



FUTURES PLATFORM

Tulevaisuusaamu

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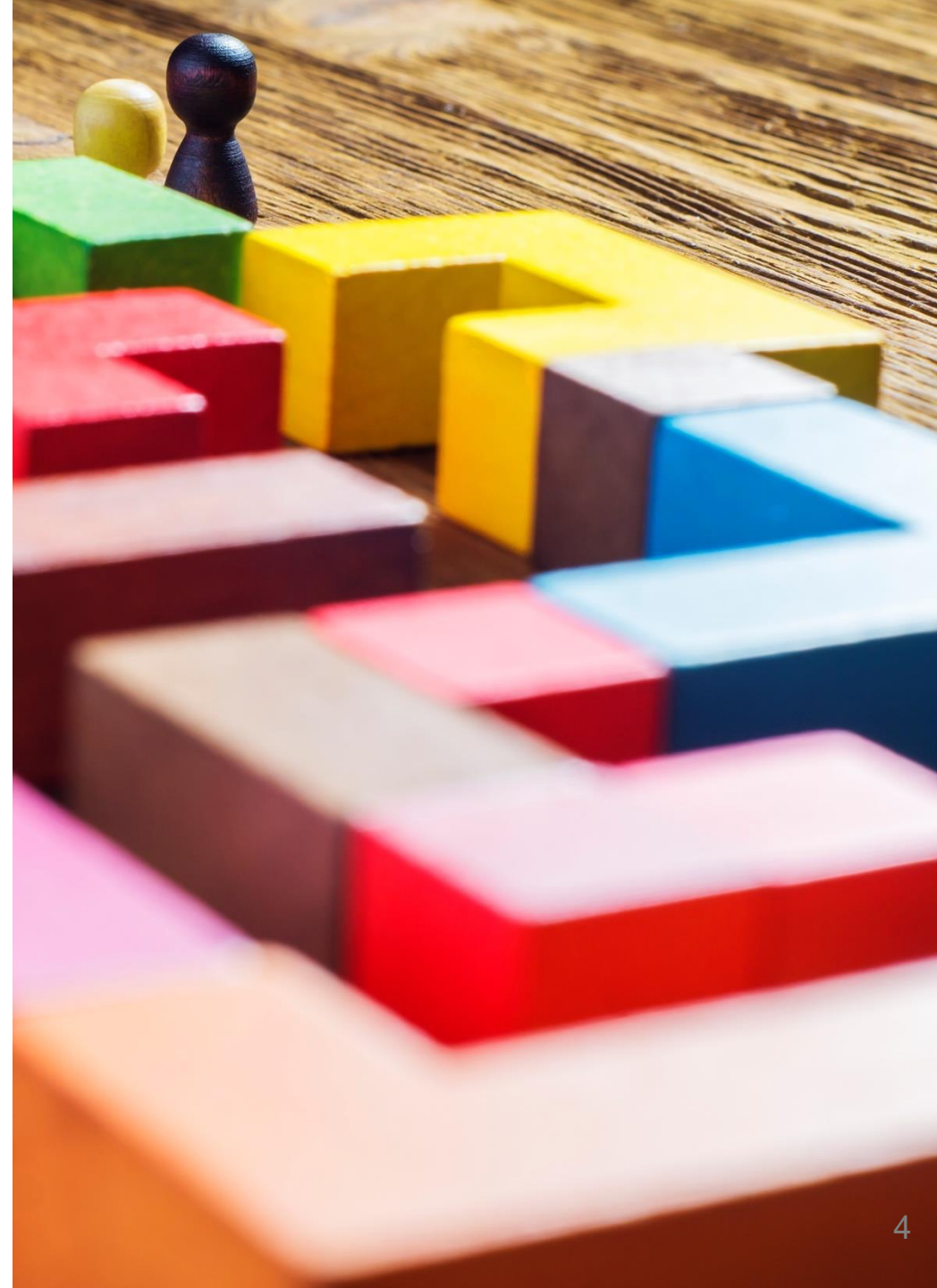
Mitä on ennakointi?

- Tietoa päätöksenteon tueksi
- Laaja-alainen näkemys toimintaympäristön muutoksista ja näiden vaikutuksista
- Tietoa vaihtoehtoisista tulevaisuuksista



Miksi ennakkoinnin merkitys on korostunut?

