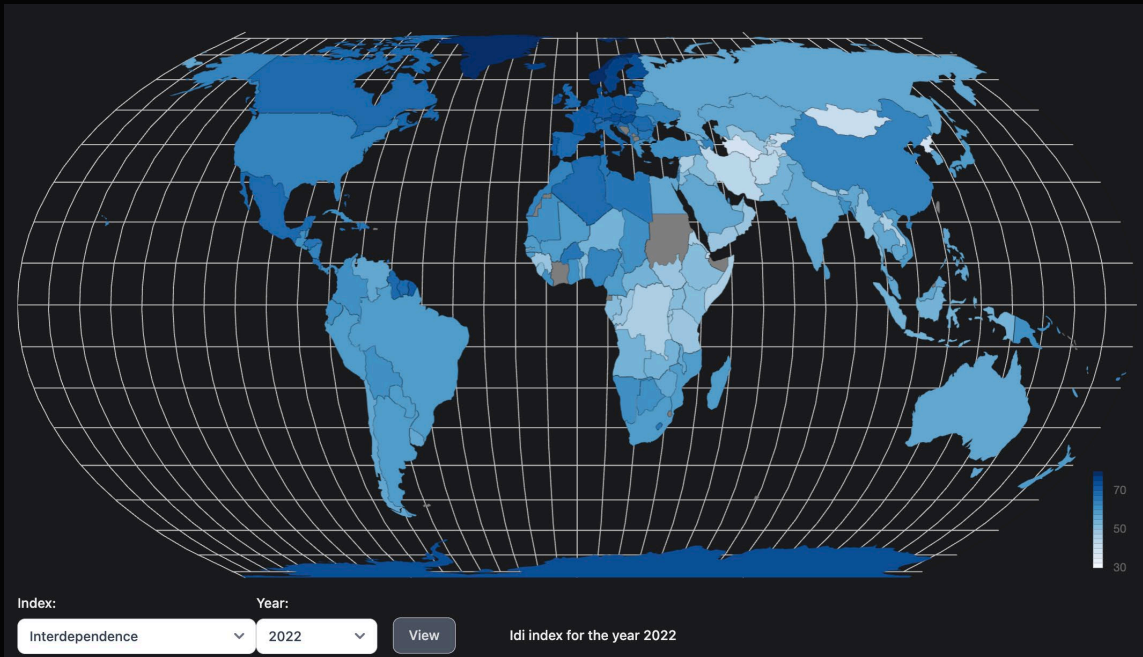




# Mission Grey



## External Intelligence: From Uncertainty to Resilience

Jouko Ahvenainen – Chairman, Mission Grey  
Deutsch-Finnisches Businessforum 2025

"The world is not lacking data — it's lacking foresight."

# Externe Intelligenz: Von Unsicherheit zu Resilienz – Zusammenfassung



## Die Notwendigkeit

Externe Kräfte dominieren eine vernetzte Welt. Unternehmen benötigen exzellente externe Intelligenz, um Unsicherheiten zu navigieren.



## Sich wandelnde Dynamik

Die frühzeitige Erkennung globaler Entwicklungen ist entscheidend. Dies ermöglicht strategische Ausrichtung und Risikominimierung.



## Bedeutung für Deutschland & Finnland

Exportorientierte Volkswirtschaften wie Deutschland und Finnland sind anfällig für externe Störungen. Proaktive Resilienz ist ein klarer Wettbewerbsvorteil.



## Mission Greys Ansatz

Mission Grey entwickelt spezialisierte Plattformen. Diese überwachen globale Entwicklungen und wandeln Signale in umsetzbare Erkenntnisse um.



## Strategischer Vorteil

Unsere Lösungen bieten strategische Vorteile und schützen Unternehmen. Sie ermöglichen proaktives Handeln statt reaktiver Problemlösung.

# The World We Operate In

Today's business environment is more interconnected and volatile than ever before. Supply chains stretch across continents, linking dozens of countries, hundreds of partners, and thousands of variables that can shift overnight.



