



Towards a Sustainable Finnish Re-Manufacturing Industry

The Future Opportunities Canvas

INTRODUCTION

The **Future Opportunities Canvas** helps identify and shape future business and RDI opportunity areas based on emerging changes and uncertainties. It supports clarifying desirable futures through shared values and translating these insights into practical change management guidelines that enable purposeful and forward-looking sustainable development.

OVERVIEW

TIME: approx.90-120 min, but you also use the whole day

PEOPLE: 3-5 people per team per team from different departments or disciplines up to 6 teams

CREATOR: :Johanna Liipola / SuFiRe / Turku University of Applied Sciences

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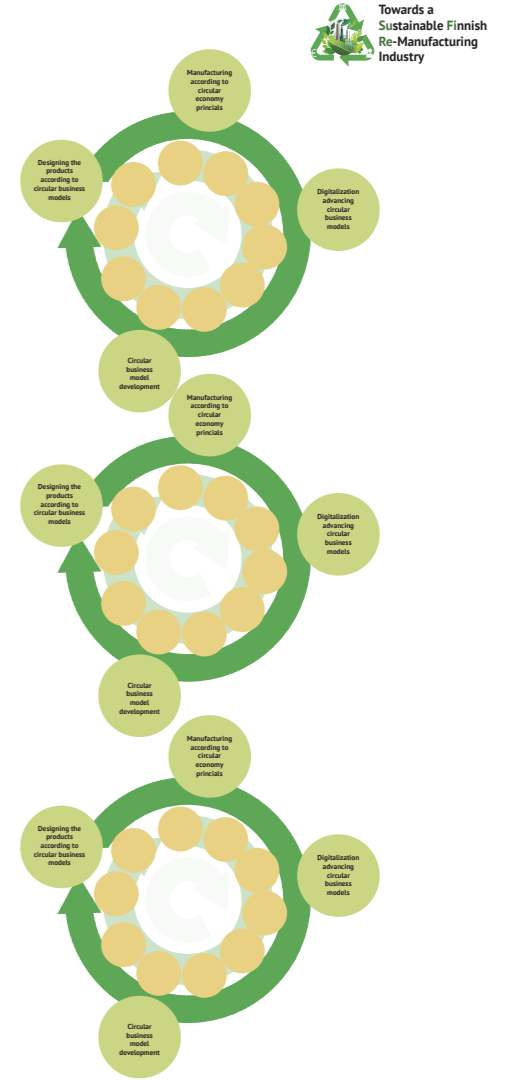
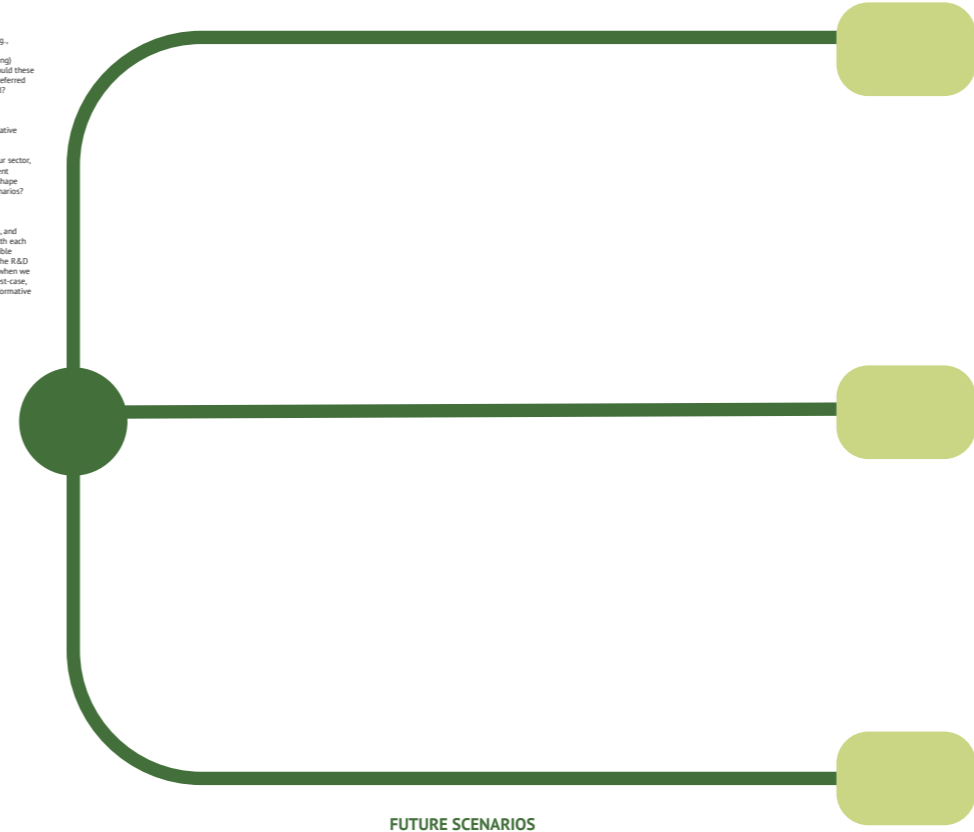
FUTURE OPPORTUNITIES