- Volatiliteetti
- Epävarmuus
- Kompleksisuus
- Monitulkintaisuus



Miksi ennakoida?

Systemaattisesti tehtynä se on tuottavaa.

“Future prepared firms (vigilant) have a **significantly** higher likelihood of making it to the group of industry outperformers.”

“Vigilant firms have 33% higher profitability and 200% higher market capitalization growth when compared with the sample average.”



+33 %

**higher profitability
than average companies**

+200 %

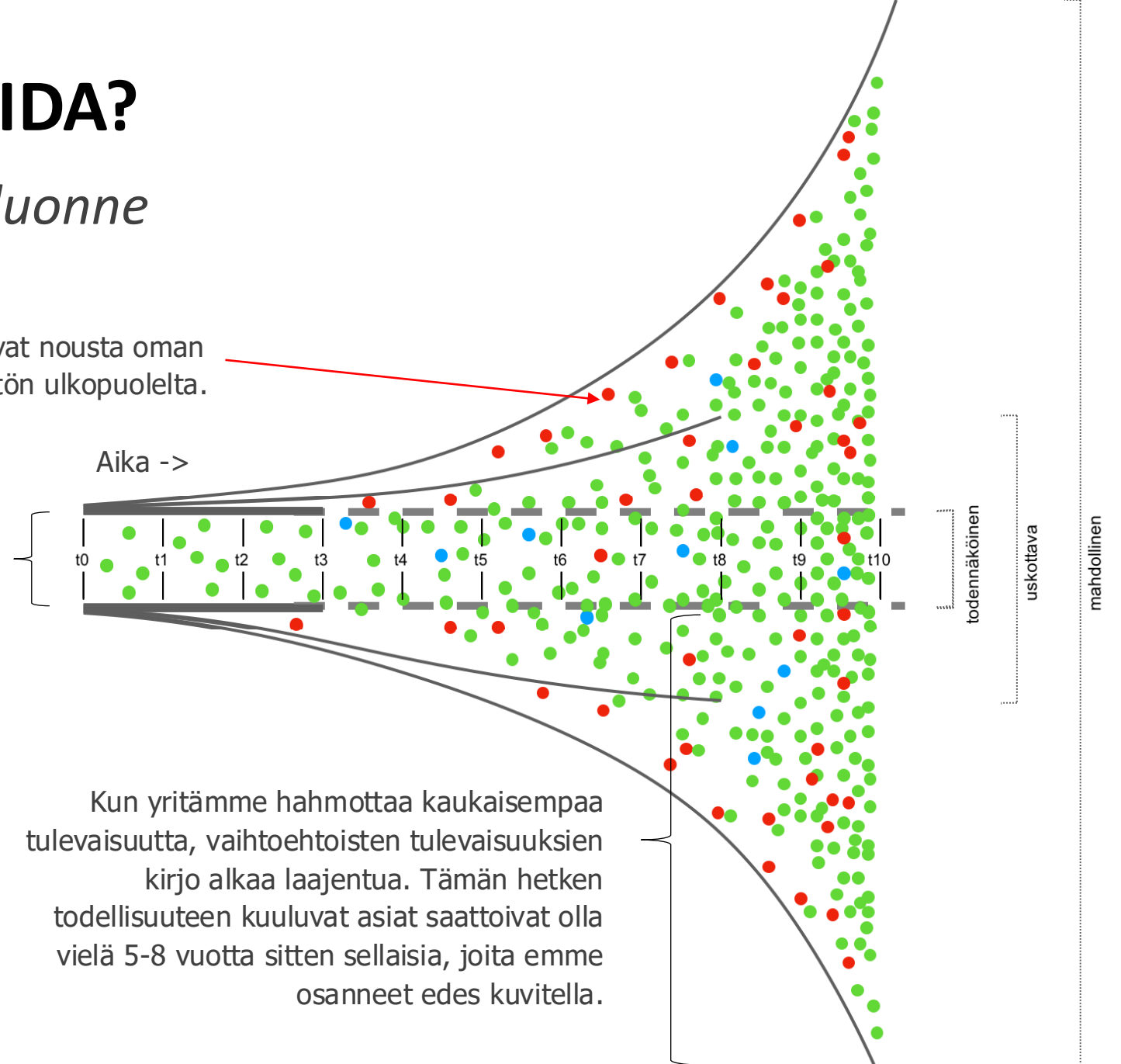
**higher growth
than average companies**

MITEN VOISIN ENNAKOIDA?