## Global Interdependence

Supply chains now span multiple continents, creating unprecedented complexity and exposure to distant events.



## Accelerating Change

Geopolitics, regulations, sanctions, and climate disruptions evolve faster than traditional planning cycles can accommodate.



## Strategic Vulnerability

The Baltic Sea region has become more strategically important—and more exposed—than at any point since the Cold War ended.

In this environment, resilience depends as much on understanding what happens *outside* your company as what happens inside. External forces—from port closures to regulatory shifts—can determine success or failure before internal operations even have a chance to respond.

# Internal vs External Intelligence

Most organizations have sophisticated systems for managing internal operations. ERP platforms track inventory, CRM systems monitor customers, and dashboards provide real-time visibility into costs and performance. But there's a critical blind spot: **the external environment that shapes every business decision.**

## Internal Intelligence

- ERP, CRM, and cost control systems
- Customer data and sales analytics
- Operational dashboards
- Financial performance metrics

**Purpose:** Optimizes efficiency and manages resources within your organization.

Data from your own systems

## External Intelligence

- Geopolitical developments and sanctions
- Regulatory changes across markets
- Transport routes and logistics shifts
- Partner and supplier risk factors

**Purpose:** Ensures survival, competitiveness, and strategic foresight in a volatile world.

Data from the world around you

❏ Companies manage what they can measure, but most don't yet have systems to measure what's changing in the external environment. This gap leaves them reactive rather than proactive when disruptions occur.

# Why One-Off Reports Are Not Enough

Traditional risk assessments and market reports served their purpose in a more stable world. But in today's environment, they become obsolete almost as soon as they're delivered. By the time a quarterly report reaches decision-makers, the landscape has already shifted.



## Reports Get Outdated Fast

Risk maps and market analyses lose relevance within weeks as conditions change. A report completed in January may be irrelevant by March.



## Conditions Shift Constantly

Regulations, logistics routes, and political relationships evolve continuously. What was a reliable supplier route yesterday may be sanctioned or blocked tomorrow.



## Weak and Hidden Signals Come First

The most valuable insights appear as subtle patterns and emerging trends, long before they become headlines. By the time something is widely reported, it's often too late to gain competitive advantage.

Monitoring must be continuous, automated, and directly connected to business decisions. The organizations that thrive will be those that can detect changes as they emerge, not after they've already disrupted operations.

# The Technology Turning Point

We've reached a watershed moment where technology can finally deliver what businesses have always needed: **real-time understanding of the external environment**. The convergence of artificial intelligence, data science, and advanced analytics has made continuous external intelligence not just possible, but practical and affordable.

01

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## AI & Data Science

Machine learning systems can now read and analyze thousands of global sources simultaneously—news feeds, regulatory databases, trade statistics, social media, satellite imagery—processing information at a scale impossible for human analysts.

02

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## Knowledge Graphs

Advanced systems connect seemingly unrelated data points across politics, logistics, trade, and environment. These graphs reveal hidden relationships: how a political development in one region might affect supply chains in another, or how environmental changes could trigger regulatory shifts.

03

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## Scenario Engines

Sophisticated modeling tools allow organizations to test "what if" outcomes before they happen. Leaders can explore multiple futures, understand potential impacts, and prepare responses; all before making critical decisions.

This represents a **new generation of external intelligence**: fast enough to keep pace with change, explainable enough to support decision-making, and actionable enough to drive real business value. It's no longer about having more data; it's about having the right insights at the right moment.

# Why It Matters for Nordic and German Industry

The German and Finnish economies are particularly exposed to external disruptions. As export-oriented manufacturing powers, they depend on complex global supply chains, reliable logistics infrastructure, and stable trade relationships. Recent events have shown just how vulnerable these dependencies can be.

## Critical Vulnerabilities

- **Supply Chain Complexity:** Critical materials—metals, semiconductors, rare earths, and energy—flow through volatile routes that cross multiple jurisdictions and geopolitical boundaries.
- **Infrastructure as Geopolitics:** Ports, pipelines, data cables, and logistics hubs are no longer just commercial assets—they're strategic chokepoints that can be leveraged for political purposes.
- **Regulatory Fragmentation:** Environmental standards, trade rules, and sanctions regimes change constantly across markets, creating compliance challenges and competitive asymmetries.



