

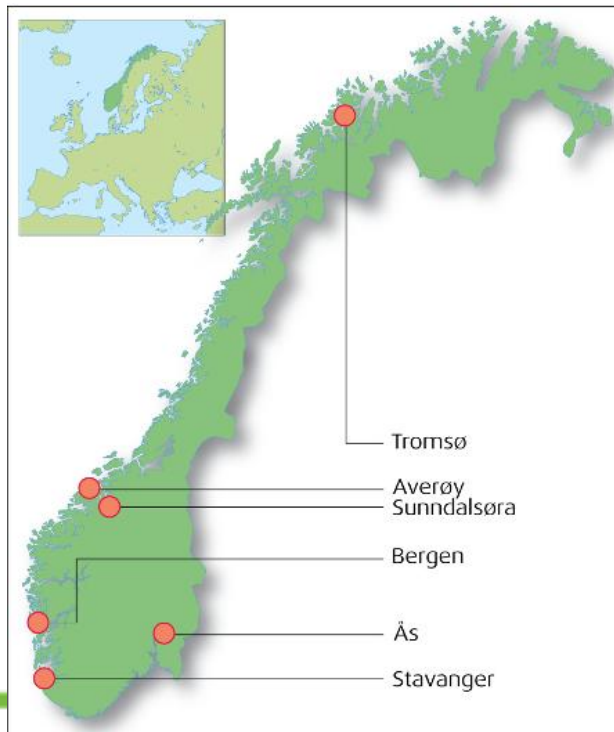
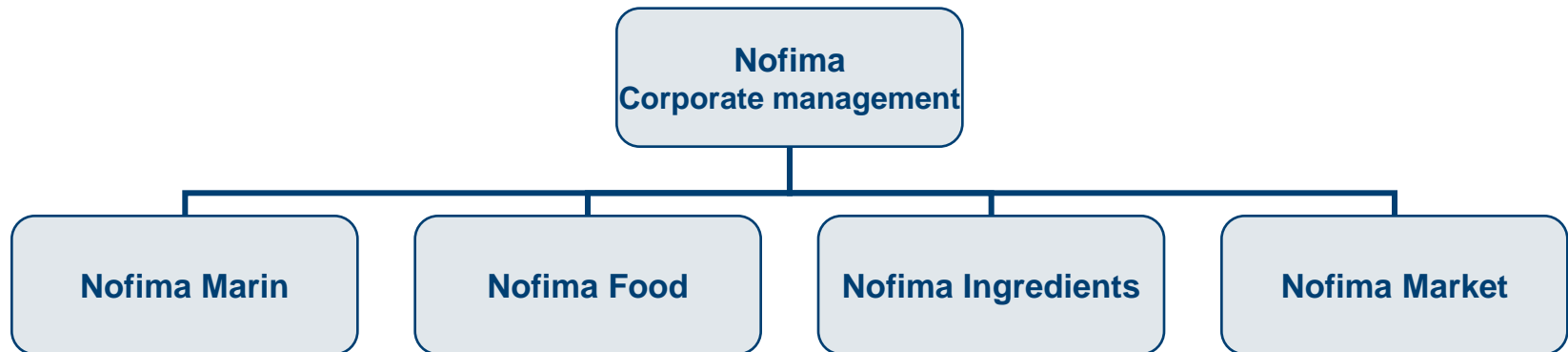
Scenario 2040

Workshop

Hammerfest April 18th 2009

Bjørn Eirik Olsen
Director, Nofima Market

Nofima is an applied research corporation within food science



Nofima

•490 employees

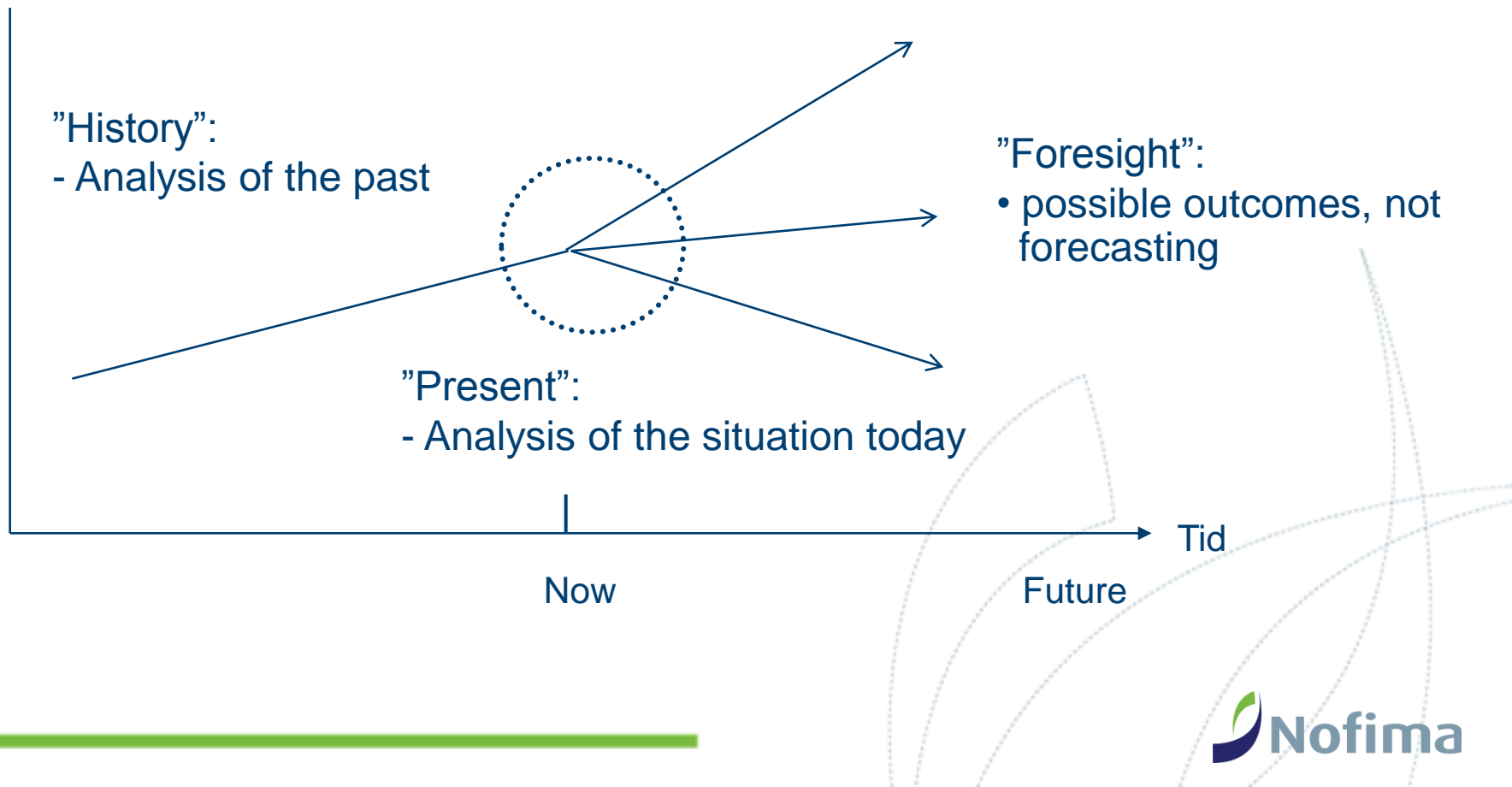
Locations in Norway:

