

Luottamuksen ja epävarmuudensietokyvyn merkitys tulevaisuuden kohtaamisessa

Mikkelin Akatemia 5.1.2019

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Advanced Systems Analysis Program

Asialistalla tänään

1. Miksi epävarmuudesta puhutaan juuri nyt?
2. Miksi epävarmuuden pitäisi kiinnostaa minua ja päätöksentekijöitä?
3. Miten varautua epävarmuuteen?

MEDIA 12/31/2018 04:13 am ET | Updated 3 days ago

Washington Post Blasts 'Trump's Year Of Lies' With Blistering Fact Check

Trump rep



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WORLD NEWS DECEMBER 14, 2018 / 4:57 PM / 20 DAYS AGO

EU's Juncker takes aim at Hungary's Orban over fake news

3 MIN READ



BRUSSELS (Reuters) - European Union leaders on Friday backed a plan to tackle fake news on the internet and the bloc's chief executive rounded on one of the EU chiefs, Hungarian Prime Minister Viktor Orban, as one of the main culprits in spreading disinformation.

activities. So, it
w living in an
as **Russia** are

able to spray around lies on a global scale, using the firehose power of Facebook and Twitter.



▲ Trump and Putin shake hands at the beginning of a meeting at the Presidential Palace in Helsinki, Finland earlier this year. AP Photo/Pablo Martinez Monsivais Photograph: Pablo Martínez Monsiváis/AP

State of the Climate 2018

Report at a glance	Australia's changing climate	Oceans	Cryosphere	Greenhouse gases	Future climate and further information	References
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Australia's changing climate

Temperature

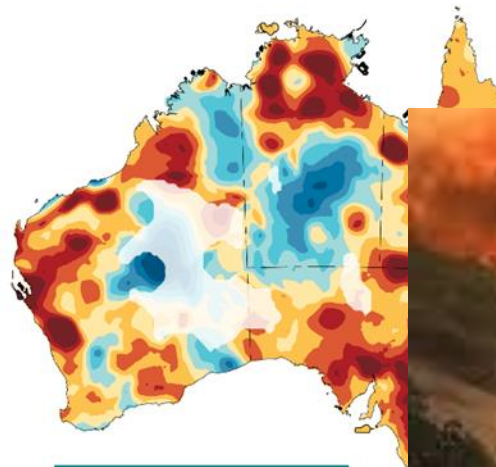
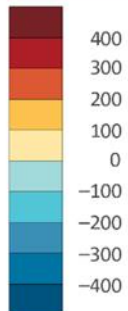
Australia's weather and climate are changing in response to a warming global climate. Australia has warmed just over 1 °C since 1910, with most warming since 1950. This warming has seen an increase in the frequency of extreme heat events and increased the severity of drought conditions during periods of below-average rainfall. Eight of Australia's top ten warmest years on record have occurred since 2005.

The year-to-year changes in Australia's climate are mostly associated with natural climate variability such as El Niño and La Niña in the tropical Pacific Ocean and phases of the Indian Ocean Dipole in the Indian Ocean. This natural variability now occurs on top of the warming trend, which can modify the impact of these natural drivers on the Australian climate.

Key points

- Australia's climate has warmed by just over 1 °C since 1910, leading to an increase in the frequency of extreme heat events.

Forest Fire Danger Index points/decade



Fire weather conditions are mostly worsening, particularly in the south and east.