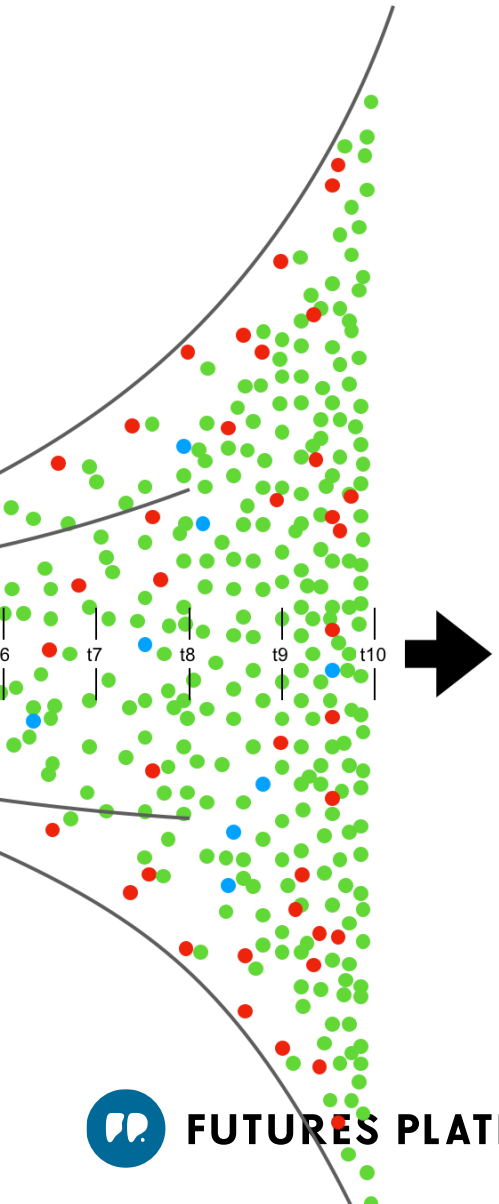
Muutoksen eksponentiaalinen luonne

Kaikkein suurimmat uhat ja mahdollisuudet saattavat nousta oman organisaatiosi välittömän toimintaympäristön ulkopuolelta.

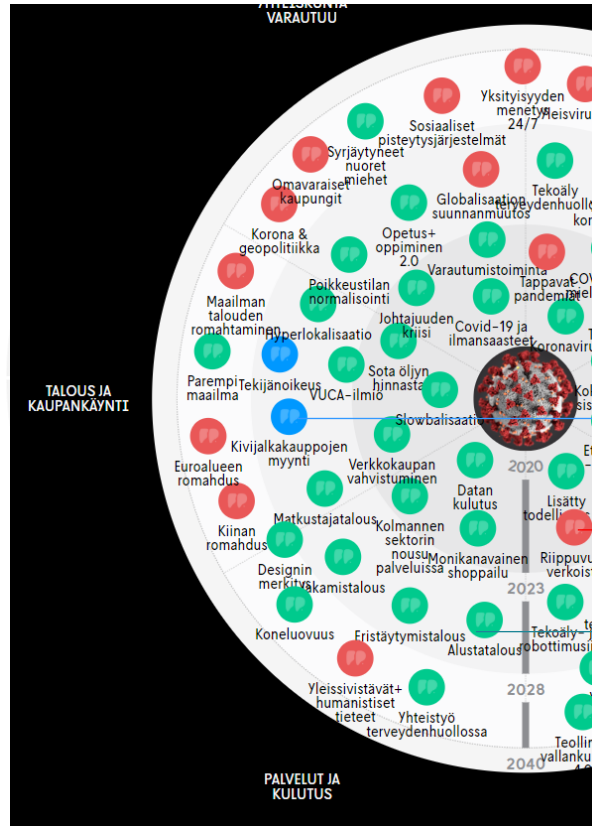
Todennäköisinä pidetyt muutokset,
Toimialalla tunnetut muutostekijät



MITEN VOISIN ENNAKOIDA?



Futures Platformin
ennakointikartan näkymä



Organisaatioiden on havainnoitava omaa toimialaansa laajemmin tulevaisuuteen vaikuttavia muutostekijöitä niin lyhyellä kuin pitkällä aikavälillä. Futures Platform auttaa havainnoimaan muutoksiin liittyviä **ilmiöitä**.

