

EUROPEAN UNION COMMON DATA SPACES AND THE FUTURE ORIENTATION OF FINNISH COPYRIGHT STAKEHOLDERS

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Abstract

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European Union Common Data Spaces and the future orientation of the Finnish Copyright stakeholders

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Abstract

European Union has a new strategy for data that envisions common European data spaces. The thesis work was conducted to find out what the common European data spaces could be from the Finnish copyright stakeholders' perspective and how ready are the Finnish stakeholders to meet the various future images emerging from the continuous development of the common European data spaces.

This study used parts of Suhail Inayatullah's theoretical approach for future analysis (2008); the futures landscape, the six basic futures questions, and the futures triangle. The data was gathered via interviews and was analyzed in two phases.

It was concluded that although the precise outcomes of the common European data spaces are unclear, there are high political hopes and ambitions for Europe to be in the avant-garde position for the data economy of the future. This increases the probability of the birth of these new models. The numerous initiatives both from the public and private sectors can be seen as further evidence for the actualization of this part of the European strategy. Of the Finnish stakeholders' future capabilities, it was analyzed that there is notable variation within the sector but most of the organizations were on the futures landscape level 2 out of 4. Although the stakeholders are varied in their capabilities, there was strong saturation in the future images of the informants. The futures triangle analysis showed that some of the future images are unlikely to happen and some are mixed in results.

These combined findings suggest that the sector would benefit from collaboration. The sector should also be proactive in securing its position in the existing economic models and in co-creating new models for value-based growth. The transition from reactive to transformative strategy needs strong value-based leadership.

Keywords

futures landscape, futures triangle, international strategy, common European data spaces, copyright, metadata, European Union data strategy

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1 INTRODUCTION

International business management is a massive concept that has several concepts nested. Eden, Dai & Li in their paper (2010, 66) recognize the overlapping natures of international business, international management, and international strategy. They argue that the domain of international business has management and strategy within. They also describe that the international strategy is the newest of the aforementioned fields and thus the least developed. This study is positioned in the domain of international strategy, and more specifically in strategic management using strategic foresight.

European Union is one of the biggest economies in the world. (Eurostat 2022) As a single market area, its political and economic strategies have a massive impact on the 27 member states and their sectors involved. European Union has several strategies for the period 2019–2024 (European Commission a.) that are substantially financed (European Commission b.) One of these strategies is the European Union Data Strategy (European Commission c.) which was launched in 2019. The Data Strategy is an ambitious set of actions that aim to make the EU as the role model and the leader in the data-driven society of the future. The vision that the EU tries and drives to achieve with the strategy is that the EU should become the global leader in the new data economy and still keep the human, the individual in the center of it all.

The European Union Data Strategy has several pillars of action to reach the vision stated in the strategy. One of these pillars is called "common European data spaces in strategic sectors and domains of public interest" (European Commission 2020). This pillar describes the needed steps to create nine common European data spaces in strategic sectors or domains. EU has chosen those strategic sectors or domains based on the ones where the use and re-use of data will have a systemic impact on the entire ecosystem and also on the lives of the citizens. In the strategy document, it is acknowledged that the EU could potentially add more common European data spaces in other sectors. (European Commission 2020, 23.) After the release of the European Data Strategy, the commission has already recognized two new common European data space sectors – media and cultural heritage (European Commission 2022 a.). These two sectors are strongly tied to copyrights.

As global digitalization is on an ever-speeding path, it has come clear that data handling is a crucial part of any copyright organization or business. Most of the value generated for the copyright stakeholders and finally the creators lie in the efficient licensing of the content data, the accurate reporting of metadata, and the protection of the rights. Finland held the EU Presidency during the year 2019 (EU2019.FI a.) During the presidency of Finland, one of the important topics was data economy (EU2019.FI b.) In relation to the previous, a High-level Conference on Data Economy (Finnish Government 2019) was held. During this event, the importance of metadata for creative industries was recognized in relation to revenue growth (Vuopala 2020). After this, a national, ongoing governmental project was launched. This project is called "Developing the Copyright Infrastructure 2020-2022" and it is facilitated by the Ministry of Education and Culture. (Ministry of Education and Culture 2020)

This thesis was done for the Ministry of Education and Culture to find out what the concept of common European data spaces could mean to the Finnish copyright stakeholders. The goal was to see how the Finnish copyright stakeholders can meet this, possible transformative concept and how prepared are they for future events.

The choice of the method had to be about the strategic management of evolving and emerging future events. This study was conducted using parts of Suhail Inayatullah's "Six pillars: futures thinking for transforming" (Inayatullah 2008).

Chapter 2, the background, opens up the European Union Data Strategy briefly. After this the European Data Spaces -initiative is explained how it is described in the EU Data Strategy. And finally, the common European data space concept is opened by visualizing it as a possible business model. Chapter 2 also describes the theoretical background used in this study. Chapter 3 describes the methodology used to conduct the study. Only parts of Inayatullah's vast theoretical approach are used in this study. Chapter 3 goes into detail in describing the methodology used as the used parts of Inayatullah's approach lack a clear methodology. (Fergnani 2019, 178). Chapter 4 gives out the results following Inayatullah's approach. First the future landscape results, then six basic future questions that create future images, and finally the future triangles. Chapter 5 is the discussion part where the findings, pros, and cons of the study are discussed.

As this thesis is written for a University of Applied Sciences, it is not merely theoretic by nature, but it also suggests concrete ways meet the challenges. These are in the last part of the study – recommendations.

2 BACKGROUND

2.1 Political context

Common European data space is an upper-level concept related to the future of digital Europe. It's an essential part of the Eu Data Strategy. It is mentioned as one of the four strategic pillars that are needed to create to reach the goals of the EU Data Strategy (European Commission 2020). The strategy has a lot of weight in European politics, given that digitalization is the focus area of commissioner Margrethe Vestager, who is also an executive vice-president of the European Commission. (European Commission d.) Several other commissioners work also in collaboration with commissioner Vestager, focusing on sector-specific issues concerning data economy and digitalization. (European Commission d.). Data and the digital future are seen as key issues for Europe. The following direct quotation opens up the flux nature of the whole data space concept. One thing can be said for certain – the EU wants to control the development through regulatory means. In other words, they are trying to build the edges for a data space sandbox.

In complement to the horizontal framework, ... the Commission will promote the development of common European data spaces in strategic economic sectors and domains of public interest. These sectors or domains are those where the use of data will have systemic impact on the entire ecosystem, but also on citizens. This should lead to the availability of large pools of data in these sectors and domains, combined with the technical tools and infrastructures necessary to use and exchange data, as well as appropriate governance mechanisms. While not having a one-size-fits-all approach, common governance concepts and models can be replicated in the different sectors. (European Commission 2020, 21)

It can be said that there is the highest level of political support for this strategy and the direction and goals laid in it. This alone makes it important to immediately start visioning and creating the future of digital realities in Europe and Finland. If a strategy has no implementation, it is unable to achieve its goals.