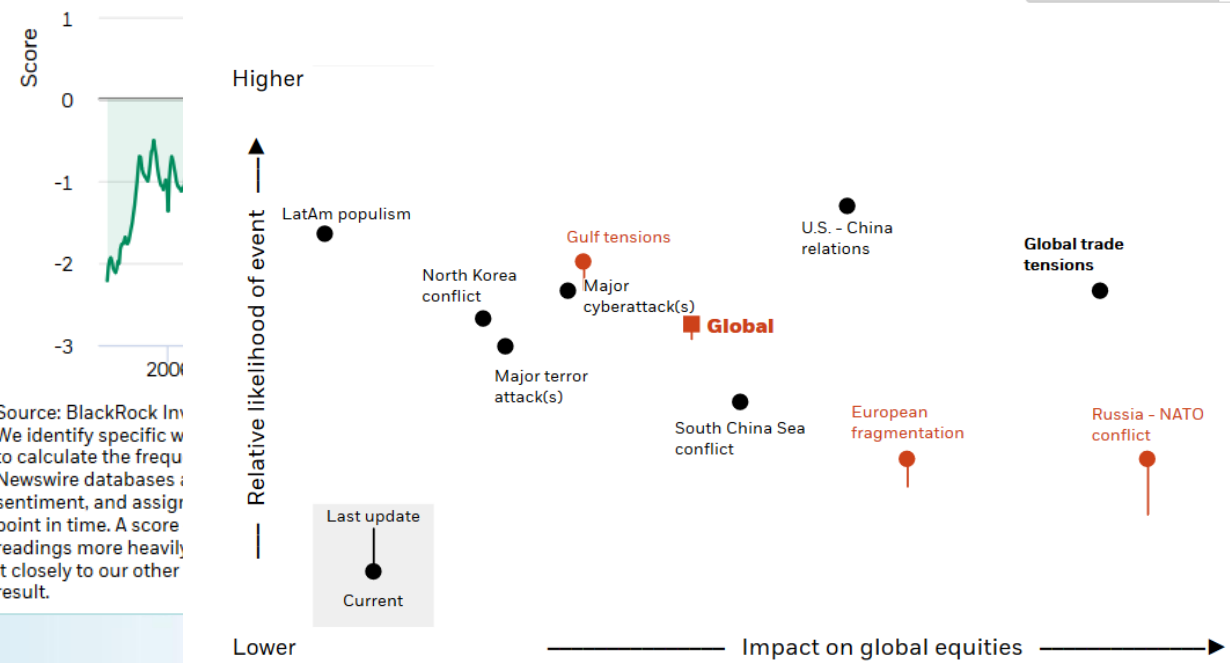


Global index

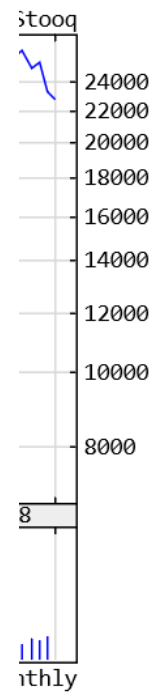


Relative likelihood and market impact of risks

Original estimate | BGRI-adjusted

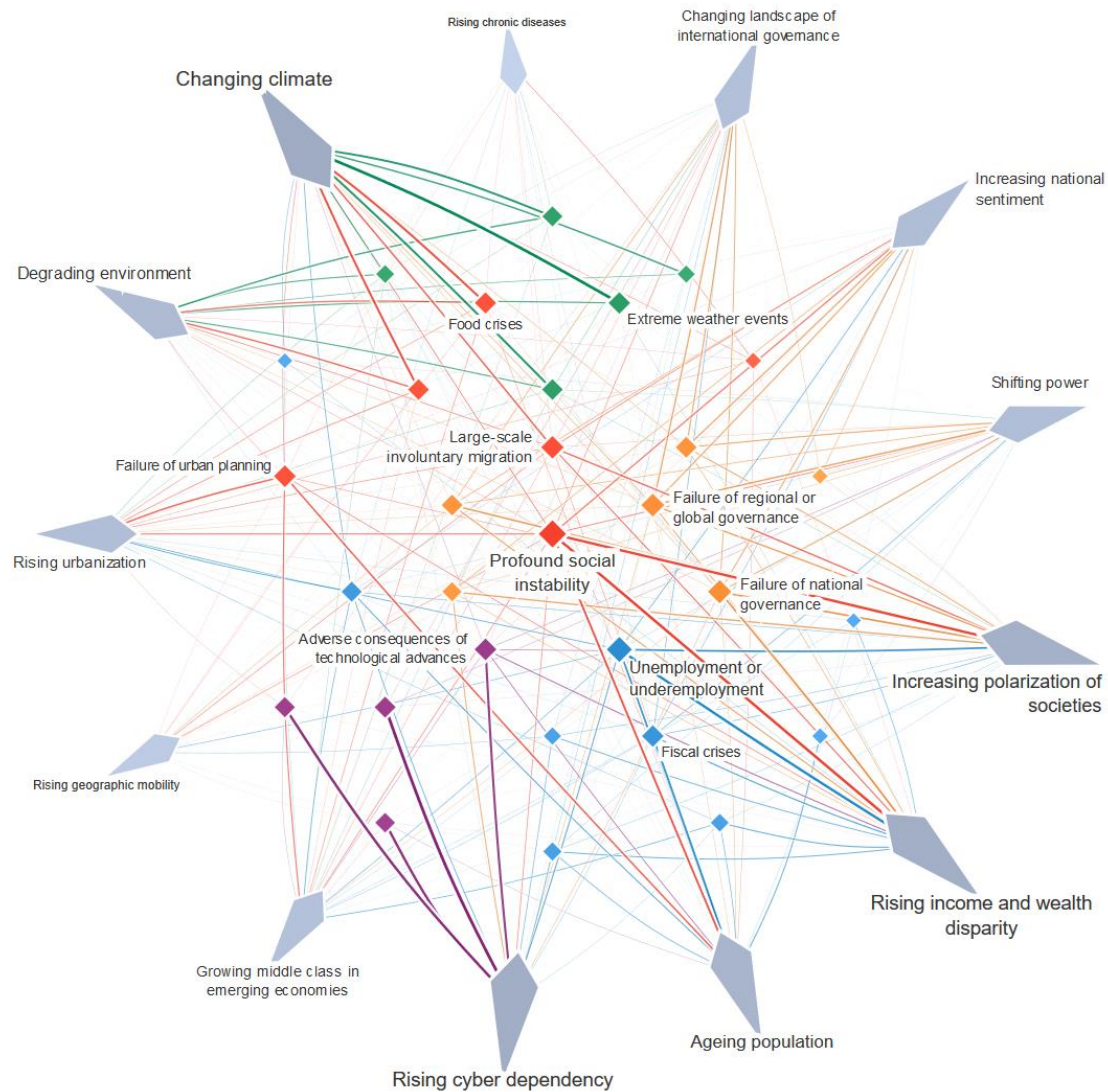


Source: BlackRock Investment Institute. We identify specific risks to calculate the frequency of news items in our databases; sentiment, and assign a point in time. A score of -1 indicates a reading more heavily weighted to our other result.



Source: BlackRock Investment Institute. December 2018.
 Notes: The graphic depicts BlackRock's estimates of the relative likelihood (vertical axis) of the risks over the next six months and their potential market impact on the MSCI ACWI Index (horizontal axis). The market impact estimates are based on analysis from BlackRock's Risk and Quantitative Analysis group. See the [How it works](#) section and the 2018 paper [Market Driven Scenarios: An Approach for Plausible Scenario Construction](#) for details. The chart shows our original estimate of market impact at the time the scenario was conceived. The "Global" dot represents our overall assessment of geopolitical risk. Its likelihood score is based on a simple average of our top 10 risks; the market impact is a weighted average by likelihood score of 10 risks. Some of the scenarios we envision do not have precedents – or only imperfect ones. The scenarios are for illustrative purposes only and do not reflect all possible outcomes as geopolitical risks are ever-evolving. Colored lines and dots show whether BlackRock's Geopolitical Risk Steering Committee has increased (orange), decreased (green) or left unchanged (black) the relative likelihood of any of the risks from our previous update. The chart is meant for illustrative purposes only.