Trends:
How might emerging technological, environmental, and societal trends reshape our operating environment over the next 10–20 years, and which of these trends present the greatest opportunities or risks?

Values:
How are societal and stakeholder values (e.g., sustainability, equity, transparency, well-being) evolving, and how should these shifts influence the preferred future we aim to build?

Legislation:
What upcoming legislative changes – national or EU-level – could most significantly impact our sector, and how might different regulatory pathways shape alternative future scenarios?

Interactions:
How do trends, values, and legislation interact with each other, and what plausible storylines emerge in the R&D work and production when we combine them into best-case, worst-case, and transformative future scenarios?



HOW TO USE

Bring together participants from different roles and positions to ensure diverse perspectives and a shared understanding.

These step by step instructions **guide participants in building concrete future business scenarios based on shared values and strategic intent.** By moving systematically from ideas to structured scenarios, participants clarify possibilities, compare alternatives, and create a stronger foundation for future business decisions.

Use these three perspectives to compare futures, clarify values, and identify directions for change.

STEP ONE:

Utopia / Dream – Best Case Scenario (Top green box):

The participants describe the **ideal future** for the company's business models. Imagine everything going right: what value is created, how the company operates, and what success looks like in the long term.

Use one colour for each scenario e.g. GREEN for Best case, YELLOW, for Business as Usual and RED for Dystopia.

STEP TWO:

Business as Usual – Current State (Middle green box):

The participants capture the **present situation** of the company's business models. Describe how things work today, including existing strengths, limitations, and dominant ways of creating value.

STEP THREE:

Dystopia / Worst Case Scenario – Bottom green box:

The participants explore the **least desirable future** for the company's business models. Consider what could go wrong, what might be lost, and what risks or failures would significantly threaten the business.

Hint for Using Supporting Cards:

You can support your thinking in each step by using megatrend cards, legislation and regulation insights, and key values cards. These materials help broaden perspectives, identify external influences, and ensure that future scenarios and opportunities are grounded in relevant societal, regulatory, and value-based considerations.

You can use the canvas to identify opportunities to enhance:
• Future business models
• Value creation for customers and society
• Organizational capabilities and ways of working and code of conduct

RESULT

The canvas results in a clear comparison between best case, current, and worst case futures for the company's business models. It highlights opportunity areas, risks, and value based priorities, and provides guidance for purposeful change toward desirable future directions.

YOU CAN ALSO USE THIS

- You can also use this canvas to support dialogue, challenge assumptions, and build a shared understanding of future possibilities

NEXT STEPS / RECOMMENDATION

Recommended to use together with the Star Model canvas. It can also be used as a basis for creating the sustainable transition roadmap.