2.1.1 European Union Data Strategy

European Union Data Strategy released in 2020 is a complex set of visions, actions, and goals compiled in one document. It is a pan-European strategy for the digital future of the European Union. The strategic goals set in the document are based on the values of the European Union (European Commission 2020, 2).

The European Union Data Strategy was created to guide policymaking, direct resources, and foster the EU's much wanted bright future with the ongoing digitalization of our realities. The strategy will set directions for the future political and legislative work and has several implementation ideas that will support ongoing projects and start new processes that will lead to a different kind of future than the present-day reality. As EU commission leader, President Ursula von Der Leyen said "The future will be what we make it. And Europe will be what we want it to be." (European Commission e.). To summarize the values behind the strategy a direct quote will reveal the thinking:

In order to release Europe's potential, we have to find our European way, balancing the flow and wide use of data, while preserving high privacy, security, safety and ethical standards. (European Commission 2020, 3)

The release of a new strategy is nothing new as the European Union has had multiple strategies in the years of its existence. The EU Commission's previous strategies in the past 20 years are the Lisbon Strategy for 2000-2010 and the Europe 2020 strategy proposed in March 2010 for reaching the year 2020. (Becker, W.E., Norlen, H., Dijkstra, L. and Athanasoglou, S., 2018) The newest additions in the strategy canon are the 6 Commission priorities for 2019-2024 (European Commission f.) Although there has been a varying degree of success and implementation of the goals in the previous strategies there has been a notable success, too. For example, Bologna Process for harmonizing higher education architecture 1999, Euro currency 1999 (European Union), and Single European Payment Area SEPA just to name a few examples. So, it is a reasonable argument that at least some of the goals laid in the paper will be met. But mostly the implementation depends on the European sectors and Europeans themselves, rather than the political sphere of the European Union.

The European Union Data Strategy is built upon 4 different pillars of action. (European Commission 2020, 11). These pillars are created to clarify and organize the several actions mentioned in the data strategy



FIGURE 1. European Union Data Strategy visualization.

Firstly, pillar one is focused on creating the needed legal framework within the EU, pillar two is about an ambitious investment program to technically develop infrastructures and capabilities. Pillar three is about educating and empowering individuals and SMEs and pillar four is about common European data spaces. This study discusses and opens up the concepts of and within pillar four and the possible futures related to it. To put it short - Pillar 4, common European data spaces are the contextual background for this work.

2.1.2 Common European data spaces as in the Data Strategy

EU has chosen nine verticals that are inside pillar 4. These verticals were chosen as they are the most strategically important ones, in the development and launch of the common European data spaces. These sectors or domains were chosen on the assumption that the use of data in those sectors will have a systematic impact on the whole ecosystem and on the lives of the citizens (European Commission 2020, 21). The mentioned verticals are represented in the following figure.



Common European data spaces in strategic sectors and domains of public interest

The sectors defined by the EU are the following: i) Industrial, ii) Green Deal, iii) Mobility, iv) Health, v) Financial, vi) Energy, vii) Agricultural, viii) Public administration and ix) Skills. In addition to the aforementioned EU recognizes the European Open Science Cloud as a similar and important vertical. It exists mostly within the autonomy of the higher education sector; thus, it can be seen as a separate and independent vertical that is thematically connected. The aforementioned 9 verticals are not directly related to the copyright sector by definition. But there are several connecting points to the and these are discussed later on in this study. And as said in the EU's Data strategy, there can be additional verticals. The actual, realistic business models and infrastructures remain still unclear and are going plural in their outcome (European Commission 2020, 21-22). As of May 2022, the EU has already recognized the need for two additional common European data spaces – media and cultural heritage. (European Commission 2022 a., 1)

There are already some significant initiatives working towards the new common European data spaces. One of these initiatives is the aforementioned European Open Science Cloud which was started by the commission in 2018. It is an ongoing initiative to create an environment for storing and processing research data to support European science. (European Commission 2018) EU Horizon 2020 funded project Kraken focuses on topics like data marketplace for medicine and wellbeing. On their website, they claim that the "KRA-KEN project aims to enable the sharing, brokerage, and trading of potentially sensitive

FIGURE 2. Pillar 4 visualization.

personal data, by returning the control of this data to citizens (data providers) throughout the entire data lifecycle. (Kraken)

Besides the initiatives of the commission, there are projects in the private sector, too. For example, i3-market states that "The i3-MARKET project addresses the growing demand for a single European Data Market Economy by enabling secure and privacy-preserving data sharing across data spaces and marketplaces." (i3-Market 2022)

The International Data Spaces Association, later IDSA is a power player on the field with more than 130 member companies and institutions in more than 20 different countries (IDSA 2022). Started in Germany and with several European members, they are a power player rooted in Europe. Their focus is as follows:

The IDSA aims to unlock the data economy of the future by providing the blueprint for secure, self-determined data exchange among trusted partners. This is what's referred to as "data sovereignty," and it is vitally important, in light of the fact that data access and exchange are rapidly becoming critical success factors for both companies and entire economies. Until now, companies have held vast amounts of valuable data that they have been unable to control, share or monetize on their own terms. The IDSA has defined a reference architecture and a set of agreements that can be used to create virtual dataspaces which establish trust among partners and a basis for innovative, new business models, products and services. (IDSA rule book 2020, 6)

Besides these projects, several blockchain initiatives aim to the new sector of data selling, data monetization, and the creation of data marketplaces. IOTA is claiming to make it possible to store, sell and access data streams (IOTA), IoTeX tells that they are a path to create an ecosystem where everyone will own their data, devices, and identity (IoTex) and Saga Protocol (Saga) running on Ontology blockchain (Ontology). Ontology, IOTA and Io-Tex alone have a combined market cap of 1.6billion USD (Coinmarketcap 2022). ITHEUM is a crypto project running on Elrond-blockchain. ITHEUM is building a crypto economy system that sees data as the most valuable asset (Mincu 2022).

There are a lot of projects and capital in this field to suggest that this innovative field will create multiple solutions of which some are viable solutions for the future of common European data spaces.

2.1.3 Common European data spaces as business environment

How could these concepts and ideas be visualized as solutions and possible business models? The following visualization is based on the presentation of Dr. Otto of the Fraunhofer Institute for Software and Systems Engineering, later Fraunhofer ISST (Otto, 2020). It is simplified version of the original image to give the reader a clearer overall picture.



Figure 3. Common Data Space as a business model (Fraunhofer ISST)

The first level is the physical reality where we all live. Data is born every time we do something that has an electronic footprint. Every time you turn the lights on, walk in the city and talk on the phone, take a bus, listen to a song, measure your steps or heartbeat with your portable device. The amount of data generated by the portable devices alone per day is 28 PB (petabytes is 1000x gigabytes)! (Raconteur)

The second level is the digital twin of the chosen area/areas of the physical reality. It can be a truck sending a repair notice from its sensor via the Internet of Things (IoT) or it can be big data visualization of Twitter hashtags. It can be the information on what movies a specific audience is watching at any given moment. And information can be used for many things, like fighting COVID-19 (Virginia Commonwealth University 2021; CEF Digital), the rightly timed harvesting of crops (United States Department of Agriculture 2021), the real-

time analysis of road conditions via the sensors of the cars that drive on it (Walz 2022; Government of the Netherlands 2022).