Väri kertoo ilmiön luonteesta:

Sininen = heikkenevä

Punainen = villi kortti

Vihreä = vahvistuva

(Harmaa = heikko signaali, mahdollisesti tuleva ilmiö)



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Ajankohtaisia muutosilmiöitä

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Tulevaisuusaamu – Ajankohtaisia ilmiöitä

MAAKUNNALLISET
PÄÄKLUSTERIT



Hyppää kartalla:



<https://bit.ly/tulevaisuusaamu>

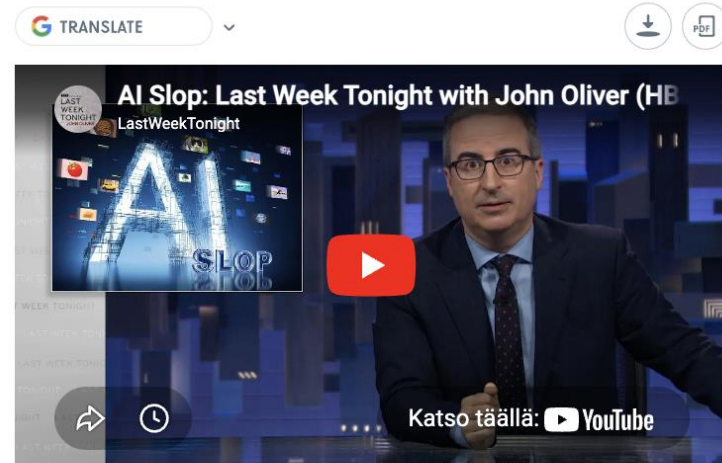
SECTOR

Tekoäly & osaaminen

Backlash Against Low-Quality AI Content

🟢 Strengthening | 2026 - 2029 | Crowdsourced: 2028

Low-quality generative content, or AI slop, has flooded online spaces and workspaces across industries. On social media, AI-generated content is used to farm for views and revenue while eroding trust in online information. In professional settings, 'AI workslop' creates polished but superficial work that burdens colleagues and reduces overall productivity. This phenomenon is causing growing distrust of internet content and backlash, with users developing tools to filter AI content. In the future, critical thinking skills to identify and ignore unwanted AI-generated information will be essential.

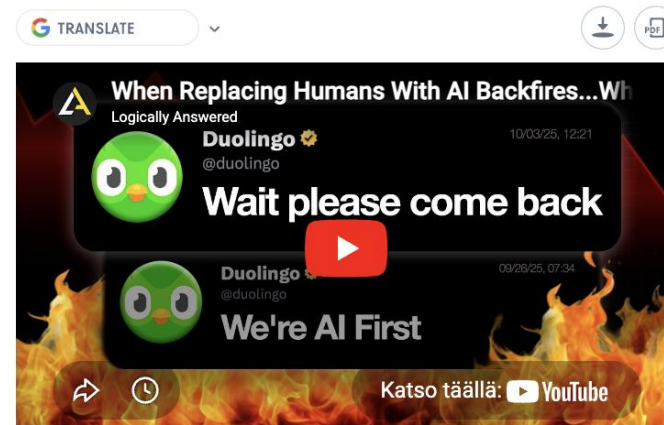


AI Slop: Last Week Tonight with John Oliver (HBO), LastWeekTonight

AI Regret

🟡 Weak signal | | Crowdsourced: 2027

A new realisation is spreading among a growing number of business leaders that the rushed adoption of generative AI can backfire, leading them to regret their AI-related redundancies and rehire human workers. Instead of the higher efficiency and reduced costs many businesses hoped for when they replaced human workers with AI, many of them experienced low-quality work output, internal confusion, a drop in productivity and an increasing number of employees leaving. In a 2025 report, MIT researchers found that 95% of organisations are getting zero return on their GenAI investments. Yet, companies so far continue to double down on AI adoption at speed, motivated by fear of falling behind their competitors. Should regret in the adoption of AI at the expense of human workforce become a widespread phenomenon among businesses, it could shape organisational strategies and prompt a renewed interest in human expertise, more cautious investments in AI and a more balanced human-AI collaboration.