•HQ in Tromsø

•Research activities in:

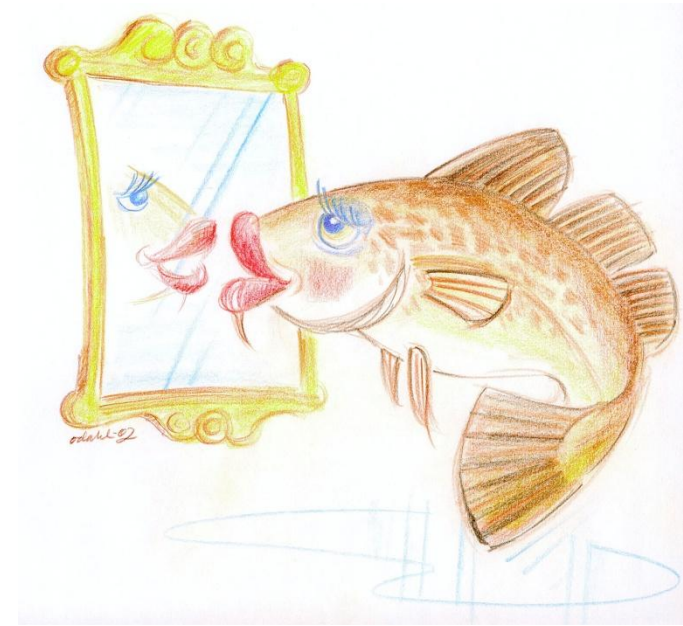
Tromsø, Bergen, Stavanger, Ås, Sunndalsøra, Averøy

Past, present and future



What is a scenario?

- A scenario is a future picture, and the story how we got there
- A scenario analysis is a process where we draw several possible pictures of the future
- We need to decide the theme, the time scope and the purpose of the analysis
 - Discuss important Driving Forces
 - Select 4-6 important driving forces to play with
 - Choose the two most interesting ones as axes
 - Draw four scenarios



Cod seafood business

Five major driving forces

1. Customers buying power

Higher-Lower

2. Competition from new aquaculture species

Higher-Lower

3. Environmental issues: NGO-pressure

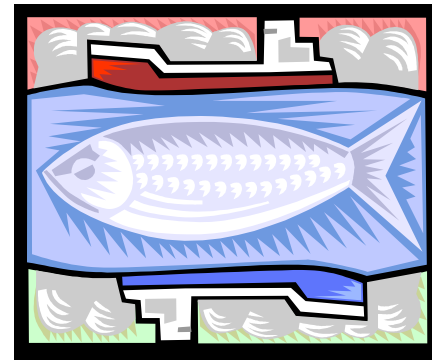
Higher-Lower

4. New catch technology

Yes-No

5. Strategic focus

Standardization-Differentiation



Two topics

- Oil and gas into the green economy
Group 1, 2 and 3
- Arctic energy
Group 4 and 5
- Time scope: 2040



Most important driving forces

- **Technology (renewable) 2, 3, 4, 5**
- **Consumer awareness, external pressure 1, 3, 4**
- **Cooperation vs competition 1, 2**
- **Environmentally friendly investments 1**
- **Environment 2, 4, 5**
- **Politics; pro renewable or not 2, 4**

Secondary Driving forces

- Profitability 2, 3
- Natural resources/energy 2, 3
- Sharing knowledge with developing countries 1
- Government 2
- Education 4
- Stakeholders
- Infrastructure 5

Forgotten

- Borders (trade, people, info); close-open
- Distribution (res, rights, knowl, techn, output); unequal-equal