Survey respondents were asked to select the three trends that are the most important in shaping global development in the next 10 years. For each of the three trends identified, respondents were asked to select the risks that are most strongly driven by those trends. [Read more about the methodology.](#)

Risks

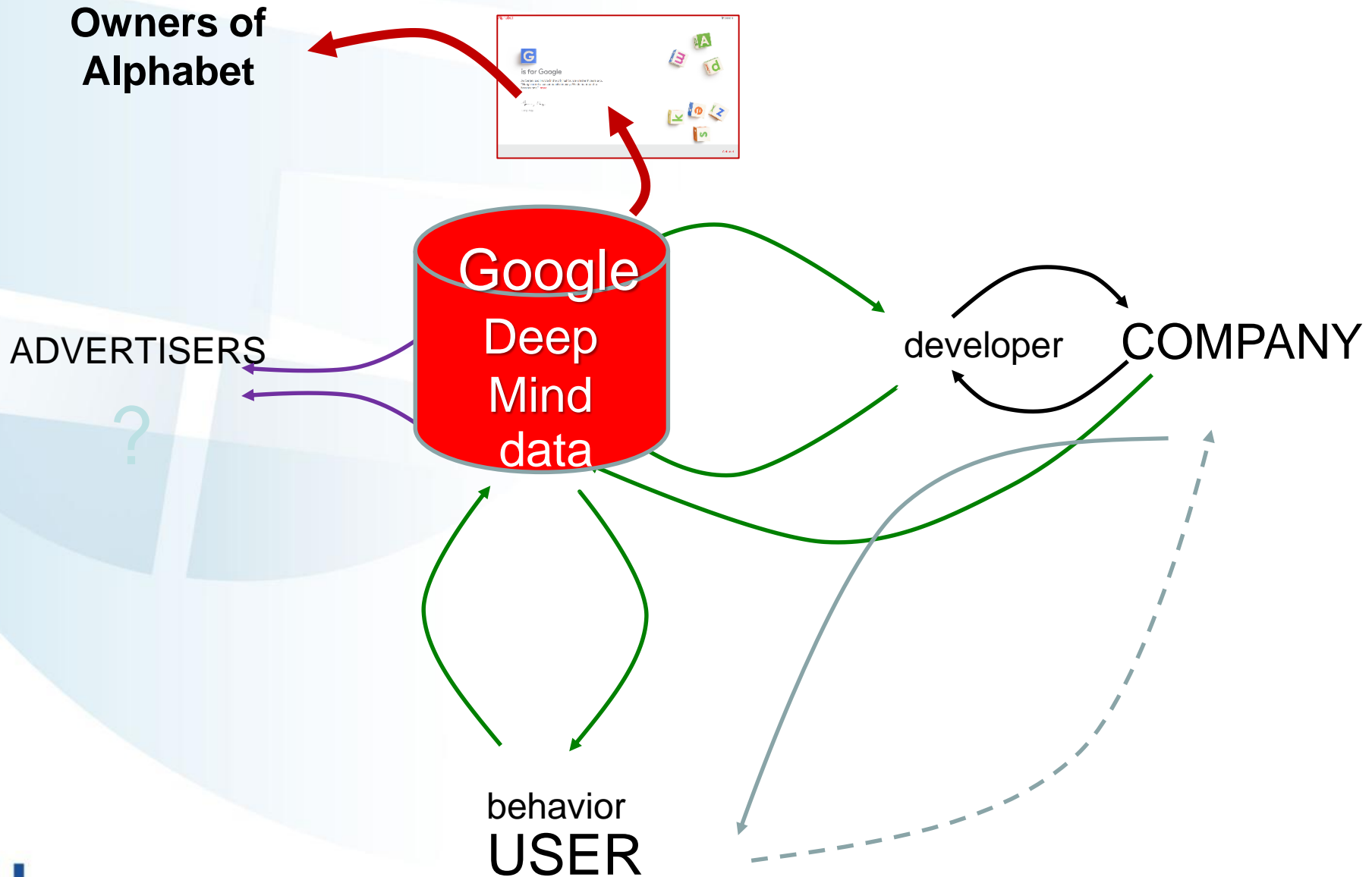


Trends

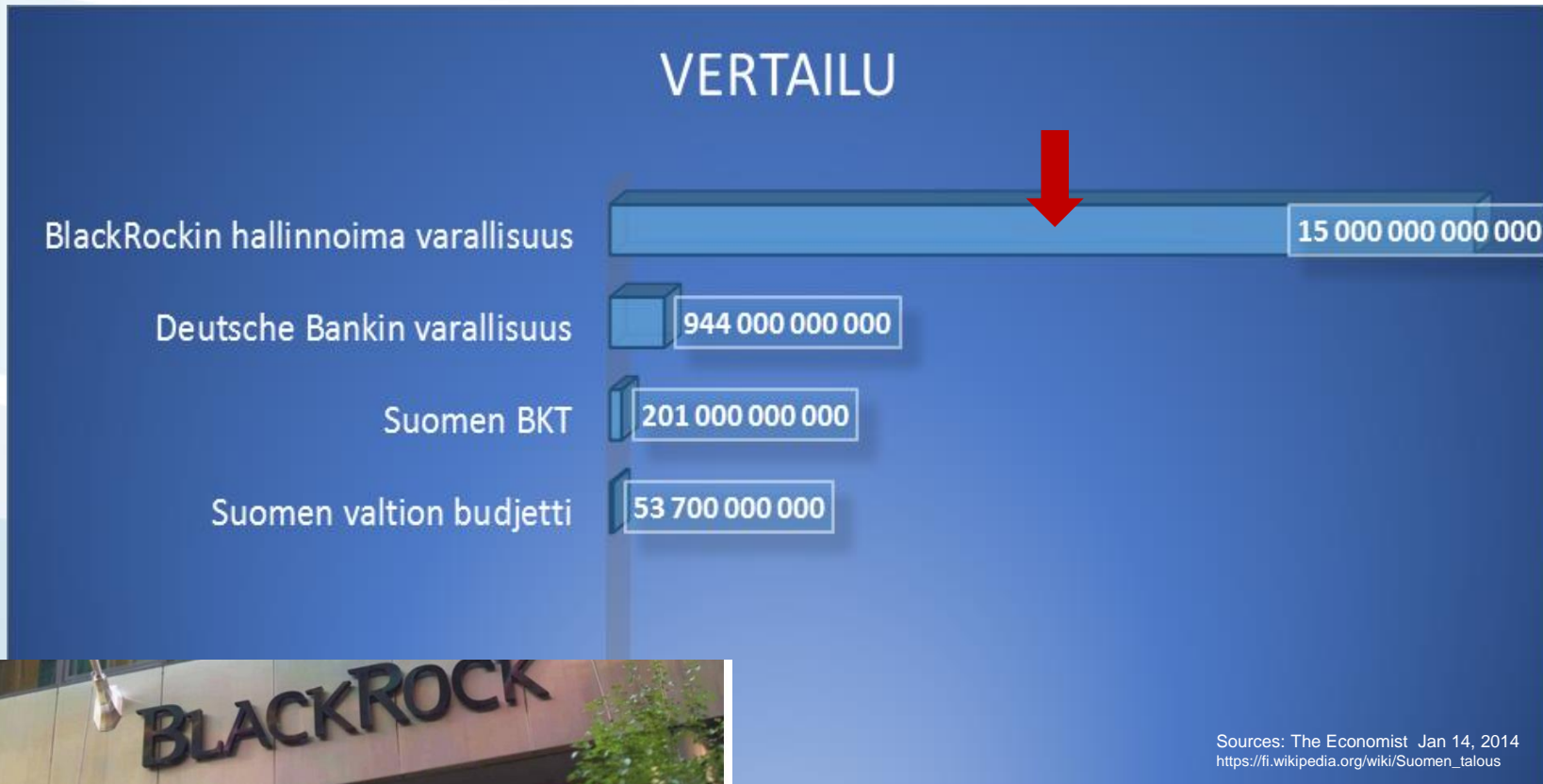


Source: Global Risks Report 2018,
World Economic Forum

Digitaalinen arvonluonti keskittyy



Finanssivalta keskittyy



BY RICK BAERT · OCTOBER 16, 2018 10:20 AM · UPDATED 10:35 AM

