutions are strong.** Trade is international but centralised. Globalisation has entered into a stable but loveless marriage with non-agile institutions. China has taken America's role and helped divide the West. We have a more European NATO. The multilateral trading system functions, but the US and India are in opposition. International agreements to combat climate change exist, but the United States is not a party to them. Natural gas takes over from coal and, partly, from oil.

**The West has divided.** A strong EU now willingly cooperates with China, while the US has bad relations with both. Russia has assumed the role of China's junior partner, which does not sit easily with those who still remember Sino-Soviet relations. WTO and the Paris Climate Treaty function with little-to-no US involvement.

**Global growth sits at a comfortable rate of just over three percent.** Britain has settled into an agreement that guarantees EFTA-level treatment and then some. Legitimacy is based on stability in a setting that involves relatively high levels of social cohesion. There is high public investment in new technology, education and infrastructure. Air pollution and the use of plastics remain issues in developed countries with natural crises bothering developing ones.

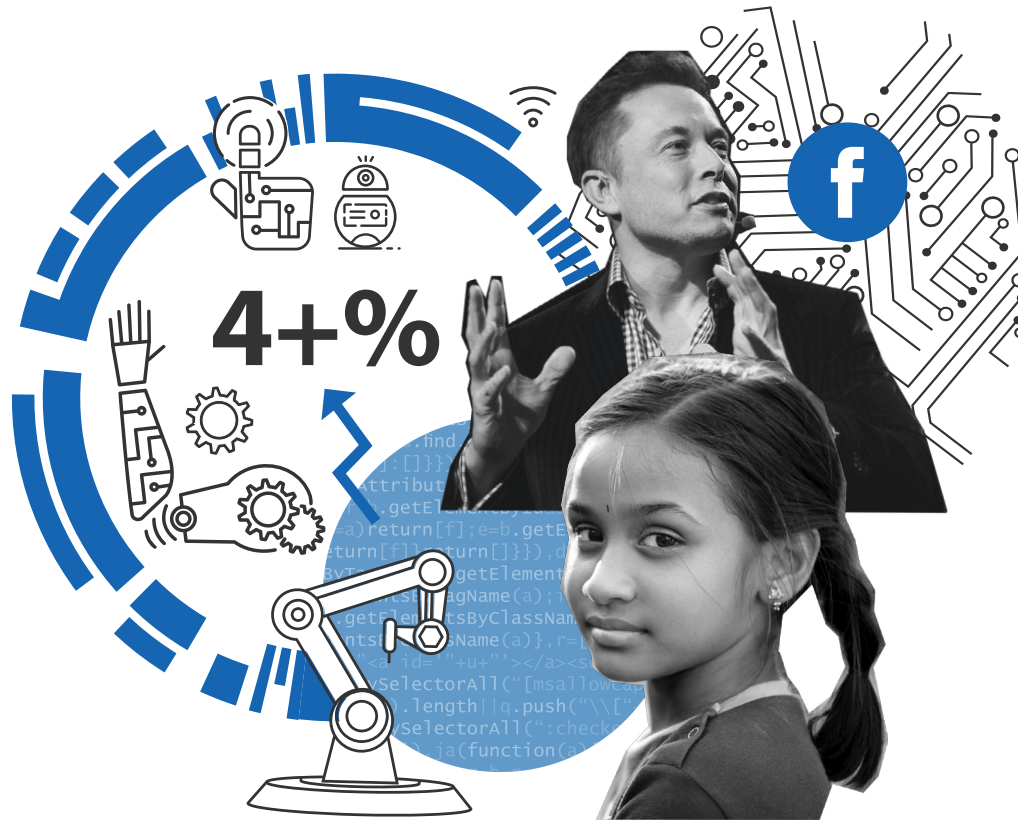
**Xi Jinping is the man of the hour** and, perhaps, the first half of the century with China establishing itself as the leader in Artificial Intelligence. His counterpart in the White House is Mike Pence, who became president after Donald Trump pulled out of a "fake election" in 2020.

**The new US President has to worry about a possible collapse of China.** Is it truly stable? Meanwhile, California invests in a massive new rail system with trains, tracks and expertise coming from China. The investment brings with it Chinese expertise and migrants, while economic migrants from other countries are able to find Chinese work at home.

**Sustainability has been reached through internationally co-ordinated policies and practises.** EU and China lead on global norms; Silicon Valley and Bangalore lead in clean tech innovations. Environmental concerns dominate energy policy.

**The Nordics fare well under the New Kalmar Union, which emphasises security and trade.** Increasing pressure from neighbours has forced Nordics to rethink their place in the world. The NKU bridges over older divisions.

# CYBERWORLD



**Global growth  
per year: 4+%**  
**Global warming  
by 2050: 2°C**

In this world, **technology** conquers everything with the twin results of **great wealth** and great **disruptions**.

**How did we get here?** US Big Tech has marched ahead, while nation-states move into the background. Chinese tech has remained in the Middle Kingdom. National governance yields to the world's creative capitals.

**Markets are strong, but institutions are weak.**

Co-operation and trade are broadly international, but they are also de-centralised. This is a world of strong, globalised markets with agile institutions. Technology is driving change, conquering everything. It is increasingly clear that we are living through something, at least, akin to the first Industrial Revolution. Wealth grows as market after market, segment after segment is disrupted.

**Growth is not only high but rapidly distributed and converging.** Major productivity improvements stem from innovative solutions to structural problems. Technology and information flow fast and freely. The market increasingly allocates capital. Young professionals have great opportunities, while the servant class returns.

**India and the United States are the engines of global growth.** The trend of cities and corporations playing dominant roles has strengthened. Great power relations are transactional. There are no great alliances; loose coalitions of the willing assemble around specific themes and goals. ICANN, Climate Leadership Council and arbitration are leading venues and vehicles for strategy setting and conflict resolution. Competition over resources intensifies, while technology equalises geographies.

**Mark Zuckerberg has been elected as the President of the United States.** He has constructed a broad Technology First alliance of Silicon Valley leaders. The field is wide open for them to extend the American era through

new means – perhaps with the assistance of similarly minded techies in Indian Premier Narendra Modi's inner circle. Importantly, India has the Next Billion Users to drive Artificial Intelligence to the next level. China allows and embraces Facebook.

**Regimes in India and the United States build their legitimacy on economic growth.** The Hindu and white middle classes vote with one hand on their pocket-books. The fear of cyberterrorism and crime keeps dissent at manageable levels.

**The market promises to solve most environmental problems.** Electrification spreads through transportation and industry, the bio-economy rises, and battery technology sees a breakthrough as does energy storage. Market-driven solutions emerge in many fields, including 3D and the Internet of Things. Energy subsidies are reduced, as massive technological breakthrough occurs in renewables. Hyperloop promises to replace flying for many middle distances, while middle-aged, Lycra-clad men speak of switching from cycling to space travel.

**Nordic unicorns are reaching escape velocity,** while the public sector continues to struggle with digitisation, perhaps with the exception of Estonia. “The Nordic market economy” is the new Big Idea with Hyperloop-ported book after Hyperloop-ported book extolling its virtues. The EU is weak, and Britain has become Europe's Hong Kong with low taxes and regulation.

# WAR-WAR



*Global growth  
per year: 1%  
Global warming  
by 2050: 4°C*

Winston Churchill submitted that “jaw-jaw is always better than war-war. In this world, **patriots, protectionists,** and **populists** rule the roost.

**How did we get here?** Big egos have run and exasperated the world. Trade wars abound. Real wars have broken out in hot spots: Strait of Malacca, South China Sea and Kashmir.

**Markets are weak, but some institutions are strong.** Control is centralised nationally or regionally, while institutions are non-agile in a de-globalised space of weak markets.

**Growth is weak, stuck at one percent.** Border controls have emerged within the EU. Tensions between the EU and Russia contribute to new boundaries emerging.

**State capitalism results in national investment strategies, structural problems and high debt.** Growth is diverging globally, and it is volatile and slow. Blocs, tariffs and restrictions contribute to unstable financial markets and frequent shocks.

**The Congress Party is returning India to protectionism** under the banner of unity with the Gandhi dynasty now restored in the person of Rahul. India is busy growing its domestic market and is surprising many by its ability to self-sustain growth. Trade talks with its old imperial master had stalled before they even began with Delhi enjoying every moment of the snub.

**Globally, legitimacy is based on nationalism** characterised by high levels of both cohesion and exclusion. National champions are leading the way in Artificial Intelligence. Having just emerged from its Petrobras scandal, Brazil now has an incipient AI one. Vladimir Putin is the poster boy of nationalists worldwide with re-elected Xi Jinping and Donald Trump also riding the wave of P-isms. All three – powerful as they may be – lose sleep over Pyongyang.