The third level, the data marketplace, is where the value is measured between trading partners. It is like an exchange but the assets that are sold and bought are data. From SMEs to blue chips and possibly even to individual citizens that can trade using the data that they have created. One real-life example of this is Ocean Market, running on Ocean Protocol. On their data marketplace, you can publish, curate and monetize data on block-chain technology (Ocean Market).

The natural ecosystem is a fine way to describe this and data can be seen as water. A drop of water does not water a tree sufficiently enough for the tree to produce the fruits to be picked. But an ecosystem where the water circulates and creates the basis of life is similar to the vision of the European Union for future data spaces. As said in the commission's paper (European Commission 2020, 6) "The value of data lies in its use and re-use"



Figure 4. Circular economy model layered on top of data spaces model.

The data marketplace on the lowest level of the previous figures 3 and 4 can be also visualized in the following matter. This visualization of the data marketplace is based on the materials published by IDSA.



Figure 5. Data Marketplace structure concept (IDSA 2021)

European Commission's staff working document for common European data spaces (European Commission 2022 a.) has 8 political and legislative initiatives, 19 funding initiatives, and 11 other actions that are either planned, happening, or already happened. A lot is in motion – the seeds of the future are planned and visioned as we speak.

2.1.4 Common European data spaces and copyright sector

Question is – how the copyright sector and the creative industries can maximize the possibility for their advantage and in a broader context for the benefit of multiple European cultures? What could the common European data spaces look like for the creative sector? The following figure is the author's interpretation of the copyright sector in comparison to data space business models.



Figure 6. Copyright sector value circle

By a quick observation, it can be seen that the copyright sector's business model is already very similar to the concept of common data spaces. So, in that perspective, the complexity related to the matter dissolves a bit and one can argue that the copyright sector has possibly a lower "mental barrier" moving into this opportunity space. In a horizontal reach, these dataspaces could create possibilities for new kinds of incentive models if connected to for example finance vertical models, mobility, to skills. These kinds of innovations are speculated more in the discussions.

By the experiences gathered in the field of copyright industries, some problem areas have already been met and recognized concerning the flow of copyright data and metadata. We can visualize these phenomena on top of the common data space structure.



Figure 7. Copyright sector metadata circle.

Some recognized problems in metadata space are now opened. As humans are creating the metadata inputs in the data space, there is always room for poor data quality. And sometimes the metadata is not even created, so the lack of data is also an issue. The reasons for these kinds of issues could be several but we can name a few. The content creators could be uneducated on what kind of data inputs are needed with different kinds of rights related. There could be an issue of who takes the responsibility for the creation of various data sets. There are not enough immediate financial incentives to do these metadata inputs. Or the financial incentive is so small and far away in the distant future that this negates the motivation to register the works.

Similar findings are mentioned in Study on copyright and new technologies: Copyright data management and artificial intelligence (European Commission 2022 b.)



Figure 8. Exemplary impact model for the music industry – potential metadata challenges and impact. (European Commission 2022 b.)

On the second level of Figure 7., we can recognize that globally there is variety in the implementation of standards. There are overlapping standards and a lack of usage of the standards. There are also legislative questions concerning data. This leads to the lack of metadata usage and/or the collection of metadata as there is no forcing regulation or if there is regulation, there is a lack of court verdicts & writs. This prevents the monitored flow of certain data assets from the user back to the upper level. And even if metadata and data usage are coming back to the second level data, and royalties don't flow back to the creator level, either because of several delays, poor metadata, bad data processing, or just because of copyright infringements. Figure 8 shows a strong similarity in the discussed issues in a different kind of visual layout.

There is already a company working in this business environment that combines the exchange of usage log data with the identifiers of metadata. In a sense, they are already a pilot of what one possible aspect of the common European data space might look like. RDx by their own definition is an international data exchange portal that aims to improve the flow of sound recording metadata with more timely and efficient way (RDx). Music industry is forced to look for new models of growth because it has been so strongly disrupted due to digitalization (Lozic 2020).

2.2 Inayatullah's theoretical approach for future analysis

This study uses parts of Sohail Inayatullah's (2008) approach for the study of the future. Inayatullah's approach was chosen because of the multiangled and integrated approach to future analysis. The approach includes six foundational concepts, six questions, and six pillars (Fig. 9)

The six foundational concepts of Inayatullah's approach include the used future; the disowned future; alternative futures; alignment; models of social change; and uses of the future. These concepts are used roughly to open up discussions and themes. Inayatullah lays these concepts relatively lightly, mostly without references. Only the disowned future has a reference. The rest are most likely conjured by himself. He, later on, adds a seventh concept, that he calls the no-concept (Inayatullah 2008, 6). Inayatullah uses this as a way to initiate creativity and out-of-box thinking.

The six questions are broad and open questions. Inayatullah summarizes them as tools for verbalizing the fear and the will concerning the future, the hidden assumptions of the future image, the alternative futures that could be seen, the preferred future, and the next steps towards the preferred one. These questions are used in Inayatullah's approach to creating the future that is desired or the future that would be desired once it has been revealed.



Figure 9. Six Pillars visualization

The six pillars of futures studies include mapping, anticipation, timing, deepening, creating alternatives, and transforming. These are used as a theory or in a future workshop setting. Inayatullah writes that these pillars provide a theory that is linked to tools and methods and is developed through praxis.

This study uses only the parts of the first pillar, the mapping. See Figure 9 dotted box. The remaining five of the six pillars are not used in the scope of this study. The six basic questions are asked to create future images, which are needed for the future triangle analysis.

Mapping is the first pillar, and it includes three different tools to use. This pillar is about mapping time. It is used to create the past, the present, and the future. The tools used are shared history for the past, futures triangle for the present, and futures landscape for the future. In this study, only the present and the future were mapped.

The futures landscape is a tool to audit where the organization is concerning future perspectives. Inayatullah describes the four different levels and writes examples of organizational behavior toward the future. The first level is called the jungle. The jungle is mainly a reactive level of organizational behavior where the only goal is to survive – no forwardlooking culture. The second level is called the chess set. This level has strategic thinking, thinking a few steps ahead to create more efficiency and more responsiveness. (This could be argued to be more tactical than strategical!) The third level is called the mountain tops. It describes an organization that understands its broader social context and sees the bigger picture. And finally, the fourth level is called the star. It's a level where the organization has a vision of the future and multiple shapes of it.

The futures landscape in Inayatullah's approach (2008) is not credited to anyone. But in his interview, he mentions that it is the continuation of Hardin Tibbs' work (Inayatullah & Sweeney 2021). Hardin Tibbs' Making the Future Visible: Psychology, Scenarios, and Strategy was privately published in 1999 and again in World Futures review 2021 (Tibbs 2021). Curry (2021) recognizes this as he tells that Inayatullah adapted a version of Tibbs' futures landscape but used it a bit differently.