BlackRock (BLK) had \$6.444 trillion in assets under management as of Sept. 30, up 2.3% from the previous quarter and 7.8% higher than a year earlier, the firm said Tuesday in its earnings statement.

<https://www.economist.com/business/2018/08/30/asset-managers-get-involved-in-the-companies-they-own>

Kasvava epävarmuus

- Epävarmuus
 - Tunteet dominoivat
 - Liitytään joukkoihin



Kauppalehti



[UUTISET](#)

[PÖRSSI](#)

[YRITYKSET](#)

[JOHTAMINEN](#)

[OPTIO](#)

Syntyvyyden lasku voi näkyä näinkin - Yle: Isoa perheasuntoa voi olla vaikea saada myydyksi

23.12.2018 12:45 | päivitetty 23.12.2018 14:10

[ASUMINEN](#)

[KANSANTALOUS](#)

[ASUNTOSIJOITTAMINEN](#)

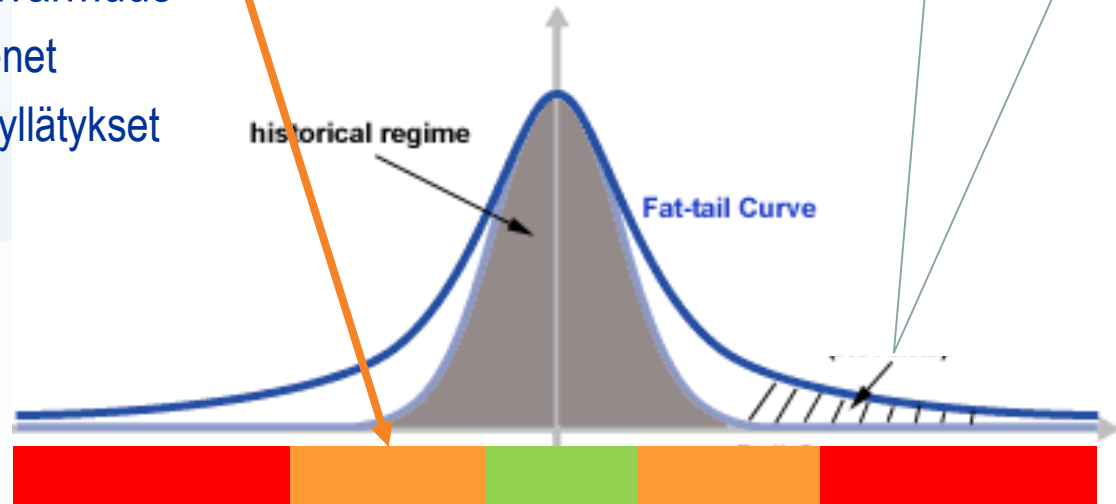
[ASUNTOJEN HINNAT](#)



Epävarmuus

- Mitattavissa oleva epävarmuus
 - Metrojunaepävarmuus
 - Kookospähkinäepävarmuus
- Ontologinen epävarmuus
 - Mustat joutsenet
 - Äärimmäiset yllätykset

The perceived probability of the financial market events in Sept 2008 was 0,000000000000000000000007



Strategic planning

Risk management

Resilience building

Mitä resilienssi tarkoittaa?

*Kyky MENESTYÄ tapahtui
ympäristössä mitä tahansa yllätyksiä*



Miten tavallinen ihminen voi varautua?