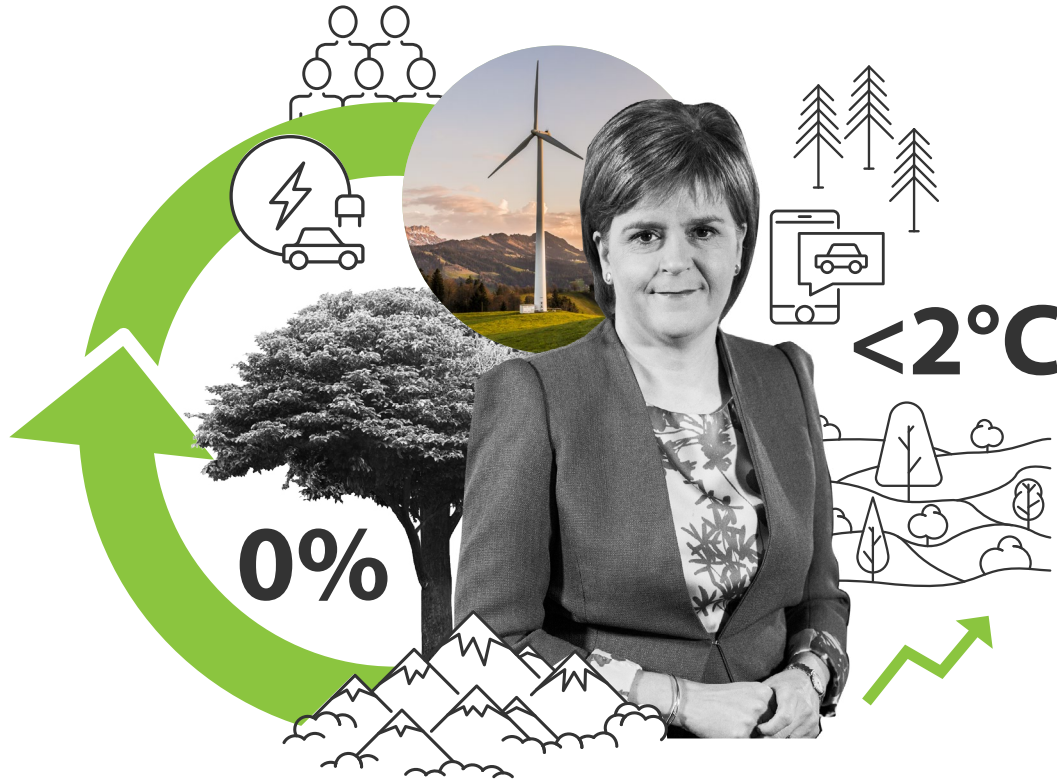
**Old angry men dominate.** Traditional role models attract, and there is a revived interest in national politics. Migration leads to crises. Russia has intervened in its Near Abroad, and the threat of a nuclear strike is on the horizon. Trump builds his wall. Turkey wants one, too. Dual citizens are persecuted, or at least viewed suspiciously, around the world. In a telling sign, AfD leads the German government.

**Nation-states maintain constant focus on energy security,** leveraging not only national but also regional policies. Energy within and without borders is a political question, leading to national solutions to global problems. Even before the total closure of Russian airspace, it had been open only by special arrangements. It's the new normal.

**Climate scepticism and domestic solutions lead the way.** The bio-economy frequently clashes with environmental concerns. Coal creates jobs and energy security, while energy itself is first and foremost a political matter. National car manufacturing comes a surprising, reborn trend.

**Neuro is the new currency in town.** The Northern Euro has secured Danish and Swedish participation in this smaller but sturdier currency. Sweden and Finland join NATO.

# DOWNSHIFT



**Global growth  
per year: 0%  
Global warming  
by 2050: <2°C**

In this world, **New Hunter-Gatherers** fill local markets within a thriving **gig economy**.

**How did we get here?** Consumerism and the burn-out-inducing labour market trigger a counterreaction, fuelled by a charismatic leader. Simultaneously, a sudden crisis results in a period of zero growth. Downshift is voluntary and involuntary with norms and reality working in tandem.

**Markets are weak and de-globalised but institutions remain agile.** This world of Downshift is de-centralised, leaning on national or regional action. NGOs and philanthropists are in charge. Local markets are upheld by the gig economy with specialised workers morphing into reborn hunter-gatherers. They face a new combination of self-employment, employment and entrepreneurship. The middle class is impoverished. Side hustles increasingly become main hustles. Ownership is your parents' concept.

**India is perfectly suited for this kind of fragmented world,** while China, USA, and Russia are in constant crisis as they face zero growth. The EU sees internal competition with winners and losers decided based on national responses to Downshift.

**Catalonia and Scotland gain independence,** as Downshift favours decentralised decision-making. Nicola Sturgeon trumps Theresa May. Legitimacy is local and based on tribes and networks; personal connections become more important than institutions. City of London has declared independence in a Britain led by Jeremy Corbyn. The EU is imploding; Berlaymont is for sale!

**Blockchain is a core technology,** a means of trust-building between ever smaller pockets of people. Start-ups work on managing remaining wealth, while crowd-funding and micro-investments in local projects as well as green transition become the new normal. Pension funds do not invest in fossils or unsustainable business. In the United States, tech-savvy coasts drift further away from flyover country.

**Oprah has received the longest standing ovation** for the most inspirational Convention speech ever. With a massive lead in the polls, she is poised to take over from the man to whom she once posed this question: "Do you want to be president?" Maybe she always wanted it herself.

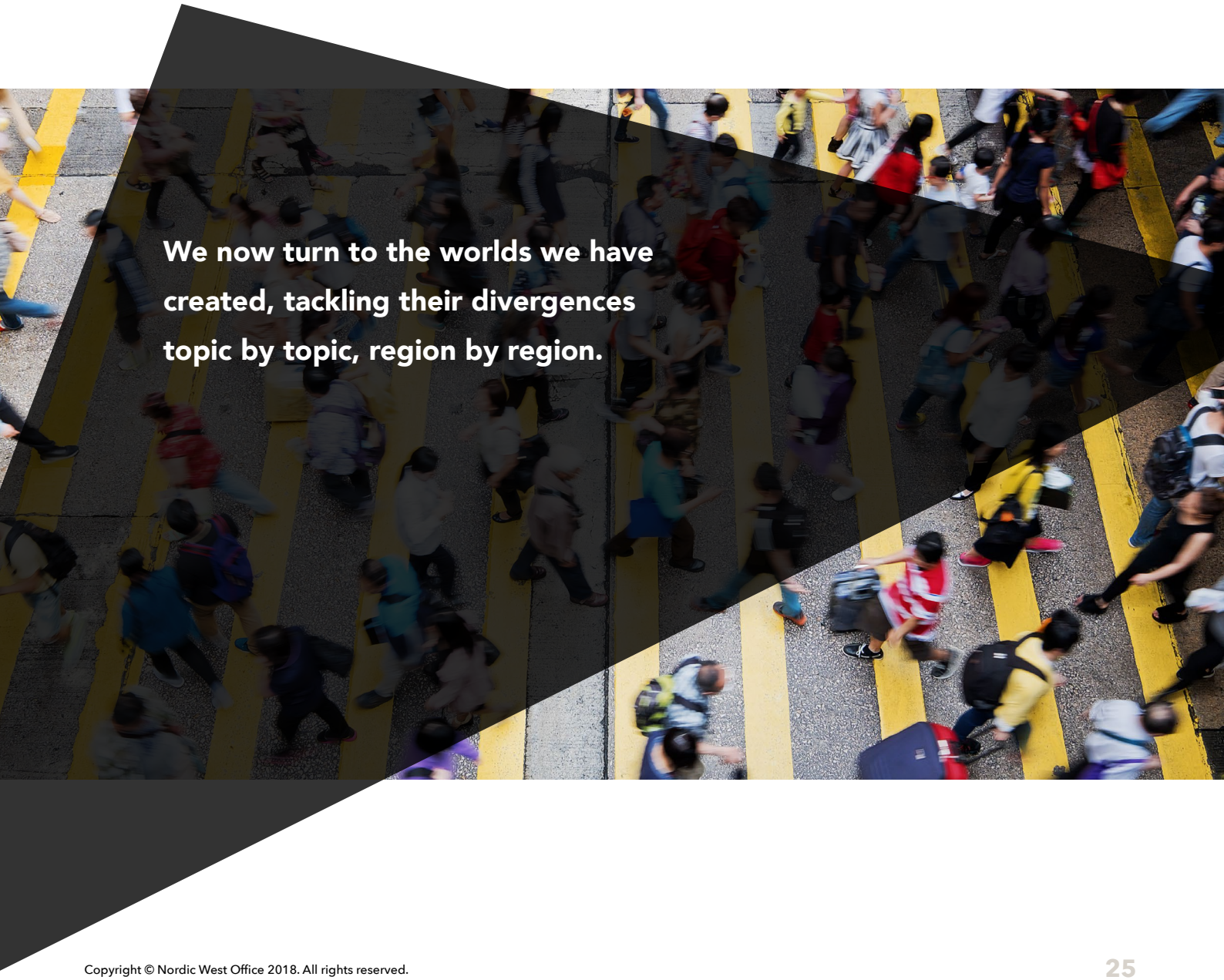
**Kaliningrad becomes Königsberg.** Russia may collapse when energy production becomes localised and the demand for oil and gas rapidly decreases. Local production leads to price volatility in energy and air travel, the latter of which is hampered by environmental concerns and national and local restrictions.