The futures triangle is a visualization tool to map the present view of the future through three dimensions that are pull of the future, the push of the present, and the weight of the history. Inayatullah writes that by analyzing these three forces, it is possible to develop a plausible future. This tool is for practitioners of future workshops but there is also some work concerning creating more quantitative analysis when combined with scenarios (Fergnani 2019, 182-186). The futures triangle lacks a clear methodology. Fergani (2019) writes that the tool is used for brainstorming and deliberating the three dimensions to create future images but the using of the tool would benefit from connection to scenarios.

With the futures triangle, Inayatullah describes five archetypes for a future image. These are Evolution and progress, Collapse, Gaia, Globalism, and Back to the Future. Evolution and progress is described as a future that is rooted in the development of technology and is based on rationality. Collapse is a cynical and pessimist future image; it could be described as a fantasy of destruction and doom. Gaia is quite the contrary – it is the future where humans are in balance with nature and with other human cultures. Globalism is described as the free flow of ideas, people, and capital. It is the future with no traditional barriers. And the last archetypical future is called Back to the future. It is the idea that we have already reached our peak and we should turn back to simpler and clearer times.

3 METHODOLOGY

3.1 Overview of the methodology

In Inayatullah's approach, the six basic futures questions are answered in a workshop setting before using the pillars. This is why interviews were chosen as the main tool to gather information from the informants. The interviews were conducted in a semi-structured way. The interview structure was created based on the six basic futures questions.

After the interviews, the answers were analyzed in pillar one, mapping (Fig. 9) In mapping, two tools are used. First the futures landscape tool (Fig. 10) and second the futures triangle (Fig. 11). The futures triangle is done in two phases. The first phase uses archetypes and thematization to create future images. The second phase analysis the images in the futures triangle to create plausible outcomes.

3.2 Participants

Study participants were elite informants from the copyright sector. They were chosen from the copyright-related work groups called together by the Ministry of Education and Culture. Government officials were excluded from this study to create a non-governmental informant group to gather information outside the Ministry. Twenty-four informants were contacted to participate in the study. The informants were approached via email and phone calls and asked whether they would be able to participate in interviews over video conference between late March and early May 2021.

3.3 Data collection

The informants were interviewed individually. The interviews lasted between 30-45 minutes and they were done remotely over Zoom and Teams. The interviews were recorded on two separate devices for later analysis and backup reasons. The interviews were done in Finnish. The interviews were done in a semi-structured form. The interview structure was created for this study and it was based on Inayatullah's futures landscape and the six basic futures questions. See appendix 1 for the interview structure.

The first three questions were derived from the futures landscape -tool. First, the participants were asked whether there is any "futures work" in the organization. Questions were formulated with the vocabulary of "futures work" to open up a wider space for contemplation beyond the realms of strategic and/or scenario work. Concepts of strategy and scenario were, however, used to initiate movement in discussion and thinking. If the informant answered yes or maybe, they were asked two follow-up questions. The two latter questions were about the European Union's Data Strategy and more specifically the common European data space -concept.

After this start, the interviews took a more casual and conversational approach but followed the structure of appendix 1.

The first question was "What do you think the future will be like for copyrights and your organization?". To initiate contemplation, the informants were also asked "what is your prediction" and "why" do you think this happens. Inayatullah describes the answers to this as the informant's "will" or "what will happen" concerning the future. If the informant was unable to contemplate the topic immediately, the interviewer gave some more input. In most cases, there were choices of words like "how can you see that scene evolves, how this affects your daily operations, what will this do to your customers, to your revenues, etc."

The second question was "Which future are you afraid of for copyrights and your organization?" and also "do you think you can transform this future" and "why or why not". This question was asked to get the information about the future "fears" of the informant.

The third question was "What are the hidden assumptions of your predicted future?" This can be seen as a pivotal question in the interview as it tries to get the informant to contemplate their assumptions and beliefs. This is a needed step in Inayatullah's approach to loosen up thinking for innovation in the next question.

The fourth question "What are some alternatives to your predicted or feared future?" This was asked to get some fresh ideas from the informant. There was also a follow-up perspective "If you change some of your assumptions, what alternatives emerge?" This is a tool to initiate thinking and give new future ideas in addition to the "this will happen" and "this is the most feared".

The fifth question "What is your preferred future or the most wanted future?" It is a revisit to the ideas that already include the most probable (will), the most feared, and the alternatives. And once the preferred future is discussed, the last question is asked. The sixth question "how might you get there?" is a call to action. What are the next steps for your organization to reach the preferred future?

3.4 Data analysis

Data were analyzed in two phases. In the first phase, the interviews were analyzed. First, the futures landscape -tool was used. Then the six basic future questions were analyzed to form three future images, the most probable, the most feared, and the most wanted. This was done using Inayatullah's five archetypes and thematization. In the second

phase, the results for the mapped future images were analyzed using Inayatullah's future triangle. Via this 2-phased approach, Inayatullah's pillar called mapping was concluded.

In addition to the three future images, the image for the most wanted future was analyzed in the same future triangle with the common European data spaces. This last image also included the answers to question 6 "what are your next steps towards the most wanted future?" from phase 1.

Futures landscape tool

For the futures landscape tool questions, the frequencies for yes, no, and unclear – answers were calculated. The informants also contemplated the question topics and themes. Some of these observations were discussed.



Figure 10. The futures landscape process.

The futures landscape level then was measured using the answers of the informants in the four levels scale.

The six basic futures questions

Phase one then continued with the six basic futures questions that were asked from the informant to map various future images. These future images are the most probable, most feared, alternative future images, and most wanted. Question one was used to create the

most probable future image, question two for the most feared future image, and question five for the most wanted future image. Questions three, four, and six were more practical and needed to initiate thinking and contemplation, such as "can you find any hidden assumptions in your thinking", "what are your suggested steps towards your wanted future", and "can you think of alternative futures".



Figure 11. The six basic future question process.

The analyzed future images for the most probable and most feared are then categorized into Inayatullah's five archetypes grid. This grid however didn't represent all the findings from the interviews and two additional categories were created. Fergnani (2019) uses only four archetypes, so it can be said that there is a growing variety of adaptations of this approach.

These five archetypes by Inayatullah are Evolution and progress, Collapse, Gaia, Globalism, and Back to the Future. The two additional categories created for this study are Blindfold and No Development. "Evolution and progress" is the first archetypal category and it can be defined as a rational worldview, based on the idea that human development will continue to successfully clear out any barriers, and overcome any obstacles. It has also a hint of the idea that technology is the positive driver of change. The second category is the "Collapse". It is the worldview seen in catastrophe movies and the speeches of populist party leaders. It has similarities to helicopter parenting as it is mostly a world full of threats, it is the anticipation of the generals. The third archetype is titled "Gaia" which is quite the opposite of the second one. It is a category with everyone thinking good about each other, no problems, good-willing people - a world seen thru pink glasses. A naïve optimism, a child's faith. The fourth category is titled "Globalism". In this category the regionalities are a burden, the differences of culture are separating us, this a reach towards a monoculture, to the neoliberal narrative of the free flow of capital and that the market competition will benefit all. The final category that Inayatullah describes is called "Back to the future". It is a bit unclear on the title level but in his paper, he gives an idea of a world view that longs to a simpler past, to a less complex world, to the nostalgic past where everything was better.