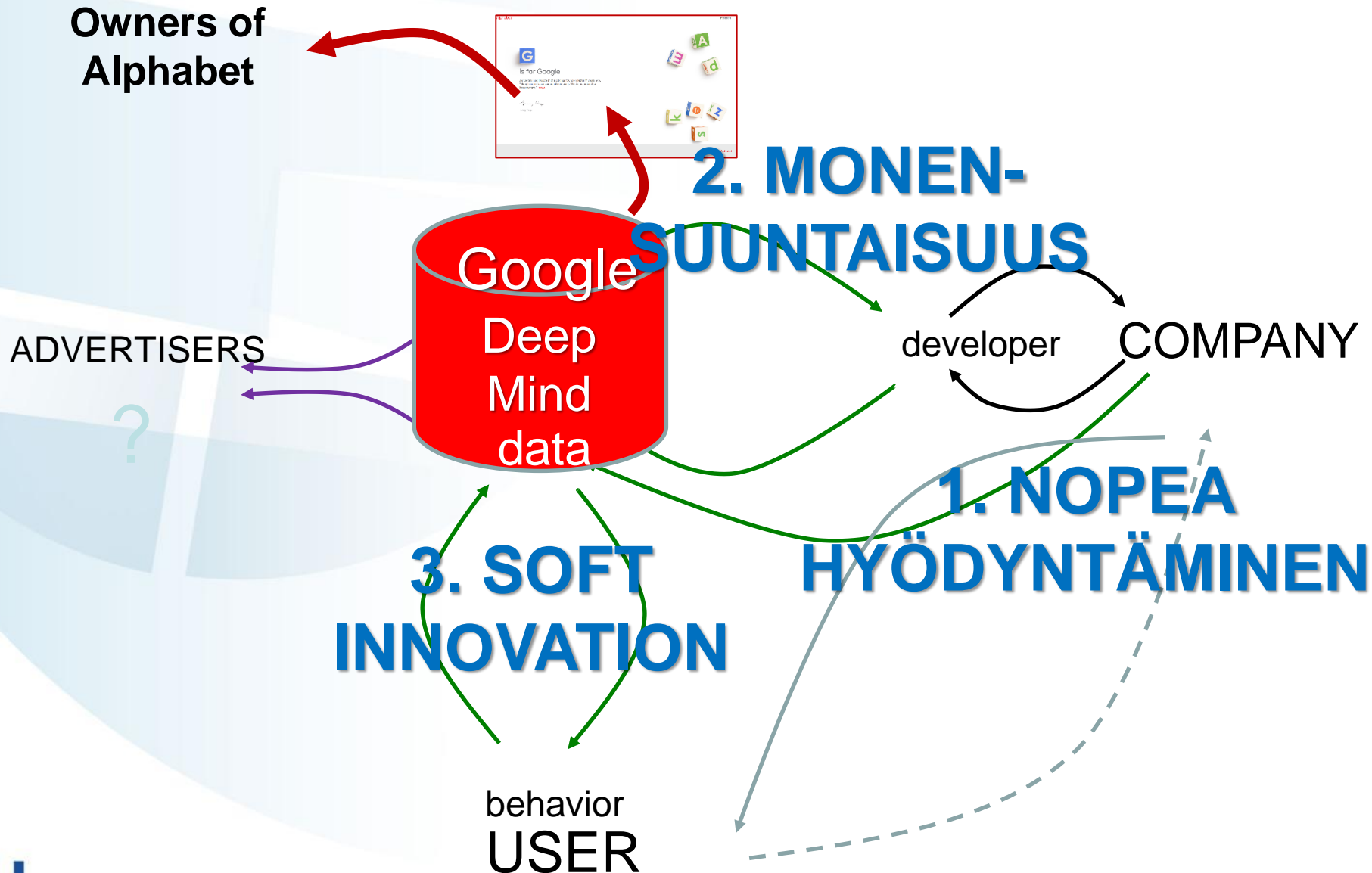
- Resilienssin parantaminen
 - Omat resurssit
 - Osaamisen monipuolistaminen
 - Taloudellinen hajauttaminen
 - Varautuminen
 - Sosiaalinen pääoma
 - Yleissivistys

Miten alue voi varautua?