## How Predictive External Monitoring Helps

### Early Risk Detection

Identify emerging threats, sanctions, port closures, regulatory shifts, before they impact operations. Move from reactive firefighting to proactive risk management.

### Supply Chain Resilience

Re-route logistics and adjust sourcing strategies *before* disruptions occur, not after. Maintain continuity while competitors scramble to respond.

### Market Opportunities

Discover new opportunities as markets shift and competitors exit. Changing conditions create winners and losers—external intelligence helps you be among the winners.

# Scenario Thinking — Preparing, Not Reacting

The future is inherently uncertain. No one can predict exactly what will happen next week, next month, or next year. But uncertainty doesn't mean helplessness. The most resilient organizations don't try to predict a single future—they **prepare for multiple possible futures**.

Scenario planning, when supported by continuous external intelligence, transforms how organizations approach strategy. Instead of building rigid plans based on assumptions that may prove wrong, leaders can develop flexible strategies that remain robust across different possible futures.



## The Competitive Advantages

- **Speed:** Respond to shocks in days or weeks, not months. While others are still assessing the situation, you're already acting.
- **Timing:** Make strategic investments and partnerships when conditions are most favorable, not when you're forced to by crisis.
- **Credibility:** Communicate clearly with partners, regulators, and stakeholders about how you're managing uncertainty—building trust and confidence.

It's not about predicting the future; it's about being ready when others are surprised. Preparation, not prophecy, is the foundation of resilience.



# What Mission Grey Does

Mission Grey builds the **External Intelligence Platform**: a comprehensive system that continuously collects, analyzes, and contextualizes global data from politics, trade, regulation, and environment. Our platform transforms weak signals into actionable insights that support better decisions



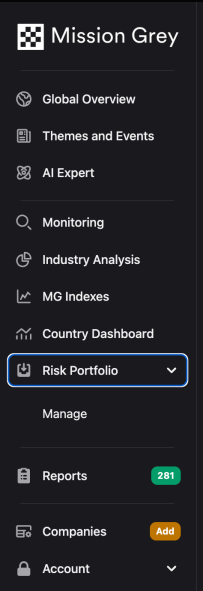
## Continuous Data Collection

We monitor thousands of authoritative sources worldwide—regulatory databases, trade statistics, news feeds, policy documents, and more—updating our knowledge base in real-time.



## Intelligent Analysis

Advanced AI systems identify patterns, connections, and emerging trends that human analysts would miss. We don't just aggregate information—we extract meaning.



## Actionable Insights

Complex global developments are translated into clear, contextualized recommendations relevant to specific industries, markets, and decisions.

Our clients include consulting firms, insurance companies, industrial organizations, and public-sector entities across Europe and beyond. They use Mission Grey to enhance their own advisory services, improve risk assessments, and support strategic planning.

**Our mission:** Make foresight accessible and useful for every decision-maker. External intelligence should not be a luxury available only to the largest organizations; it should be a standard capability for anyone operating in today's complex environment.

# How Does It Look

Mission Grey

Global Overview

Themes and Events

Monitoring

AI Expert

Industry Analysis

MG Indexes

Country Dashboard

Risk Portfolio

Reports

My Company

Account

Country:

United States

Analysis Type:

PESTEL Extensive (~5 min)

Quick Analysis (~1 min)

SWOT Analysis (~3 min)

Scenario Analysis (~1 min)

Geopolitical Risks (~1 min)

Regulatory Landscape (~1 min)

Industry:

Energy Sector

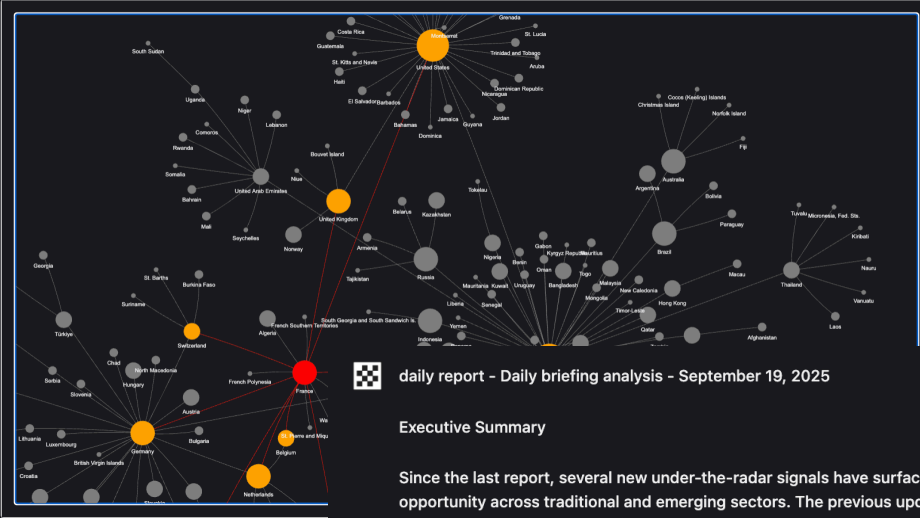
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Exploration and Production

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## Global Trade Position



daily report - Daily briefing analysis - September 19, 2025

### Executive Summary

Since the last report, several new under-the-radar signals have surfaced that suggest imminent disruption and opportunity across traditional and emerging sectors. The previous update focused on alternative protein volatility, cybersecurity's pivot to containment, regulatory sandboxes for AI, and digital transformation in public sector contexts. Over the past 48 hours, the business environment has seen rapid advances in AI-native enterprise orchestration, automation procurement platforms, bifurcated consumer spending patterns, and industrial energy management. Notably, new funding rounds and product launches signal accelerating adoption of AI-powered automation in manufacturing, logistics, and energy management, with Europe and Asia-Pacific emerging as key growth regions. Meanwhile, consumer behavior is fragmenting further, with affluent and value-driven segments fueling divergent growth in retail and grocery, and the rise of "agentic commerce" poised to upend traditional consumer goods models. Financial markets remain volatile, with central banks signaling caution and supply chain resilience gaining strategic importance. The most significant new weak signals are: 1) the shift to AI-native, context-aware enterprise software for process orchestration; 2) the launch of AI-driven automation sourcing platforms that compress procurement cycles; 3) the surge in "agentic" consumer commerce and personalized AI shopping; 4) the rapid expansion of intelligent automation and material handling systems in Asia-Pacific; and 5) the emergence of industrial AI platforms that directly control energy assets for real-time optimization. These developments are not yet widely recognized in mainstream media but are already shaping the competitive landscape for global business.

### I. Seize New Ground: Opportunities and New Potential Markets

#### AI-Native Enterprise Orchestration and Intelligent Automation

A major underreported shift is underway in enterprise software: the transition from traditional SaaS to AI-native platforms that unify fragmented data, understand operational context, and enable adaptive, autonomous decision-making. Companies like Datanoetic are pioneering architectures that act as digital brains for organizations, moving beyond static workflows to intelligent orchestration and context-aware automation. This allows businesses to optimize processes, predict and resolve inefficiencies, and proactively adapt to real-world signals—unlocking new levels of resilience and operational agility. The intelligent automation market is forecast to reach \$250 billion by 2031 (CAGR 12.5%), driven by demand for cost efficiency, customer experience, and scalable transformation across sectors including finance, healthcare, logistics, and manufacturing. Intelligent Autom... Asia-Pacific and Europe are emerging as hotspots for accelerated adoption, supported by favorable government policies and infrastructure investments.