When Replacing Humans With AI Backfires...Why CEOs Regret Layoffs, Logically Answered

AI Surpasses Humans' Persuasion Skills

🟢 Strengthening | 2025 - 2028 | Crowdsourced: 2028

AI tools are becoming more persuasive than humans. They are found to be far more effective, for example, in breaking people's conspiracy beliefs, countering disinformation, and negotiating police siege situations. They can also be used in promoting healthier behaviour more successfully. This development raises also serious concerns; the potential misuses of persuasive language models range from targeted disinformation dissemination to encouraging crimes and acts of terrorism. With increasing number of people entrusting personal information to AI, attempts at persuading users will become more finetuned and effective. Since training and accessing these models is becoming ever cheaper and easier, they will be deployed more often by malicious actors. As a result, attempts to influence elections and cases of chatbot radicalisation will mount.



Can AI Write Persuasive Propaganda?, Stanford Cyber Policy Center

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Vihreä siirtymä & kiertotalous

Nature Positive as a Target

Strengthening | 2028 – 2033 | Crowdsourced: 2031

As humanity faces the existential and interconnected threats of climate change and biodiversity loss, the nature positive target is gaining attraction. Aimed at ending and reversing nature loss, it emphasises the need for a societal transformation to actively enhance ecosystems through human activities. Proponents argue that existing net-zero targets will not suffice to reach global climate goals if they are not coupled with nature-positive actions. Widespread efforts towards a nature positive future would inspire new business models and approaches to product and service development. However, the lack of standardised metrics still presents challenges and risks misuse of the concept.

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Nature Positive 2030, Natural England

Climate Litigation

Strengthening | 2025 – 2028 | Crowdsourced: 2028

Climate litigation has become a powerful mechanism for enforcing climate accountability, with nearly 3,000 cases filed across 60 countries since 1986, most seeking systemic policy and corporate change. Recent rulings in Europe have strengthened legal recognition of state and corporate responsibility for climate harm. However, courts are increasingly used both to advance and obstruct climate action, including “anti-climate” lawsuits. As litigation intensifies, it may drive stricter emission standards and renewable investment but also spark political pushback, catalyse polarisation and prompt regulatory resistance.

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How We Took On an Oil Giant – and Won, Melinda Janki, TED

Energy-Based Monetary Systems as Global Currencies

Wild card | 2045 – 2125 | Crowdsourced: 2039

Conventional currency faces criticism for issues like inflation and detachment from real value, driving interest in alternatives such as energy-based monetary systems. Recent research highlights the potential of energy-denominated currencies to support sustainable development. However, practical challenges hinder global adoption. If the challenges are surmounted, energy-backed currencies could realign economic growth with environmental goals, boost the geopolitical power of energy-rich nations, and necessitate substantial international reforms for energy certification, measurement, and governance.

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The Importance of Energy-Based Money in the 21st Century Economy, Quai Network

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Kokonaisturvallisuus & huoltovarmuus

Major War in the Middle East

Wild card | 2026 – 2040 | Crowdsourced: 2024

The potential for large-scale conflict in the Middle East remains a concern due to the region's complex geopolitical dynamics. If a couple of states in the region ended up in a large-scale armed conflict, it would be hard to prevent the escalation of the war to the whole region and the world powers from interfering. This could even lead to a war between the world's major military and economic powers.



Why the Middle East's Borders Guarantee Forever Wars, ReallifeLore

Electromagnetic Warfare

Strengthening | 2026 – 2040 | Crowdsourced: 2024

Electromagnetic warfare (EW) refers to the military use of the electromagnetic spectrum for offensive and defensive purposes. As modern armed forces are heavily dependent on technologies that rely on the electromagnetic spectrum, EW has become a critical component of contemporary warfare. Recent conflicts have demonstrated its growing importance, and future conflicts are likely to feature even greater dependence on EW capabilities.



Owning the Spectrum: How the Army Is Reinventing Electromagnetic Warfare, Fed Gov Today

Critical Ignoring as a Core Digital-Age Competence

Weak signal | Crowdsourced: 2030

Critical ignoring refers to the skill of deliberately choosing not to engage with low-quality, misleading or harmful information. In conditions of information abundance, attention is easily captured by emotive, polarising or sensational content, increasing the spread of misinformation. When such material is consciously ignored, misinformation cascades are curtailed and democratic processes better protected. Content may warrant ignoring when it is inflammatory, intuition-based rather than evidence-based, unsourced or non-credible, distracting, accusatory without proof, or scapegoating minoritised groups. Critical ignoring may emerge as one of the core competences of the digital age.