**Technological innovation is decelerating.** Consumers drive climate change policy, and norms and regulation remain local. Ideology and reality converge on less mobility. Cyclists have the right-of-way over cars and ride their fixies in the middle of the street. Business expansion and study abroad lack appeal.

**Little Nordic cohesion exists** with the exception of a few growth corridors, for example, Helsinki-Tallinn or Malmo-Copenhagen. Simultaneously, there are crises of global and state governance. Personal security is threatened, security apps abound, and the Mafia stages a return.

# IV. THEMES



An aerial photograph of a busy pedestrian crossing with yellow zebra stripes. A large, dark, semi-transparent diagonal shape is overlaid on the image, containing white text. The background shows a diverse group of people walking in various directions.

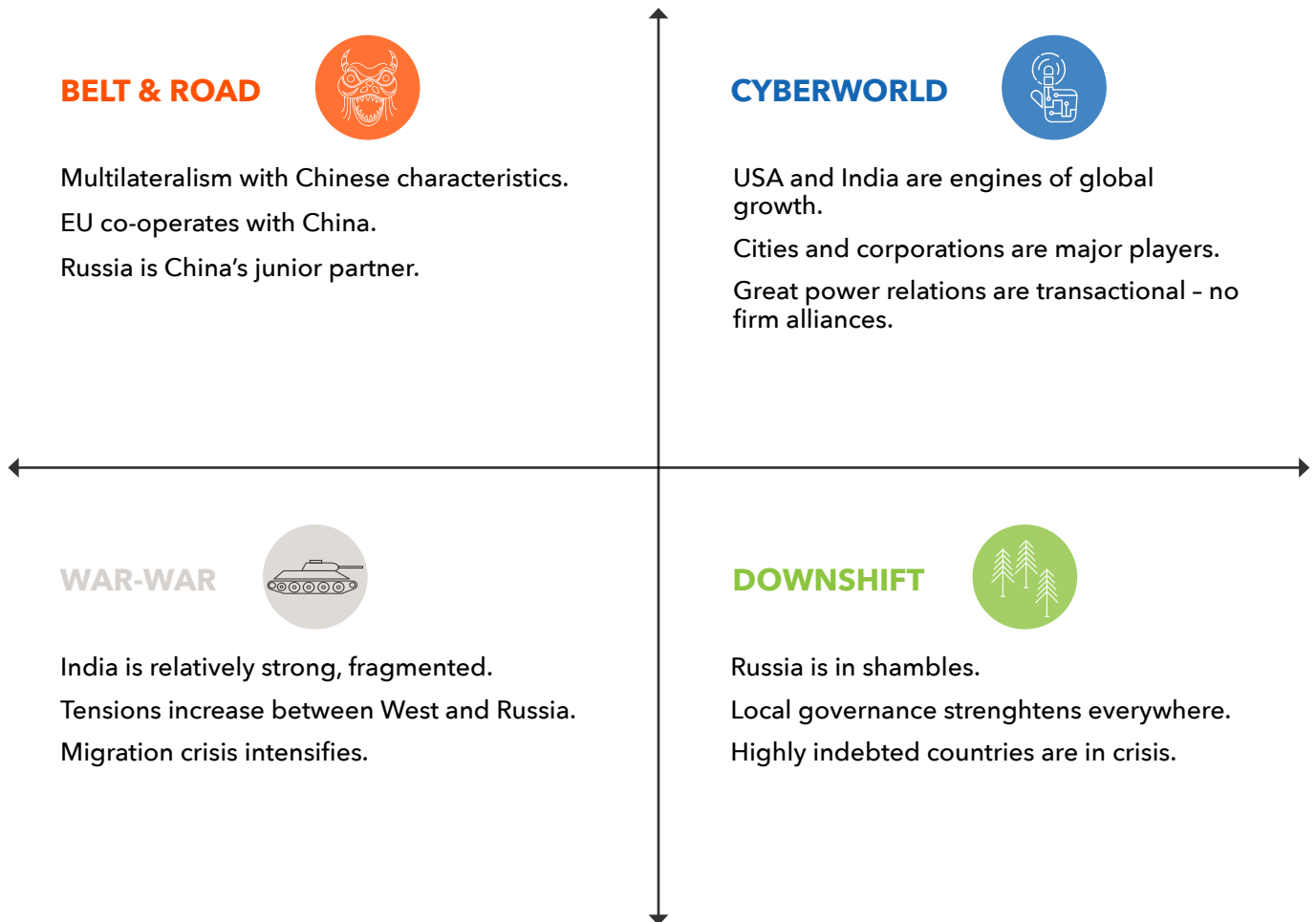
**We now turn to the worlds we have created, tackling their divergences topic by topic, region by region.**



**GEOPOLITICS**

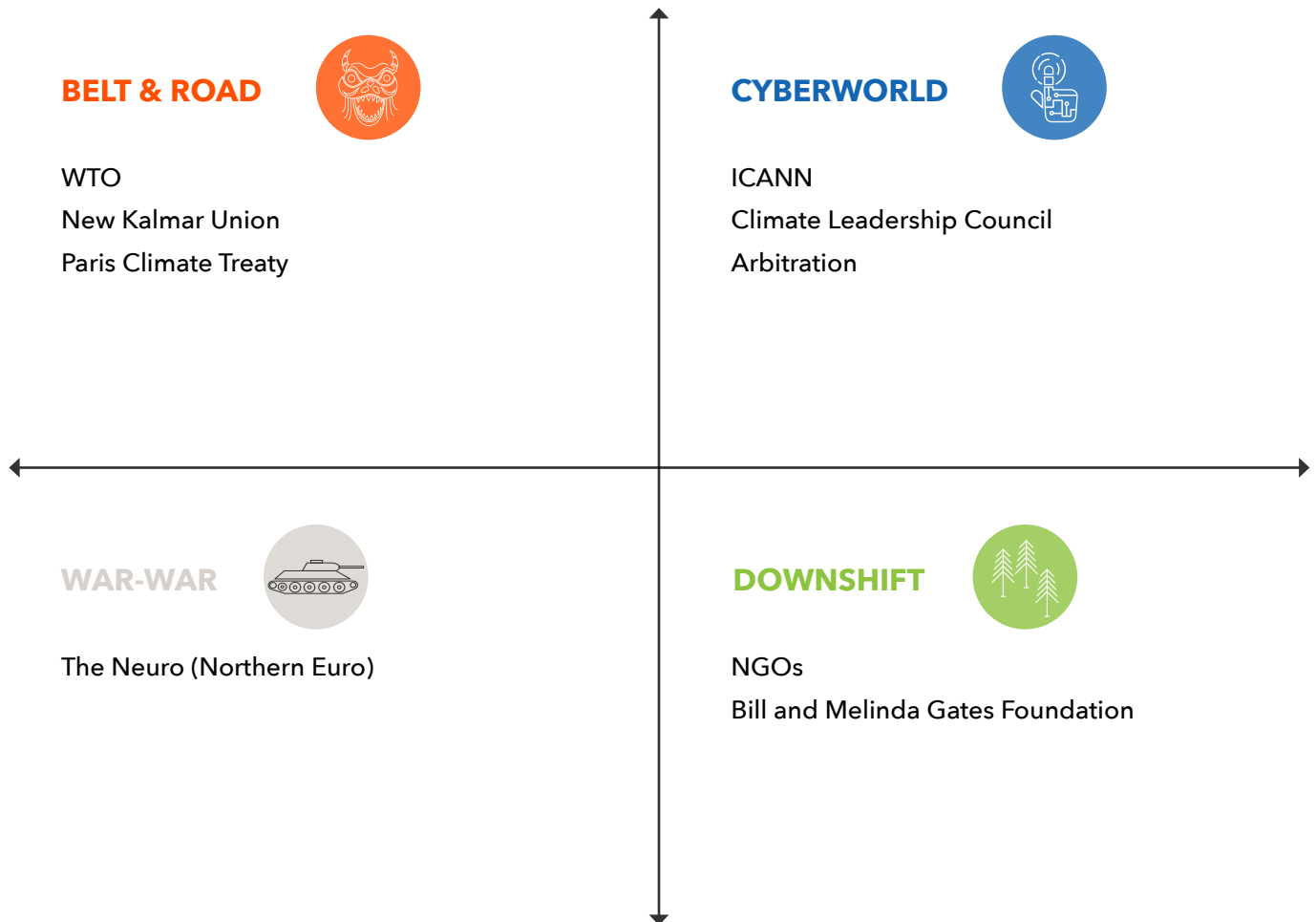
**GREAT POWER RELATIONS**

Mutatis mutandis – or while some things change, the basics do not. None of our scenarios imagine that we would have no great powers, although they differ significantly in the trajectories that current and aspiring great powers may take.