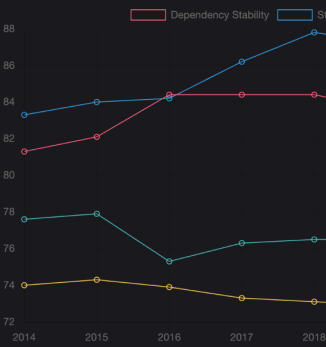
**Business Opportunity:** Providers of AI-native orchestration platforms, intelligent automation solutions, and modular, scalable integration services are positioned to capture outsized growth as enterprises seek to unify data, automate workflows, and build resilience against volatility. The rise of agentic software—systems that act on behalf of users and learn from context—will drive new business models and competitive differentiation.

#### AI-Powered Automation Procurement Platforms

A weak signal with disruptive potential is the launch of AI-powered platforms for sourcing industrial automation solutions. Services like HowToRobot now enable companies to define project requirements, match with suppliers, and arrange financing in days rather than months, leveraging global supplier networks and domain-specific AI. HowToRobot launch... This compresses procurement cycles, democratizes access to automation for SMEs, and accelerates adoption across industries such as welding, palletizing, and logistics. The platform's ability to bridge local knowledge gaps and standardize project briefs enables more competitive quoting and rapid deployment.

**Business Opportunity:** Technology firms, consultancies, and financing providers that integrate with AI-driven sourcing platforms can tap into the expanding market for automation solutions, particularly in regions with talent shortages and fragmented supply chains.

### Index Data for



### Descriptions:

Mission Grey

Chat Assistant

Scenario Definition

Scenario Title

Global Technology Company Sourcing Strategy Amid Export Controls

Global supply chain and production networks with a focus on the United States, China, European Union, and emerging markets across Asia.

Scenario: Global Technology Company Sourcing Strategy Amid Export Controls | Settings: Global supply chain and production networks with a focus on the United States, China, European Union, and emerging markets across Asia. | Actors: 5 | Rounds Completed: 0 | Current Round: 1/6 | Status: In Progress

GlobalTech Corp

Primary

Initiate parallel localized manufacturing build-outs in the US, China, and EU to anchor supply chains in each major market and minimize cross-border technology transfers.

Show details

Alternative

Pursue strategic partnerships with regional tier-1 suppliers in Asia (excluding China) and Eastern Europe to create a flexible buffer sourcing tier that can compensate for disruptions in US or China supply chains.

Show details

Wildcard

Invest in proprietary modular manufacturing technology that allows key product components to be fabricated in compliance-friendly jurisdictions, then assembled locally in high-risk markets using lower-tech processes.

Show details

US Department of Commerce

Primary

Expand the Entity List to include additional Chinese semiconductor companies and component suppliers closely tied to military or surveillance uses.

Show details

Alternative

Issue targeted export control adjustments to grant specific, limited licenses for low-sensitivity technologies to approved Chinese civilian sector firms.

Show details

Wildcard

Launch a joint Indo-Pacific tech security pact with key allies (Japan, South Korea, Australia) to harmonize semiconductor export controls and coordinate fab investment incentives.

Show details

TSMC

Primary

Accelerate construction and on in the European Union.

Show details

Alternative

Negotiate long-term supply agreements with critical equipment suppliers (e.g., ASML) to secure guaranteed access to advanced lithography tools for all global sites.

Show details

Wildcard

Pursue a joint venture with a leading Chinese semiconductor company to establish a non-leading-edge fab in China for mature nodes (e.g., 28nm), ringfencing advanced tech while maintaining China market access.

Show details

European Commission Directorate-General for Trade

Primary

Launch an EU-led semiconductor supply chain diversification initiative through targeted trade diplomacy, focusing on partnership agreements with key non-US, non-China semiconductor-producing nations (e.g., Japan, South Korea, Taiwan, Singapore) to secure access to advanced technologies while reinforcing compliance with global trade rules.

Show details

Alternative

Initiate a review of EU export control policies specifically for advanced semiconductors and critical tech inputs to align with both WTO obligations and the EU's strategic autonomy, potentially signaling tighter controls to safeguard sensitive technologies.

Show details

Wildcard

Propose a bilateral EU-US-Japan technology trade pact focusing on co-development of advanced manufacturing hubs within Europe, using this as a lever to attract GlobalTech Corp's long-term investment.