Critical Ignoring & Our Information Diet, Amber Mac

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Teknologia- ja kasvualat

Return of Spheres of Influence

Strengthening | 2026 – 2040 | Crowdsourced: 2030

Spheres of influence refer to geographic areas where great powers seek to limit the autonomy of weaker states and other great powers' influence. Great empires and colonial powers have built and made use of spheres of influence in the past, but it was largely thought that their time ended with globalisation and the conclusion of the Cold War. However, the multipolar geopolitical flux of the 21st century, including Russia's expansionism, China's rise and increasing global reach, and the United States' National Security Strategy introduced in December 2025, together with trade wars and the formation of economic blocs, has brought the idea that spheres of influence are once again topical in great power politics to the fore.

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Are spheres of influence making a comeback on the international stage?, Euronews

Technostress

Strengthening | 2025 – 2028 | Crowdsourced: 2028

Stress induced by overexposure to technology, also known as technostress, now extends beyond the workplace. The digitalisation of work, rapid technological advancements, and constant connectivity are some of the factors that drive this phenomenon, which can lead to cognitive overload and emotional exhaustion. For employees, unmanaged technostress can result in burnout and lack of professional growth. Meanwhile, organisational leaders may need to ensure that workplace wellness initiatives promote healthy technology use.

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"Technostress" and the need to Future-Proof Productivity, Michelle Cederberg - Ignite High Performance

Intention Economy

Strengthening | 2029 – 2034

The Intention Economy refers to a potential future economic model in which AI tools capture, interpret, and potentially manipulate human intentions. It is likely to emerge as a lucrative parallel market and an evolution of the currently dominant attention economy, which focuses on capturing and monetising our limited attention. This shift could enable more efficient and personalised experiences by hyper-targeting users and better understanding their needs through large language models (LLMs) and AI agents. At the same time, it could permit mass-scale manipulation and the commodification of human intent, influencing everything from consumer spending to voting behaviour in elections.

TRANSLATE [download] [pdf]



Aligning AI systems with human intent, OpenAI

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Maakunnalliset pääklusterit

Reverse Recruiting

Weak signal | Crowdsourced: 2031

Amidst struggles to land a new job, some white-collar job seekers are beginning to pay recruiters to assist with résumé building, LinkedIn profile optimisation, and even submitting applications on their behalf, effectively overturning the traditional recruitment model of companies engaging recruiters to find suitable candidates. This phenomenon, for now, seems to be primarily active in the United States, although it might spill over into any economy in which the demand for white-collar jobs significantly outnumbers the supply and job search cycles are long as companies are hesitant to hire new employees. Ghost job postings and the possibility to use AI tools to send out mass applications make reverse recruiting more appealing since job seekers have an increasingly hard time standing out from the competition and getting interviews. This shift could put particularly job seekers without the means to afford assistance at a severe disadvantage.

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Business Analyst: What are reverse recruiters?, Queen City News

Government Spending Scale-Down

Strengthening | 2026 - 2029 | Crowdsourced: 2030

Government spending scale-down has emerged as a central economic and political issue as public debt levels rise across advanced economies. Governments face mounting pressure to restore fiscal sustainability while avoiding recession and social instability. The debate is particularly intense in the United States, where political polarisation shapes competing fiscal strategies. Similar pressures are visible globally, especially in Europe, where austerity ambitions increasingly clash with rising security and defence needs.

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Taxes, Spending & Debt: Is America Going Broke? | Civics Made Easy, PBS

Cyberpunk Societies

Wild card | 2035 - 2125 | Crowdsourced: 2036

In a possible future, highly capable generative AI enables near-total automation of all production, but the ownership of the technology and the benefits it generates are concentrated among a handful of techno-capital elites and private corporations. As public authorities fail to respond to this development, these corporations assume virtually all political power, enforce conditional access to basic services and govern through mass surveillance and control over data. Social mobility collapses, cities degenerate into small enclaves of enormous wealth surrounded by decay. The high-tech, low-life reality of the average person in this future is characterised by a severe loss of autonomy and privacy, algorithmic control, and the choice between obeying the system or trying to resist it as an outlaw and risking persecution and punishment.

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The Exact Moment Real Life Becomes Cyberpunk, Epic Opaque

Chance favours the prepared mind.

Louis Pasteur