**INSTITUTIONS**

Our analysis assumes and requires an open-minded approach to institutions. They mean a number of things, from one scenario to another, depending on what kinds of institutions best facilitate global co-operation or create global norms in a more or less agile world. Everything from ICANN to the WTO and from the Gates Foundation to the Northern Euro, or Neuro, are on the table. The creative capitals of the world have a direct role in institutions.

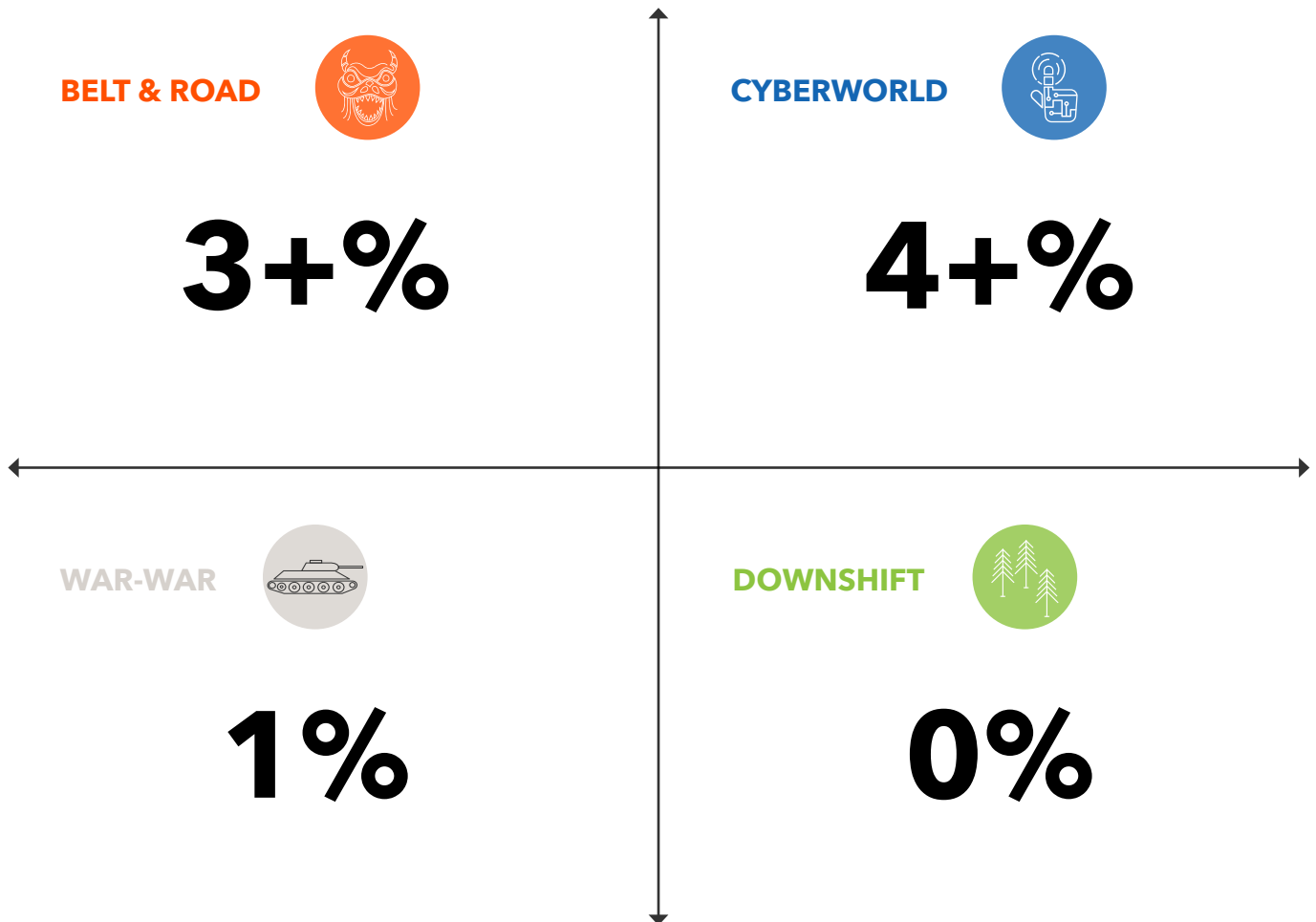




# GROWTH

**GLOBAL GROWTH**

We have determined some key figures for the different scenarios. Economic growth is much higher in scenarios with stronger, globalised markets – the ones north of the y-axis.



**GLOBAL ECONOMY**

Devilish details reveal many global and local drivers of economic divergence between the scenarios. Will infrastructure talk result in actual infrastructure? How will growth be distributed? Can innovation spur productivity? What is the outlook for financial markets?

**BELT & ROAD**



High public investments in new technology, education and infrastructures.

European Commission, WTO and Chinese Communist Party are key regulators.

**CYBERWORLD**



Major productivity increases.

Market based allocation of capital.

Self-regulation and international coalitions.

Organisations such as ICANN and Climate Leadership Council set the norms.

**WAR-WAR**



Trade wars and tariffs increase.

State capitalism is back.

National regulation dominates.

**DOWNSHIFT**



Negative growth followed by zero growth.

Circular and local economies perform well.

Local and regional regulation strengthen.

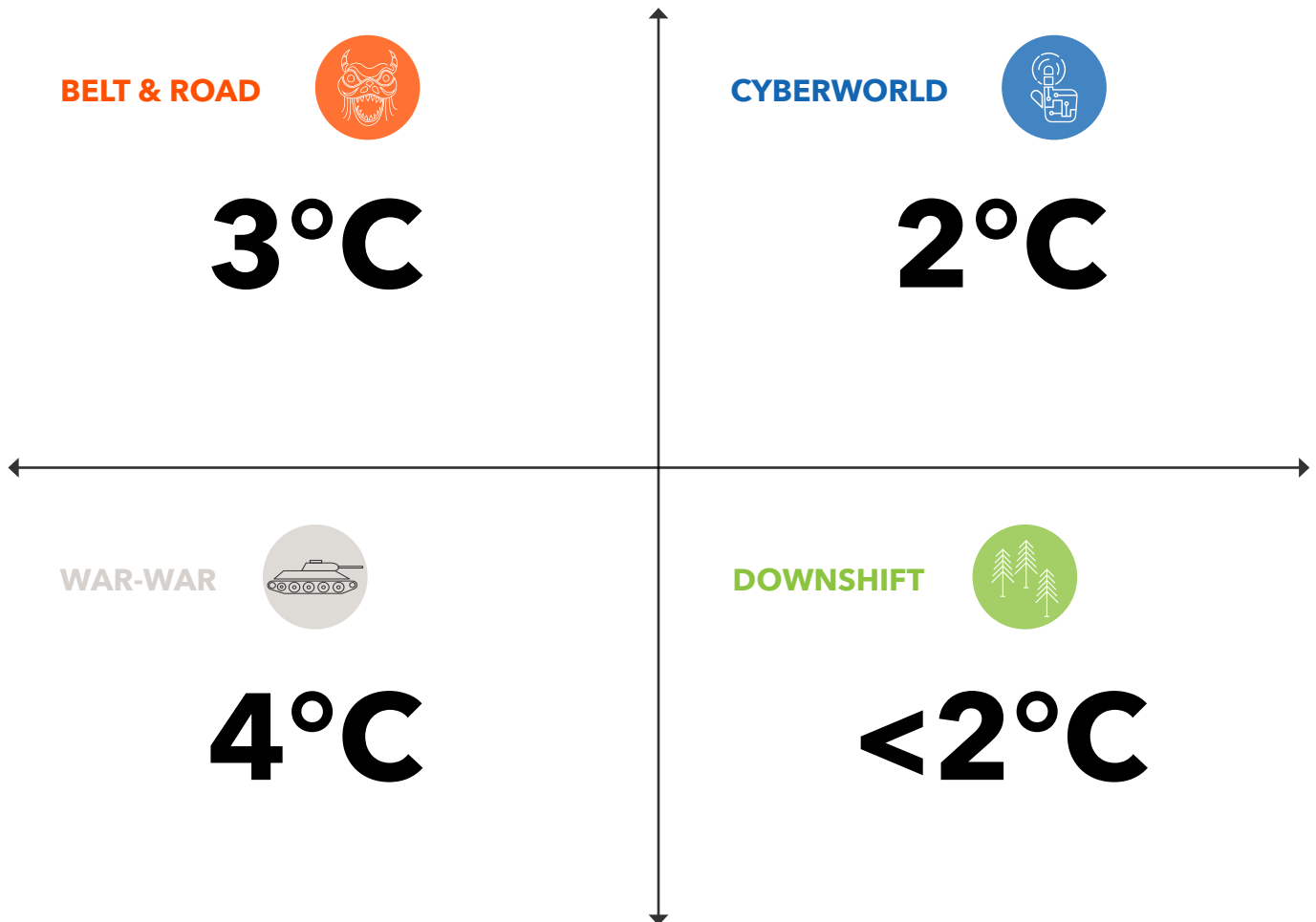
An underwater photograph of a sea turtle swimming in clear blue water. The turtle is the central focus, with its head and front flippers visible. In the background, another sea turtle is seen near a rocky reef. Several small fish are scattered throughout the scene. A large, dark, diagonal shape is overlaid on the image, containing the text.