The categories created for this study are "Blindfold" and "No Development". "Blindfold" means that the informant could not see or vision any future image or was unable to ideate any alternatives. "No development" means that the informant was unable to understand change as a concept or believed that the passing of time with various processes affecting reality does not have any change in the perceived reality.

For the six future questions, the answers were analyzed regarding what archetypes they would fit. Data analysis for question 3 was restricted as the participants shared information that could be connected to informants easily and could jeopardize anonymity. It could not be therefore reported. Data analysis for question 4 was also restricted for similar reasons as with the previous question. The discussions were also partially directed by the interviewer in an attempt to initiate conversation. This is possibly the result of the application of Inayatullah's six basic future questions as an interview structure. Data analysis for question 5 "What is your most wanted future image" was conducted by reviewing the interviews and recognizing sub-themes and themes that occur in the informants' answers. analysis for question 6 was done in similar fashion as the one in question. The material was reviewed, and sub-themes and themes were created. For questions one, two, five, and six, the categories (archetypes and subthemes) were then given points. If the informant talked about the sub-theme – it was given 1 point. If the informant gave an answer that had the elements of two or more sub-themes, all the sub-themes were given a point. This was done to minimize the effect of a misinterpretation by the author. Percentages for points for each sub-theme were calculated for questions one, two, five, and six. The 11 sub-themes and the points that were given to them in the analysis phase 1 can be found in table 1. "The weighted results for the most wanted future image and the grouping of the points." in appendix 2.

Future triangle

Phase two uses the results of phase one. It takes the mapped images (most probable, most feared, and most wanted) which are then analyzed using the futures triangle. The futures triangle is a visual mapping tool by Inayatullah. A tool to initiate thinking concerning the future. In the tool, the realization and the birth of the future happen in the center of a dynamic triangle that has the pull of the future, the push of the present, and the weight of the past. The visual layout decision to include sub-triangles inside the futures triangle is similar to Bussey's layout (2014). He calls the center of the main triangle area of "possible alternatives" whereas Inayatullah talks about the center as the limitless "plausible futures". In this study, the center is seen as the area of the birth of the future. The area where the new reality emerges continuously in the interaction of the pulls, pushes and the weights.



Figure 12. The futures triangle. (Inayatullah 2008; Bussey 2014)

As the world is a highly complex, dynamic, and feedbacking system, the processes within and between the smaller triangles are in constant motion every moment. This means that the pull of the future today is different from the pull of the future yesterday. And it will be different tomorrow. One could say that a new future is born every moment as a result of your actions in the present. Inayatullah (2008) even argues that soon as the future is mapped, it is transformed. The pulls, the pushes, and the weights are also by definition individual and unique. The world is real, but it is compiled of N realities where N= the population of the world.



Figure 13. The future triangle -process

The analysis of phase two with the futures triangle is done by setting the findings of phase one to the future triangle. Then the results are observed, and possible dynamics are brainstormed. One future triangle for the most probable future image, one future triangle for the most feared, and one future triangle for the most wanted. And finally, as a synthesis, a future triangle that merges the most wanted image with the common European data spaces and pushes.

4 RESULTS

4.1 Participation level

The informants (n=24) were approached but the author was unable to establish a connection with some informants and due to the time limits of some other informants not all connected were able to participate. The final number of participants was thus 18. So, all in all, 75% of the contacted informant were interviewed.

4.2 Futures landscape

First, the interview structure asks about the organizational situation and the personal awareness of certain topics. This is done to audit the futures landscape level among the informants. In the following chart, the findings are combined to create an overall image of the current situation among the informants and stakeholder organizations.



Figure 14. Answers to the three first questions

Most of the informants expressed some level of future work in their organization. This, however, didn't show a clear relationship with the awareness and familiarity of the European Union's Data Strategy and even less with common European data spaces. These findings are opened up with more detail and contemplation next.

Question i. Does the organization do futures work?

Most of the informants gave a positive answer thus clearly indicating that there is at least some sort of level of strategic thinking in the organizations. If the informant gave a positive answer, then they were asked more detailed questions about whether the future orientation is a strategic vision, a set of scenarios, or something else. Some informants talked so broadly on the matter that they were not asked the more detailed question as they concluded all the information on the first answer. One informant answered simply and conclusively "no" on the first question and thus was not asked the more detailed questions. This is why the compiled number of answers is one (1) smaller in the columns "strategies" and "scenarios".

Some of the informants were a bit unsure about what kind of future work is done in their organization. This finding can be also concluded from various comments stating that "we talk about these issues with colleagues when necessary", "we don't have a systematic approach", and "not methodologically". In that sense, they could not give a definitive answer on the nature of the organization's future work.

The results however strongly indicate that most informants answered positively to the question and had the idea that their organization did future work. A positive answer was marked when the informant gave a positive indicator in the conversation. One finding was also that there was a remarkable spread among the level and depth of the positive answers. More than one informant said, "yes but not systematically", "yes but not methodologically", and "yes, we talk about these with colleagues" but on the other hand there were answers like "yes we have a futures group specifically for this", "yes, we have looked on issues over the normal strategic length" and reaching to a more systematic length "yes, we have a vision for the next 50 years" (sic!) From this kind of spread among the answers it can be argued that the organizations themselves perceive that they are indeed looking at the future, but the depth and systemic level of this work varies a lot.

Question ii. Is European Union Data Strategy familiar to the organization?

The answers to the second question gave also more weight to the "yes" side but it was not as strong as in the first question. Question ii gave also more spread on the answers. Most of the informants said that their organization is familiar with the recent EU Data Strategy but when combining the answers, we can see that the familiarity with this strategy is 50% "yes" and 50% "no" / "unclear" combined. If the informants answered "no" or their answers were "unclear", they were then asked the follow-up question "Have you heard of this?" There the answers were weighted positively on "yes". To conclude, half of the

organizations were familiar with it, and to add to that, most of the informants had at least heard about the Data Strategy.

Question iii. Is European Union Common Data Space familiar to the organization or have you heard of it?

The majority of the answers given to this question are on the negative side and unclear. There is very little to digest and analyze on these kinds of findings. However, some of the informants had at least heard about this.

The level of future landscape

As a conclusion from this audit, these findings are now categorized with Inayatullah's futures landscape levels to present them in the context of his theoretical approach. Most of the replies indicate that the organizations are on level 2.



Figure 15. Results of the future landscape audit

Most of the interviewed organizations are on the "chess set" strategic level which in Inayatullah's approach means that they are focusing on enhancing their effectiveness and that they are setting some clear goals for themselves. They are using strategies to move forward, to create responsiveness to their organization but they are possibly lacking the discussions of alternate future images and possible scenarios. There is very little discussion on what is the bigger social meaning of their existence.