- Talouden rakenteiden monipuolisuus
- Täytekakku-ajattelu
- Palvelujen kustannusrakenne
- Itseorganisoitumisen esteiden poistaminen



Digitaalinen arvonluonti keskittyy



Success in the world of uncertainty **Recommendation 2009**

CORPORATION

Portfolio of diverse businesses
Mode defined strategies
Resource flexibility
Skills, roles Investment intensity
Branding

Unique combinations
Portfolio of exclusive products
Multipurpose production
Diversity of businesses

Immediate adaptation

Structure
Volume
Choices

Growth

Speed of reaction
Complexity
Crash

PUBLIC SECTOR

National portfolio
Ecosystems
Cycle specific rules
Resource allocation
Support structure

Sensor system
High innovation pace
Regulatory environment
Platforms
Diversity of exports
Hybrid education
Basic education
Insurance

Seeds for solutions in a nutshell 2009

GE scenarios:
➤ Multiplex world with different behaviors.
➤ Uncertainties are increasing, surprises

GTN simulations:
➤ Very different outcomes for different industries.
➤ Global dependencies accelerate surprising impacts or **not**

Floating capabilities

Surfing capabilities

BUT ALSO

WAVE GENERATOR

Innovation ecosystem:
➤ SME ecosystems are more resilient
➤ LC systems are rigid, but grow fast
➤ Fast innovation pace generates both resilience and growth

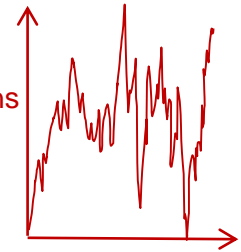
Global Forest industry:
➤ Super scalable
➤ Microunits that customize their production
➤ Multipurpose bio-refineries

Digitalization, Life Science
➤ Emergence unavoidable
➤ Speed of change depends on traditional industries
➤ Several champions required

Alternative behaviour modes for global economic system in 2030? **Composed in 2009**

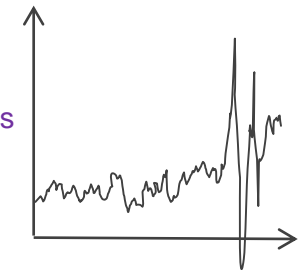
World of Volatility

Nations (or industries) are not able to create global rules > optimization (local fitness)
Financial system is centralized, giant banks are closely linked
IPR and patent regulation diversifies > concentration of technology development into large corporations that are closely connected and/or emerging innovations
Knowledge structures are decentralized, but concentrated into hubs either because of their superior resources (Intel) or by their position
Increase of computing power > concentration in resources
Markets (raw material markets)



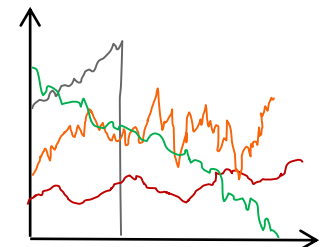
Periods of Stagnation

Nations are forced to adapt to a changing environment, volcanic
IPR regulation is supporting the development of large corporations
that are launching competing technologies
Political and corporate power is concentrated
Wealth generation is centralized, investment is concentrated in the hierarchy
Global financial system has collapsed and taken over by global gvt/blocs/groups



Multidynamics

Open source and self-organization in the virtual world and regulation in the real economy
Split of industries into areas, where the regulation/ rules of the game differ – such as government owned and free industries
External constraints (such as wars, political systems, ideological blocks, diseases) are separating some geographical areas or technology fields or societies from each another.
Strong supporting structures prevent development of a domain (agriculture).
Value systems block global interaction (such as religious fundamentalism).



**MAHDOTTOMIEN
POHTIMINEN
MAHDOLLISIKSI!**

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KIITOS!