# ENERGY & CLIMATE



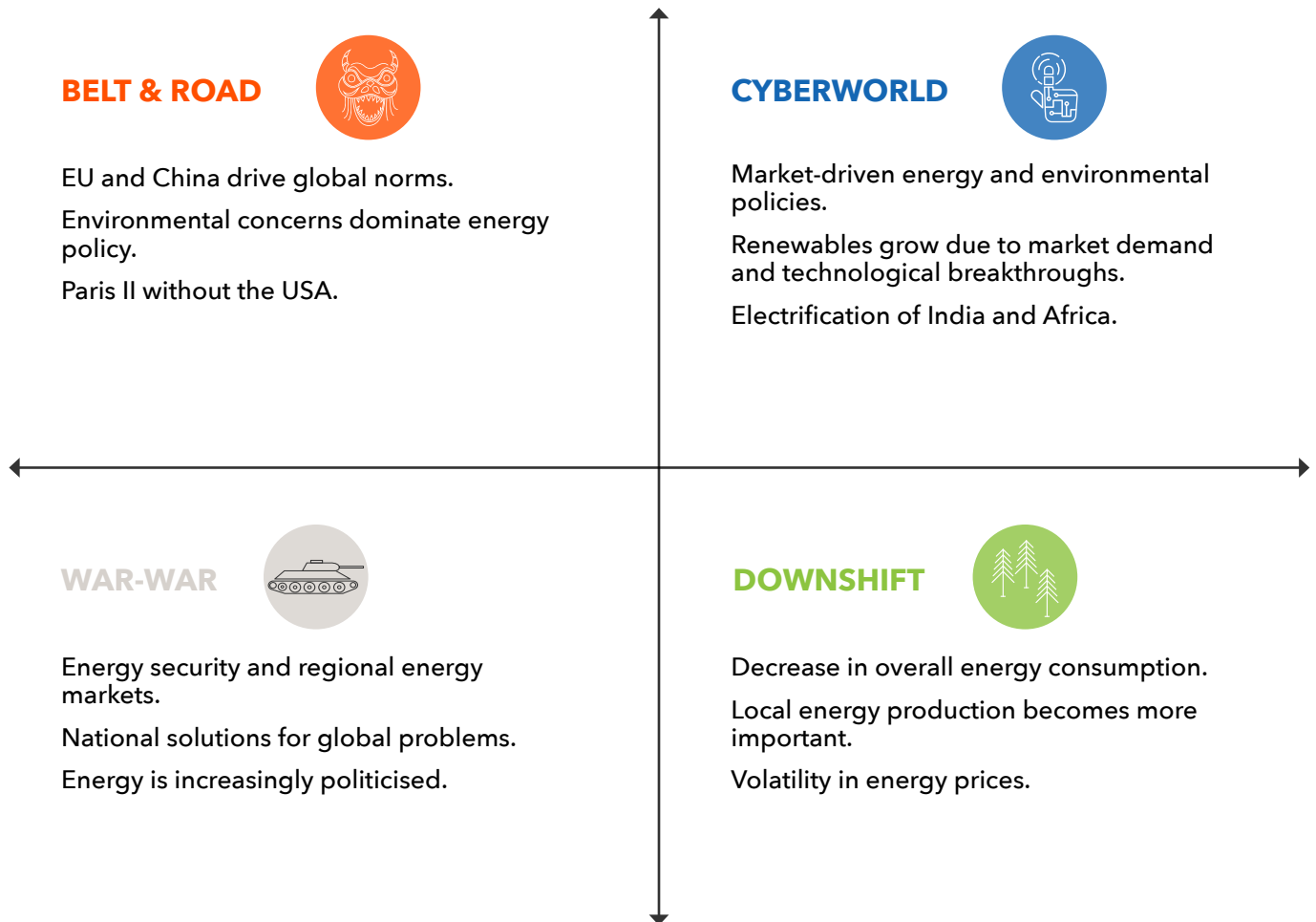
**GLOBAL WARMING BY 2050**

Global warming will depend largely on whether we remain west or east of the x-axis. Our analysis has shown that agile, de-centralised institutions and either rapid technological development or zero growth with associated changing values contribute to manageable temperature increases.



**ENERGY**

Whether energy policy will be market-driven or regulated is one of the most important questions moving towards 2021 and beyond. It also speaks to the division of labour between technology and politics. In Cyberworld, we foresee the final frontier of electrification in India and Africa alongside many technological innovations. As in other socio-economic spheres, we witness the emergence of new partnerships on solving tomorrow's energy issues.

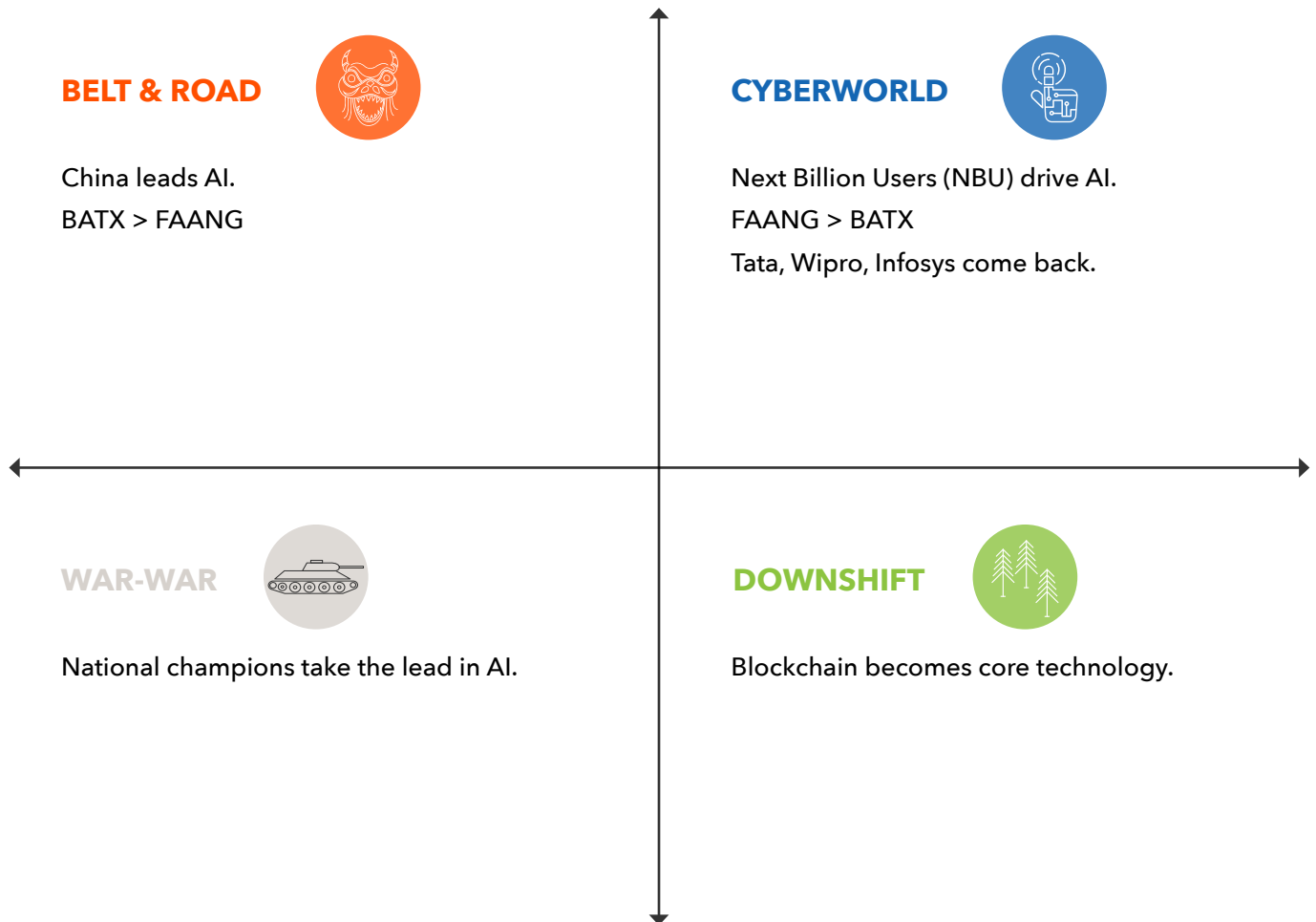


An aerial photograph of a port at sunset. The foreground is dominated by a vast field of stacked shipping containers in various colors (blue, red, brown, grey). In the background, several large yellow gantry cranes are visible, along with a large blue cargo ship docked at a pier. The sky is a mix of orange and yellow, indicating the time is either dawn or dusk. A dark, diagonal graphic element cuts across the image from the top right towards the bottom left, partially obscuring the scene.