Tibbs, the original author of the futures landscape, describes the chess set as the arena of future competitive interaction. A place where there is a continuous need for maneuvering and tactical adjustments (Tibbs 2021 10-11). From the futures landscape perspective, it can be said that the majority of the organizations are focused on the short-to-medium term competition and gains.

4.3 Six basic future questions

In this chapter, the results of the six futures questions are walked thru and of these answers, three future images are presented: the most probable, the most feared, and the most wanted.

Question 1. What do you think will be the most probable future in relation to copyrights and to your organization?

The first question asks about the most probable future image and although most of the answers fall into Inayatullah's five archetypes, there was a need to create new categories.



Figure 16. Percentages of the most probable future image among the informants

The biggest percentage of answers fell into category one. Almost half of the informants had a future image of evolution and progress, of continuous development. There were comments "I think that a new systemic connection is being born...between creative sector, between makers of art, between of being an artist and different other kinds of societal processes" and "we will have an ever-growing economical meaning to rightsholders"

The second largest category was the one created for this study, the category of "No development". The informants used phrases like "no radical or quick changes" and "nothing changes, business as usual". One informant also reflected on their personal experience of work life. That they hadn't seen any progress in these areas throughout their career. Contradictively, the same informant told later on in the interview about several things that have emerged throughout their career. This tells a lot about the strength of the inner narrative in contrast to the development of society. We surely can argue that the world is different than it was hundred years, fifty years, or even five years ago. And if we agree that this change in the world is real, we can most likely argue that the future image of "no development" is very unlikely as everything changes all the time.

The third biggest category was "Gaia". In this category, the informants had ideas that "technological development will benefit all". Interestingly no informant had an idea how this will happen. It is the domain where the "solutions" are created magically somewhere by someone and this creates happiness and wealth for all. It is an image of a positive mindset, which, on a personal level, is needed. We, humans, live out of hope. But from a value-based industry, that lives from the idea that creator rights are taken for granted, this image has several risk factors. It is similar to the idea of democracy. We who live in democratic societies, easily think that these ideas are universally accepted but this is not the case. As with any human rights, there is a strong questioning in several parts of the global world about creators' rights, too. The juxtaposing of copyrights to human rights might seem like a long leap but it is stated in the Article 27 of the Universal Declaration of Human Rights that "Everyone has the right to the protection of which he is the author." (United Nations a.)

The globalism category was given almost 10 percent and the answer were reflecting the idea that the global playfield will create external pressure on the existing structures and might lead to some changes. There was a comment on "the need for an UN-based copy-right system" which tells about the level of the knowledge of the informant about the copy-right system and the level of systems thinking concerning the global community. World Immaterial Property Rights Organization WIPO is an UN -organization. And global

agreements are only effective by the countries who have willingly joined and ratified the agreements. But this reflects the "Globalism" archetype quite nicely. That there is a system organized by someone and it runs by magic and it doesn't have any complexities. This result has a hint of Plato's idea of the rightful ruler – that globalism is a clear father figure that is just and above the everyday level. Takala writes about Plato and leadership (1998, 792) "People cause only harm to themselves if they are so stupid that they do not want to be ruled by a philosopher-king.". The ideas behind the "globalism" wishes have somewhat similar echo.

The two smallest categories that were given points are the blindfold and the collapse. In a conclusion, it can be argued that most of the informants do not believe in a systemic collapse and that most have at least some kind of future image. Interestingly there were no entries in the category "Back to the future". Not a single informant considered backtrack-ing as the most probable future image.

Question 2. What is the most feared future in relation to copyrights and to your organization?

The second question of the latter part tries to map the fear that the informants have concerning the context, the most horrifying image. And surprisingly, a hidden signal was found in the answers.



Figure 17. Percentages of the most feared future image among the informants

The most feared image had the biggest saturation to one particular archetype with the given answers. 60% of the answers fell into the category of "Collapse." There were several and varied arguments among the informants to back up their thinking. For example,

"Market is benefitting from the recycling of content which is diminishing the value of the works market and that possible has a systemic feedback effect for the creating of new works"

So, the informant saw some possible negative effects on the whole ecosystem as a result of the polarization of the market forces. This can be also seen as a cultural "McDonaldization", where streamlining of processes leads to the lack of variety on the supply side. Variety is negative for efficiency. As the usage of nonhuman technologies is growing, the creativity of the humans is starting to lose its' value (Yeganeh, 2017, 56) There were also comments on the revenue flow to the whole sector.

"Copyright will be replaced by some other systems of monetization i.e. grant systems, pay-offs, unhealthy tradeoffs take more space."

Interestingly, most of the arguments on the "Collapse" -answers showed a level of unease and possibly even distrust of Finnish government legislative work about the future implementation of EU -copyright-related articles. More arguments from informants

"Fragmentative legislation that devalues copyrights and restricts creators' rights to manage own work."

Concerns were also wide and accurate.

"De-valuation of rights. The Covid-19 crisis has awakened all artists from different fields to the realization that arts and culture have very little if nothing respect and value in the eyes of society. From a value perspective, this is the most destructive thing of all. No matter on the field of art - this is the most alarming development."

"Forced licensing", "national legislation in contrast to EU -directives", and "the decline in respect property rights including immaterial property" - all these were mentioned by various informants. There was even some questioning whether the Ministry's officials are biased in their values concerning copyrights.

These are very serious accusations and thoughts. All these findings point to the conclusion that this is a definitive silent signal and should be taken very seriously. This all comes down to trust between copyright organizations and governmental systems. As copyright systems are complex by definition there were concerns that politicians have little if any knowledge of these matters and that the true decision power lies among the Ministry's officials.

However, one critical view on the forementioned and somewhat surprising findings can be stated. When looking at the interview data and its findings, the qualitative research theorists talk about the romanticist that looks at the data as a genuine finding, an opportunity for the informants to speak out (Qu, S.Q. and Dumay, J. 2011, 246). This might be the case when interviewing people in lower socioeconomic classes in relation to their life and their views. But in the case of this study where the elite informants are speaking out to a student, the power balance changes. This situation can be seen also from a localist perspective where the informants lobby the most wanted topics to the researcher that simply prints them out as a finding. (Qu, S.Q. and Dumay, J. 2011, 246). What is the case in relation to this study, remains unclear? The author believes that it is possibly a combination of both worlds. That some topics rising is on the lobbyist side, but the questioning of government authorities' unbiased status is such a surprising finding across the field that it feels like a credible silent signal.

Question 3. What are the hidden assumptions behind your thinking?

This question was a part of the interview as a way to create more room for thinking and ideation. In the analyzing phase, it was found that most of the answers revealed too much information about the informant and their field. From this, the reader could pinpoint the answers to the informant. That jeopardized the ethical promise of anonymity given to the informants. The answers also didn't have any saturation, they were scattered in all directions varying from philosophical worldview to sectors specific thinking to an agreement level details. Thus, the answers don't represent any statistically significant picture of the whole copyright stakeholder segment.