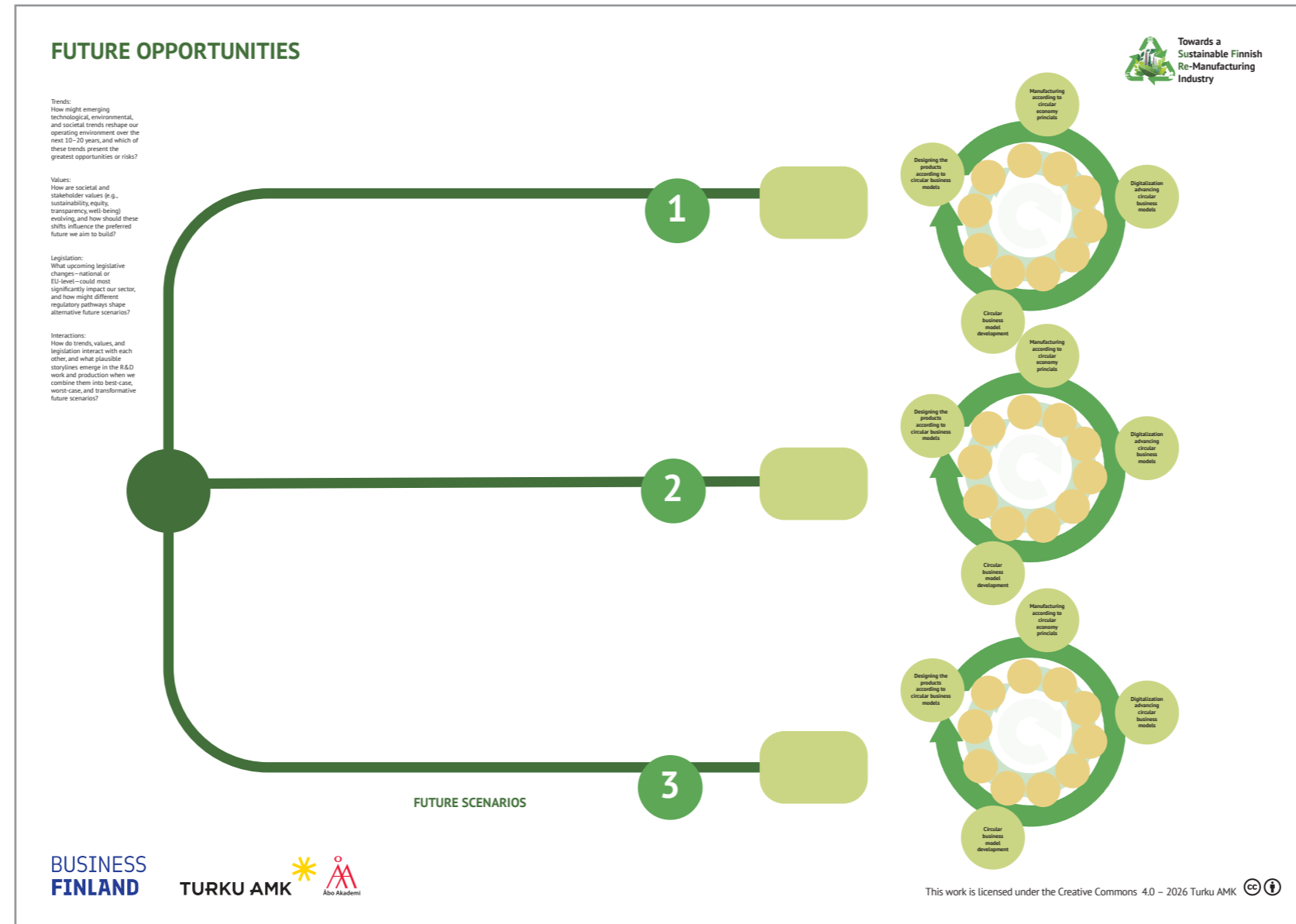


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HINT FOR USE

You can start from any future scenario. First, define your desired time scale (e.g. 5, 10, 20, or 50 years), as this will frame your work.



EXAMPLE

Here are examples of sustainable and RDI ideas—use them to develop concrete solutions and future activities.



1 POSITIVE FUTURE

Build a positive—even a dream—future scenario that helps your company or organization create more sustainable products and services.

First, consider which key trends need to emerge to shape this desired future. Identify which of these trends your company can respond to and where it can develop new technologies, solutions, and services.

Reflect on how societal and stakeholder values are evolving, and define how these values should guide and shape your preferred future.

Explore upcoming national and EU-level legislation that may impact your sector, and consider how different regulatory pathways could enable or constrain future developments.

Finally, combine trends, values, and legislation to explore how they interact and create the future optimistic storyline.

2 BUSINESS-AS-USUAL

Build a business-as-usual future scenario describing how your organization and sector might evolve if current developments continue, delay or stop evolving.

Identify the key trends that are most likely to persist and shape this future, and consider how your organization will respond within its existing capabilities.

Reflect on current societal and stakeholder values (e.g. efficiency, cost, compliance) and how they influence decision-making and priorities.

Consider existing and expected national and EU-level legislation, and how established regulatory frameworks guide development and limit major changes.

Finally, combine trends, values, and legislation to explore how they interact, and use these insights to create a business-as-usual future storyline.

3 WORST CASE

Build a **worst-case future scenario** describing how your organization and sector might develop under highly unfavorable conditions.

Identify key trends that could lead to negative outcomes (e.g. environmental crises, war, resource scarcity, technological disruption) and consider how your organization may struggle to respond.

Reflect on shifts in societal and stakeholder values that may create pressure, conflict, or loss of trust.

Consider challenging national and EU-level legislation or regulatory uncertainty that could constrain operations, increase costs, or limit innovation.

Finally, combine trends, values, and legislation to explore how they interact. Use these insights to create a worst-case future storyline for R&D and production, highlighting key risks and vulnerabilities.