# TECHNOLOGY

**TECHNOLOGY**

Who will lead in technology is, perhaps, the most critical question for not only energy scenarios but also for broader questions of great power relations. In fact, technology underlies much of our analysis as it both constitutes and influences the worlds we have constructed. The competition of Facebook, Amazon, Apple, Netflix and Google versus Baidu, Alibaba, Tencent and Xiaomi defines the coming era, especially north of the y-axis. Also, Indian players may stage a comeback. The fight over leadership in Artificial Intelligence only intensifies.

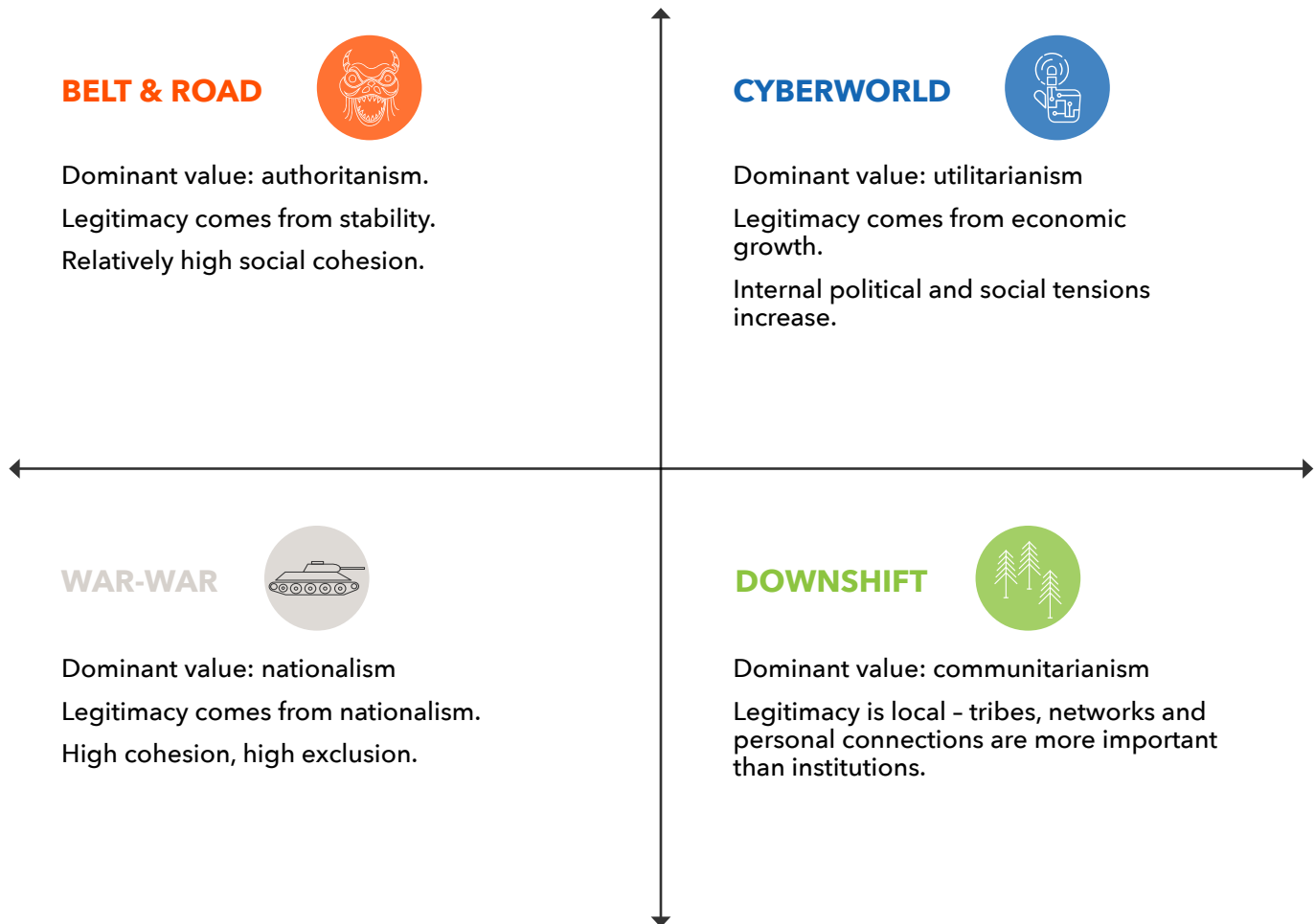


A close-up photograph of a young boy with dark hair, smiling and making a peace sign gesture with his right hand. The image is partially obscured by a dark, diagonal overlay that contains the text 'CHANGING VALUES'.

# CHANGING VALUES

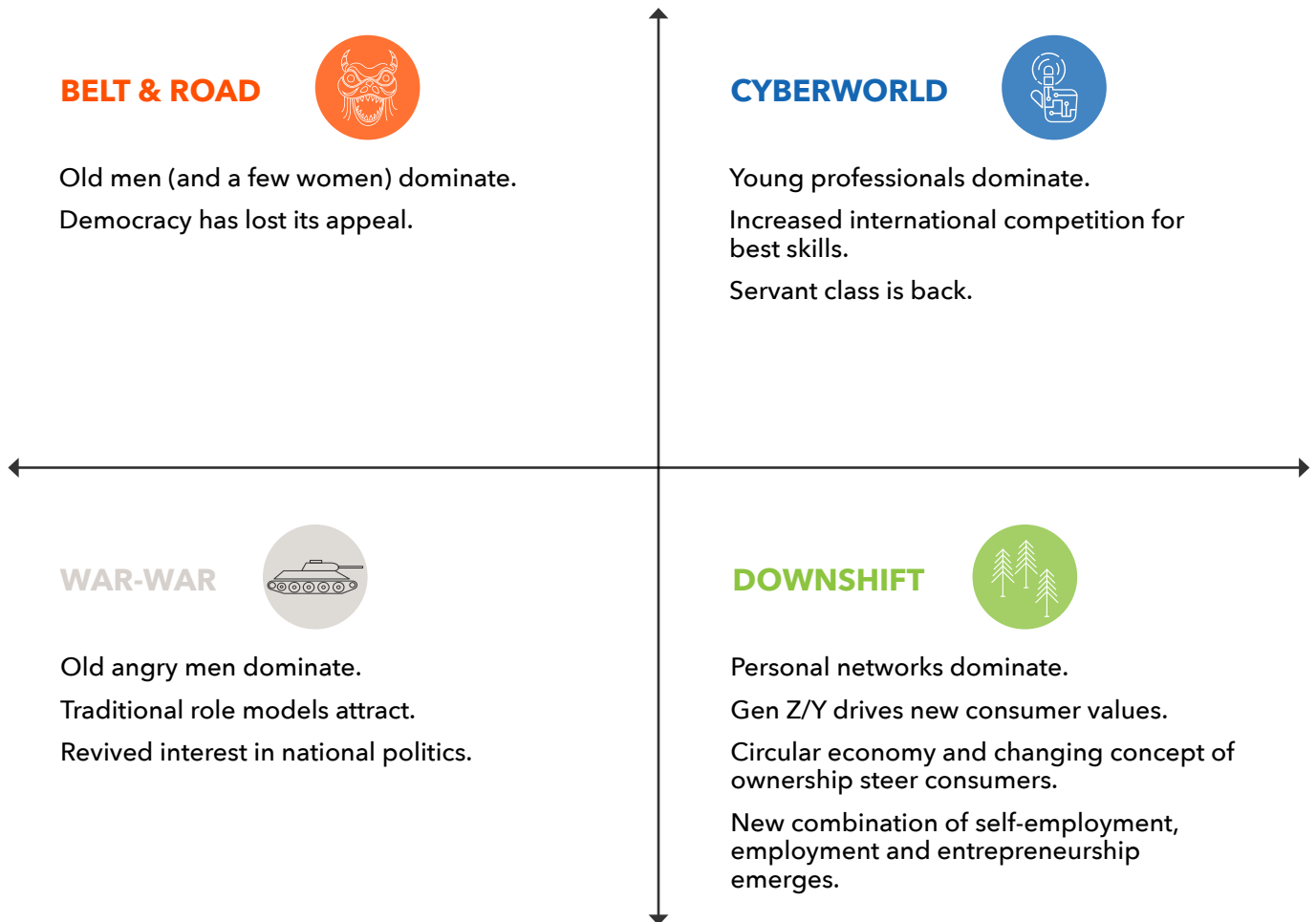
### SOCIAL COHESION & DOMINANT VALUES

Legitimacy must be earned, and we see a distinct divergence between its sources in our four scenarios. Cohesion and inclusion are often at loggerheads with each other. We have identified several leading ideologies, which offer differing means of constituting identity and enforcing belonging. Strikingly, the kind of stark individualism to which many have grown accustomed does not feature as the most dominant value in any of the scenarios, even if it can serve a supporting role.



**GENERATION Y & Z**

A stark divide emerges when we look at the future through a generational prism. The less agile institutions of the left half of our fourfold table protect old, even angry, men. On the right side of the table, young people are in the driver's seat, but also traveling into different worlds depending on whether they head north or south of the y-axis. In these cases, either the servant class is back, or the gig economy makes livelihoods increasingly precarious in the worlds into which the youth is taking us.



