



***Business as Usual or Business as Optimal –
Scenarios for the Development of Knowledge,
Values and Institutions***

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Sylvia I. Karlsson

sylvia.karlsson[at]tse.fi

Finland Futures Research Centre
Turku School of Economics
Finland

Introduction



Partial scenarios for three arenas:

- knowledge
- values
- institutions

Two scenarios for each arena:

- 'Business as usual'
- 'Business as optimal'

Knowledge scenarios

Business as usual

**increasing knowledge divides
a handful of global Oxfords
national research frameworks
and funding – North dominated
privatized and commercialized
knowledge and publication
academics are ‘above’ society
confined to their ivory towers
only PhDs generate scientific
knowledge**

Business as optimal

**decreasing knowledge divides
global Oxfords in every
country
global and regional research
councils funding diversity
knowledge and its publication
considered a public good
academics are part of the society
engaging with change processes
everyone is learning to generate
scientific knowledge**

Value scenarios

Business as usual

creating barriers

**parallel societies – tension
and conflict**

**leaders who like power take
power**

**education fostering national
and regional patriotism**

shrinking value spheres

apathy and indifference

Business as optimal

building bridges

**integrated societies – unity
thriving on diversity**

**election of leaders who dislike
power and focus on service**

**universal education in world
citizenship values**

expanding value spheres

faith in the human potential

Institutional scenarios

Business as usual

weak MEAs

**free trade without constraints –
race to the bottom**

MNCs roam free

**national and regional levels
strong, local and global weak**

national sovereignty rules

fragmentation and mismatches

Business as optimal

strong MEAs

**–regulated free trade –
race to many tops**

**global MNC accountability
regime**

all levels strong

subsidiarity guides

integration and coherence

Linkages



knowledge



values

**individual and collective
decision making and action**



institutions

Conclusions



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Human potential to do good is far beyond our imagination. It is time to look harder for it, unveil it, encourage it, and live it. This is how we make the future.