Few things can be however concluded from the answers - that all of the informants willingly started to think if there are any hidden assumptions in their future images and more broadly worldview. And within a couple of minutes, most could point out some idea structure in their thinking. This is a reflection of flexible thinking that can lead to multiple future views and thus actions on the present.

Question 4. What alternatives can you see besides "the most likely" and "the most feared"

This question was a follow-up question to the previous question and the answers were a mostly open conversation. In the analyzing phase, it was evident that some of the topics

and themes were influenced by the interviewer by opening up some directions for alternative future images. This can be seen as a flaw in the design of this part of the interview.

Also, the alternative visions created by the informants were giving up too much information to be publicly shared to keep the anonymity. These conversations were however a needed ideation phase to create more analyzable answers to the next question.

Question 5. What is the most wanted future image?

After the discussion to find alternative future images, the informants were asked can they create another future image besides the previous "most probable" and the "most feared" The discussions were broad, and some themes were discovered. All in all, eleven (11) thematic categories were recognized, see appendix 2. Those were grouped into three (3) categories – value-based growth, short-term development, and seeds of vision.



Figure 18. Percentages of the most wanted future image among the informants

Value-based growth as a category includes all the comments that talk about the importance of the Bern agreement, the need for a balanced Eu Copyright Act implementation, the stability of the system in the sense that the fundamental concept of copyrights is not questioned and that there are no actions nor initiatives towards the forced licensing of immaterial property rights and assets.

Short-term development as a category includes the themes of achieving monetary growth, getting efficiency and new markets from technological development, cutting down the bureaucratic procedures and harmonizing the operative environment, and boosting transparency.

Seeds of vision is the category that includes the thematic discussions concerning deeper changes in the society and usage culture and the discussion about the meaning and importance of domestic culture.

So, from these findings, it can be said that the most wanted future image for the copyright sector stakeholders is value-based growth. It is the growth that comes from the existence of legal balance and the effectiveness of legislation. It is the wish that there is a balance between the so-called big tech and small language area companies and creators. Also, there were comments that the legal system should be effective in preventing the exploitation of existing property. This top category is guite self-explanatory as the whole copyright ecosystem is based on the idea that the ownership of property includes also the ownership of immaterial properties. And that these ideas have turned into international agreements. Also, the individuals' work as a creator should be protected. Value-based growth also includes the notions of respecting Bern values. It means that the informants wish to see the values of the Bern agreement conserved and untampered. So, value-based growth is the one looking, wishing, and building for future growth but remaining and conserving the fundamental ideas of the Bern agreement. It is the dream that lawmakers should create a legislative framework that prevents the exploitation of immaterial property. There were also talks that there is a will to invest and open up new revenue directions, for example, the wish to start and deepen export-related activities.

Short-term development was the second largest category for the most wanted future image. It includes the themes of transparency, technological development, harmonization, and less bureaucracy.

The conversations around transparency were highly connected to trust between the parties involved. There were questions concerning the credibility of the given data from various streaming platforms but also questions about the "black boxing" of the collected money that happens on the market. As a side note, it can be mentioned that the volumes of these "black boxed" sums of money are substantial. The American Mechanical Licensing Collective received more than 424 million US dollars in 2021 – in addition to nine billion lines of corresponding data to match the money to the usage of the content data! (The MLC, 2021)

Harmonization refers to the wishes of a harmonized operation environment. That the operative surroundings are predictable, similar to all markets, that there would be less "wild west" and more predictions and thus more capabilities of production and operation planning.

The third group in the most wanted future image was "seeds of vision" They were the somewhat distant and unclear discussions that were around the livelihood of Finnish culture as a whole and the survivability of different forms of culture and genres of art. Some informants had some fears about the livelihood of Finnish culture in the long term if the government does not see the specific needs of a small language area. There were also discussions about whether some cultural forms remain relevant to the audience or not.

Question 6. What are the steps towards the most wanted future image?

This question was the last in the interview and it was a follow-up for the most wanted future image. The answer data is formatted similarly to question five (5). As the answers were varied, the author created common themes among them and categorized and weighted them.



Figure 19. Percentages for the steps towards the most wanted future image

The biggest category was Strategic communication. Most of the stakeholders saw that the next steps towards the most wanted future are the education of existing and new creators, education of politicians, and also the public. As the copyright system is somewhat complex, there is a constant need to address this issue and spread awareness. There were also comments like "we should lobby our values because they are questioned". In the category Domestic politics there were talks like "domestic politicians should do…", "it should be a political priority" and as a stark contrast category "International politics" the ideas were more on the side that "politicians should focus on EU -level, not on domestic". Interestingly from a strategic management perspective, these comments reflect a wanted outcome, not an approach or a step. The third largest category was specific steps for the organization and to maintain anonymity, it cannot be open to great detail. These were ideas related to the like of development of the organization, the creation of new revenue paths, and competition-specific strategies.

4.4 Futures triangle

In this chapter, the results of analysis phase 1 – the future images – are analyzed and discussed with the future triangle tool. One for each future image and one additional, which combines the common European data spaces with the most wanted future image and the steps towards it.

Findings from the future triangle – Most probable future image

Three of the biggest archetypes for the most probable future images were inserted into the future triangle and analyzed. The pull of the future, the push of the present, and the weight of the past were cross-examined to find the relevant dynamics related to the birth of the most probable future images.

The biggest percentages were given to Evolution and progress, Gaia, and No development. These images are put to the pull of the future (blue triangle) on top of the pyramid.



Figure 20. The future triangle for the most probable future image.

The push of the present (green triangle) is filled with the current dynamics, processes, and trends. These were also mentioned in the interviews. These are relevant to the topic and they are pushing toward the most probable future image. Technological development with new forms of media and devices, including the birth of metaverses is one push. The growth of the usage of copyright-protected and copyright-free material is also a trend. Population growth and economic growth are one. Global politics can be a push toward the mentioned probable future images if the global political powers focus on commerce and diplomacy. This could lead to scenarios that are fruitful for the copyright sector.

The weight of the past (red triangle) has elements that are slowing the process toward the "most probable" or directing the push to another direction. Growth in content creation can lead to competition for consumer time. It can also lead to a situation where most of the new content is without commercial value. In 2020 the data showed that 90 percent of streams went to the top 1 percent of artists on a major streaming service (Rolling Stone, 2020). Technological development leads to acceleration of environmental burden and opens up the scenarios where sustainable growth is no longer possible. (Tibbs 1999) Technological development also can lead to the political power increase of Big Tech. This can affect both the future legislations via lobbying and the disproportionate negotiation situations on the operational level if a local copyright organization has to negotiate with a multi-billion multinational entity (Yle 2017). Pandemics are also a power process. A global

pandemic can cripple big parts of the whole copyright sector as happened with COVID-19. (OECD 2020) There is also a big question concerning global politics – the power dynamics are in motion. When different kinds of political systems, (democratic market economies, communist countries, authoritarian hybrid nations) clash on a philosophical level it increases the probability of tensions.