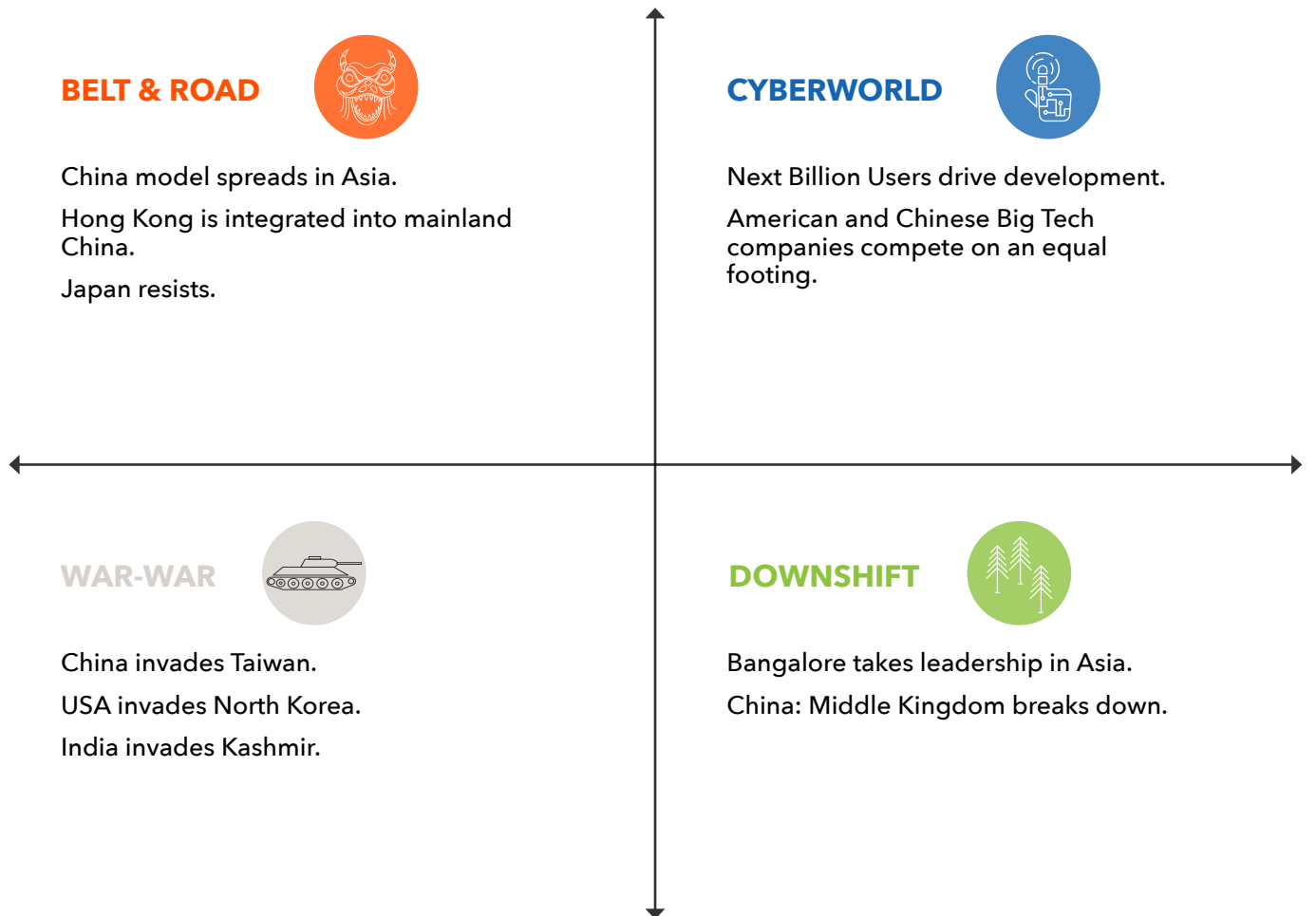


# REGIONS



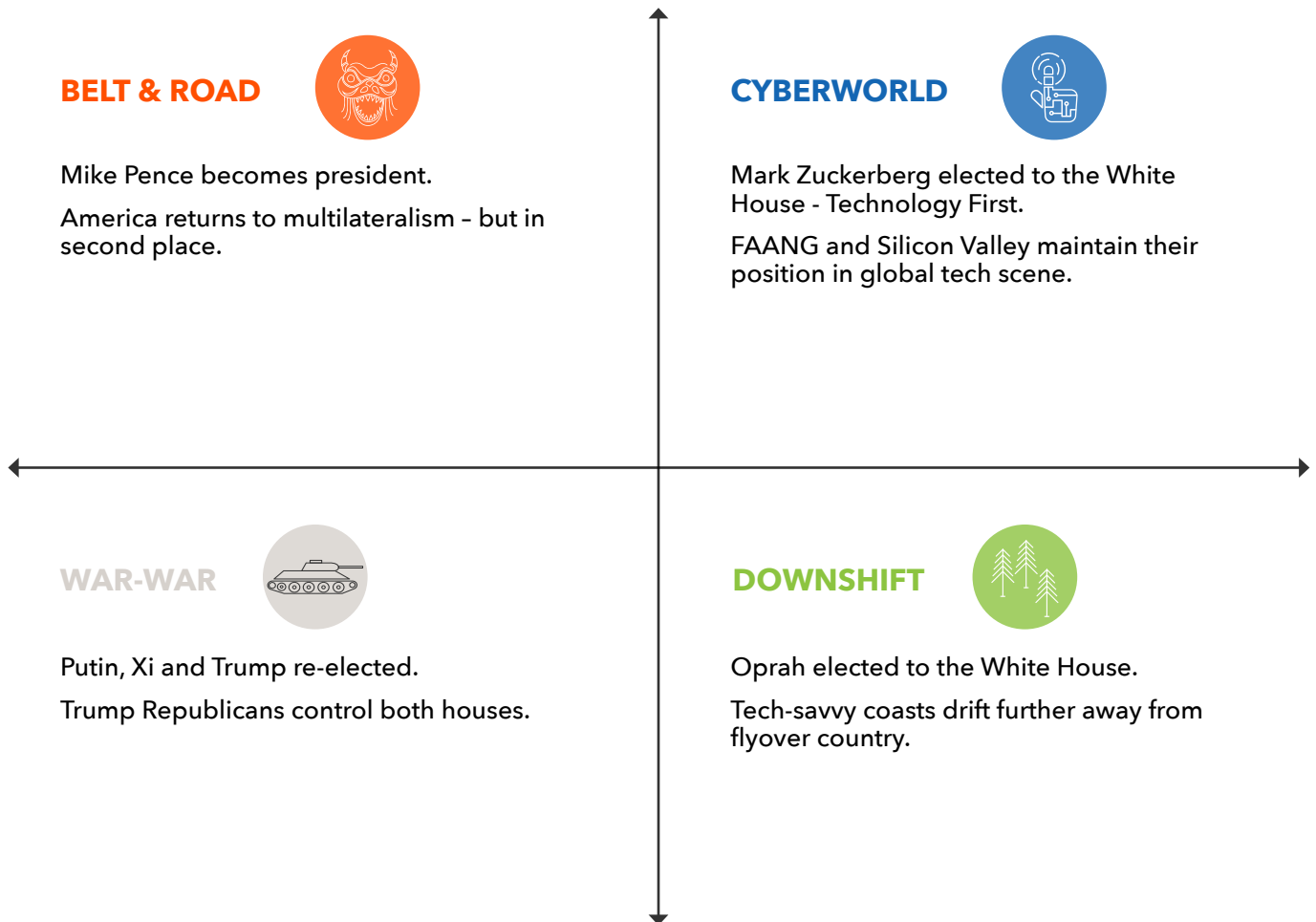
**ASIA**

The future of both Africa and Latin America depends greatly on the extent and nature of China's involvement. In Asia, China may face the most resistance. India is very unlikely to fall in line and it will continue to construct partnerships that help balance change. Japan's journey, specifically its relationship to China, is another one to watch. In 2026, will there be an Asia beyond China's orbit, and who will lead it? Or will the Middle Kingdom break down?