Show details

Chinese Ministry of Commerce

Primary

Expand targeted export restrictions on critical technology minerals (e.g., gallium, germanium, rare earths) toward countries applying advanced tech export controls against China, while signalling openness to negotiate exemptions for firms with localized production in China.

Show details

Alternative

Launch a fast-track subsidy and regulatory relief program to accelerate domestic semiconductor equipment and materials production, focusing on suppliers excluded from US-origin technology.

Show details

Wildcard

Quietly engage in backchannel discussions with major non-US semiconductor firms (e.g., TSMC, European suppliers) offering regulatory and market access incentives in exchange for maintaining supply commitments and avoiding relocation of production.

Show details

Describe your scenario id or "Tesla attempts hostile

Proceed to Resolution

# Our Unique Team



## Serial Entrepreneurs

Proven track record building and scaling multimillion-dollar businesses across global markets



## Domain Competence

Deep understanding of customer needs and how external intelligence applies to their specific business challenges and strategic objectives



## Intelligence Veterans

Advisors with CIA and intelligence community backgrounds bring operational expertise and strategic insight



## Deeptech Leaders

Pioneers in quantum computing and advanced analytics with breakthrough commercial applications

This unique combination of deep technical skill, intelligence expertise, entrepreneurial execution, and global market experience makes Mission Grey truly differentiated in the external intelligence market.

# Key Takeaways

As we navigate an increasingly uncertain world, several principles will separate resilient organizations from those left vulnerable to every shock:

1

## External Factors Drive Success

In our interconnected world, external forces—geopolitics, regulation, logistics, climate—often matter more than internal efficiency. You can have perfect operations and still fail if you miss external shifts.

2

## Monitor What Matters

You can't manage what you don't monitor. Just as you wouldn't run a business without financial dashboards, you can't navigate today's environment without external intelligence systems.

3

## Technology Enables Foresight

Modern technology allows continuous, automated, and contextual intelligence at scales and speeds that were impossible just a few years ago. This isn't science fiction—it's available now.

4

## External Intelligence as Infrastructure

Every resilient organization will soon need its own external intelligence layer—just as today every organization needs IT infrastructure, financial systems, and security protocols.

The question is no longer *whether* to invest in external intelligence capabilities, but *how quickly* you can build or acquire them. Organizations that move first will gain advantages that compound over time: better decisions, faster responses, and stronger competitive positions.

Closing Thought

# "The strongest advantage in business is to see before others see and to act before others act."

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Technology has reached a point where it can genuinely help us cooperate better and build more resilient economies. External intelligence platforms can level the playing field, giving medium-sized companies access to insights that were once available only to the largest multinational corporations.

For the German-Finnish business community, this capability is particularly valuable. Our economies depend on stable, predictable trade relationships and reliable supply chains. By investing in external intelligence, we can collectively strengthen these foundations: anticipating disruptions, coordinating responses, and supporting each other through uncertainty.

## **Mission Grey: The External Intelligence Company**

We help organizations navigate uncertainty through continuous monitoring and actionable foresight.

| The future belongs to those who prepare for it. Let's build that future together with clarity, cooperation, and confidence.

# Contact & Next Steps



Jouko Ahvenainen

Chairman & Founder, Mission Grey

For more information about how external intelligence can support your organization's resilience and strategic planning:

- Visit: [missiongrey.com](https://missiongrey.com)
- We have a demo available here today!
- [jouko@missiongrey.com](mailto:jouko@missiongrey.com) +33 678 63 66 36

## For Executives

Discover how continuous external monitoring can enhance your strategic decision-making and risk management capabilities.

## For Supply Chain Leaders

Learn how to identify logistics risks and opportunities before they impact operations.

## For Public Sector

Explore how external intelligence supports policy development, economic security, and cross-border cooperation.

Thank you to the Deutsch-Finnisches Businessforum for the opportunity to share these insights. Together, we can build more resilient, better-informed, and more cooperative economies.