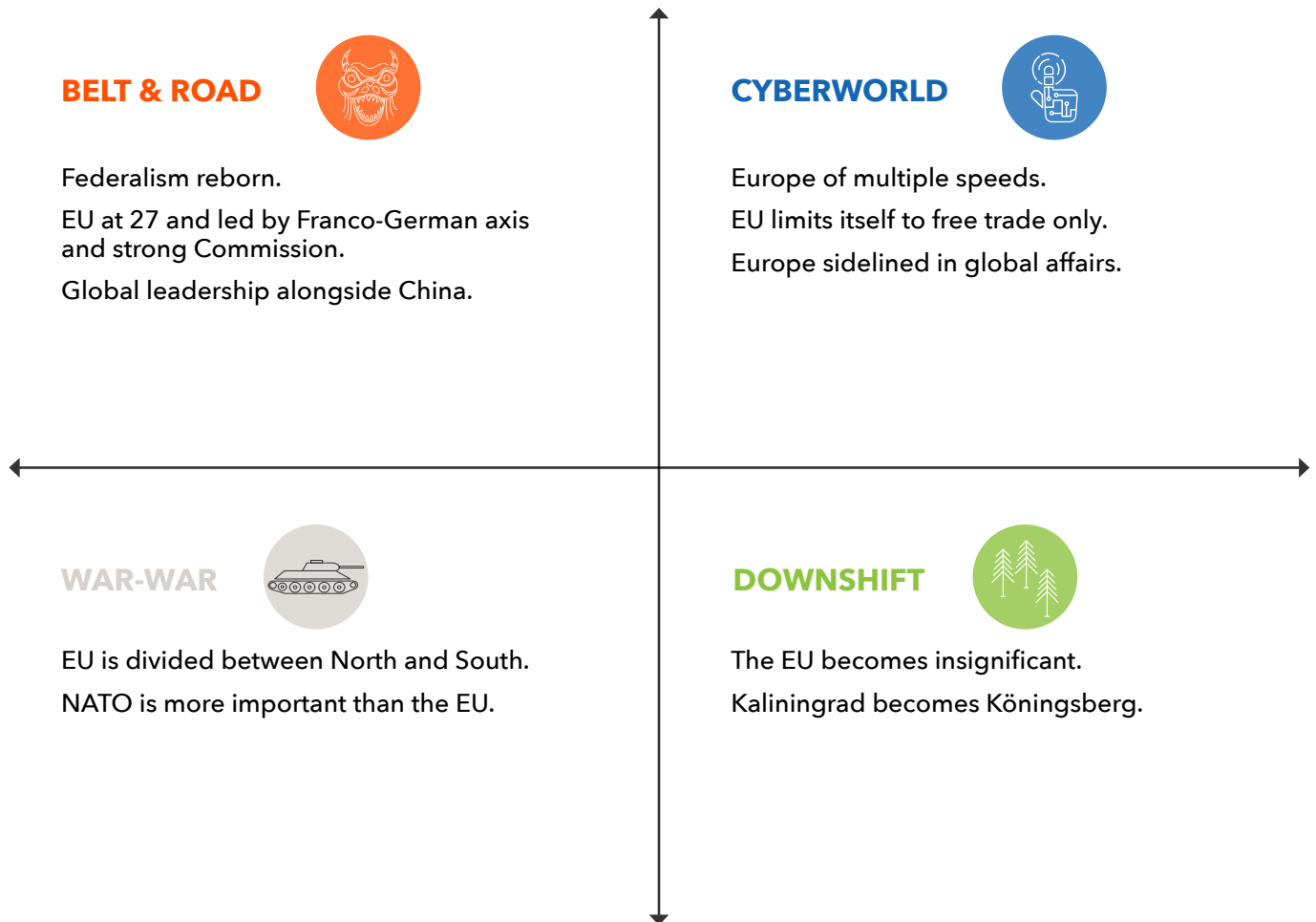
**USA**

The United States may have played a conspicuously small role in our scenarios, yet it is the source of many of the broader phenomena that we describe. Some of the most important questions include the transformation of the Republican Party, America in the world, the role of Big Tech and US internal divisions. Because the future of the Trump Revolution is unknown, we have to prepare for different forms of US leadership. Notably, most scenarios have untraditional politicians elected as president – such electoral choices are reasonable outcomes, according to the logics of our scenarios.



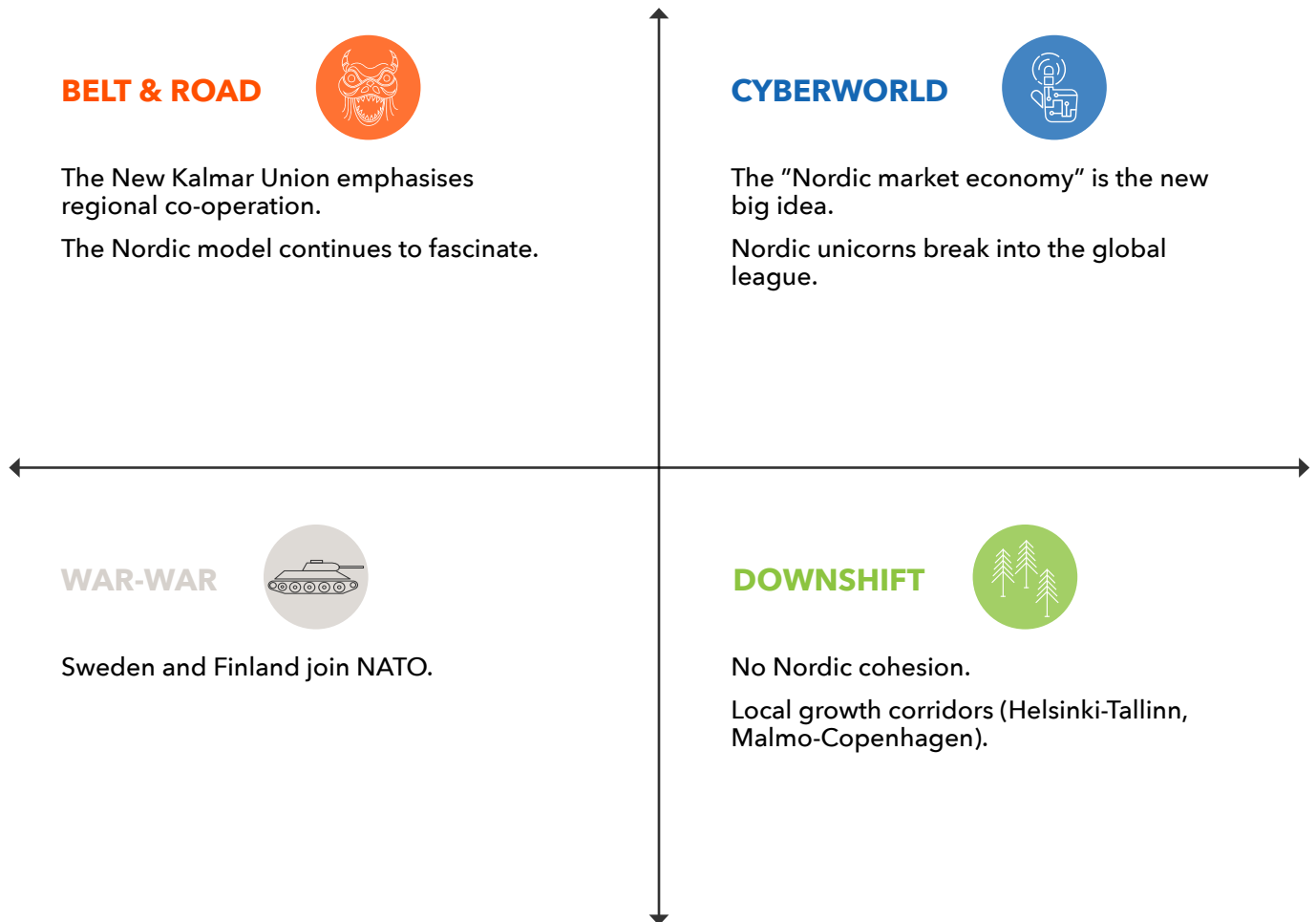
**EUROPE**

Major changes await Europe. It may lead the world in co-operation with China or become side-lined. Kaliningrad may return to Central Europe, or a revisionist, nationalist government may rule from Berlin. Brussels or Berlin, who do we call when we call Europe? Europe faces a variety of options that range from federalism to non-existence. Unity can take the form of a softer, trade-based EU, or internal disagreements may force a split along geographical lines into North and South. As with any divorce, someone should leave the marital abode, and, in this case, it is the North that packs up in Brussels.



**NEW NORDICS**

Finally, the New Nordics – Nordic and Baltic states – must lead in an uncertain world by preparing for different outcomes. The challenges of War-War trigger Finland and Sweden to join NATO. Belt and Road sees the formation of the New Kalmar Union to foster increased regional co-operation. Cyberworld has the Nordic market economy and its more prominent participants conquering the world. In Downshift, co-operation and cohesion only occur at the local level with no great Nordic breakthroughs.



# V. NEXT STEPS

# USING SCENARIOS TO ENSURE SUCCESS

**"Fortune favours the prepared mind."**

*Louis Pasteur, 1854*

Constructing scenarios is only the first step. They help you to systematically think about the future. In addition, they allow you to meet the future well prepared – as prepared as Shell or even more so. By using these scenarios, you can identify:

- Risks and opportunities
- Necessary changes
- Preparatory measures
- Required shifts in strategy

To do so, you must delve deeper into key trends in our emerging worlds and learn to navigate global shocks. May the force of our Global Scenarios 2021-2026 be with you.

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Nordic West Office

Nordic West Office is a global affairs consultancy, a pan-Nordic think tank and a gateway to the US market. We are well connected and have deep experience in the US, the Nordics and Europe.

We help Nordic companies navigate globally. We also help international companies succeed in the rapidly strengthening New Nordics region.

We believe that New Nordic companies and countries can lead the way to a more enlightened market economy.