Now the three most probable future images are discussed with the pushes (green triangle) and weights (red triangle).

The image of evolution and progress is based on the assumption of rationality, logical development, and the capabilities of human civilization (Inayatullah 2008). The image of Gaia is one garden where the cultures flourish, humanity is healing, and the society is moving in a more environmentally and liberally inclusive direction. And the image of No development is self-explanatory.

Technological development is a beneficial factor as new kinds of ways to consume copyrighted material will be born. Technological development also can lead to increased automation and thus lead to efficiency within the whole sector. It is easier and faster to license material than previously. This can lead to increased sales and the growth of the whole global copyright market. The global population is expected to grow (United Nations b.). This leads to the fact that there are more consumers for various content. This is a push toward evolution and progress. Global politics is also a beneficial factor as the EU is the biggest global market for copyrights and the EU is harmonizing the market with copyright directives. This can be a driver for the image of evolution and progress.

Technological development can also be a weight of the past for the evolution and progress from the copyright stakeholders' perspective. The technological companies have their own culture of the past. There are forces within the technological sphere that either want to minimize their costs going to copyrights or want to make the whole concept obsolete or possibly want to be content owners in their distribution channels. Tactical operations can occur via unbalanced negotiation situations between local copyright organizations and global tech giants.

Another phenomenon is the fragmentation of the legal foundation. This is done via lobbying the emerging legislation and directives. Also, the possible usage of AI for the creation of copyright-free content thus disconnecting the growth of the value of the copyright market from the growth of the overall content market. This is already happening partially in the gaming market. The immaterial property rights are protected mostly on the brand and trademark side, rather than the creator side. To put simplify it in one sentence - more value is locked and protected for the companies than the creators. One big weight from the past is the combined effect of the increased population with technological development. This can lead to the paradox where scarcity of resources creates a need for efficiency and after solving it via efficiency the output of the system increases and thus, we land on the starting problem (Tibbs 1999, 47). This is an example of a weight of the past that can lead to various outcomes for nature, the environment but also human societies. Think of pandemics and their connections to the rise of population, the rise of urbanization, to the growth in possibilities to travel. Thus, it is highly likely that future pandemics will have an impact on the size of the copyright sector. But the technological development can also lead to other unknown processes for the copyright sector.

Global politics can also be seen as the weight of the past. When war breaks out, it has a systemic impact on population, economy, content usage, and the diversity of content. Interestingly though the value of culture as a semiotic reflector of the identity increases as it helps to define who we are and why are we either attacking or defending. (Ukrainian Emergency Art Fund) Global politics can also have a deep impact on multinational agreements on licensing and royalty collecting. The "business as usual" goes obsolete when suddenly the parties of the agreement end up disagreeing or exploiting the agreement. Or simply behave like a rogue state that does not play by the book.

The image for "Gaia" is the future space where everyone is happy, where everyone is safe, where copyrights are cherished, and societies are fulfilled with individuals who can make a fruitful living with their creative work. The problem with the "Gaia" future image is that always centered on the psychological center of the informant. For a Big Tech CEO, "Gaia" is quite something than for small copyright non-profit. In Inayatullah's approach, the "Gaia" is also described as a healing and repairing idea – it's an inclusive society, where we as a whole are on a path to enlightenment.

For "Gaia" to be a probable future image, there would be a need for systematic harmony between all cultures, societies, and worldviews. The probability for this image to become a reality is close to zero because even the concept of happiness varies from individual to individual and between cultures. From a strategic management perspective, it could be argued that if the future landscape is truly a psychological one as Tibbs (2021, 9-10) describes, then the future image of "Gaia" talks about the informants' worldview and optimism. These qualities are highly needed in functioning teams but to create transformative futures, these energies must be harnessed towards transformative long-term actions. If these actions are then organized to the tactical & operative level, then at least the probability to reach some of the elements of "Gaia" increases.

From the previous analysis, it can be said that the "No development" image is very unlikely in the longer term as the pushes of the present and the weights of the past are so big. To reach the "No development" future image would take enormous efforts to remain in the cultural, political, and commercial status quo. To put it short - No development is not happening. Interestingly No development can be once again looked at from a psychological perspective in line with Tibbs (2021). When the informant says that "No development" is a probable future image, it could mean that a) either the informant is cynical and doesn't believe in change or b) the informant is too tired to adapt to the possible change needed in the future or c) the informant is scared of the needed skills, talents, work, negotiations in the future and thus chooses the image of "No development" because of it's a way to evade the negative emotions and associations related to other future images.

Findings from the future triangle – Most feared future image

The most feared future image archetypes among the informants were Collapse, Back to the future, and Blindfold. Two of these images are put to the pull of the future (blue triangle) on top of the pyramid. The "Blindfold" is put in the center as it is a non-future image, it's a representation of the present.



Figure 21. The future triangle for the most feared future image

The push of the present (green triangle) is filled with the current dynamics and processes. The value gap is the word describing the phenomenon where the commercial value of content is not moving down the value chain to the creators. The fruits of the labor don't flow back to the farmer but remain in the marketplace. Al content is the birth and development of the content created by artificial Intelligence. Irrelevance is the concept describing a situation where copyrights would lose their meaning for creators. It could happen due to a shift in the cultural value of human creativity, a diminishment of financial incentives, or due to fragmentation of legal basis. Systemic conflicts are the possible clashes of opposing world views and their implications for the copyright sector. Politically and philosophically, it is the clash of civil rights and authoritarian regimes. Where there is the rule of the few, copyrights don't exist as they are a countering force where the individual (creator) has power concerning the fruits of their creative work.

The value gap is an example of a systemic change created by technological development. The term on its own has turned into a battleground –a story of whining creative industry (Computer & Communications Industry Association, 2019) and the exploiting tech industry (EDM, 2021). This however doesn't make it go away from future imaging. If informants talk about it, it creates a narrative and it visualizes the future. The narrative is highly connected to the incapability of legal framework to protect the existing and previous ecosystem of copyrights. The digital ecosystem is growing and creating new challenges.

Al content refers to the birth of various contents created by the umbrella word Artificial Intelligence. This could mean a lot of different things, i.e., machine learning, and algorithms. The common nominator is that it is content that is generated by a human. Al Content could be a driving factor toward the collapse if computer-generated content makes the content created by humans obsolete. This is connected to a deeper conversation about humanity. The big question is about what makes us human. What makes something to be recognized as a copyrighted work?

Irrelevance is the concept where the copyrights are becoming more and more irrelevant to the content creators as a financial incentive. The likes of buyout agreements on the market, a low level of copyright knowledge can lead to this. If the solidarity among the creators is smaller than the short-term benefits. When there's a lack of strategic alignment among the creators and the CMO -field.

The weights of the past concerning the most feared future image are multiple. Starting from the bottom of the triangle the first is the cultural importance. Human societies have been culturally active since the stone age. There is no probable argument that this phenomenon would become obsolete in the short, medium, or long term. And as the usage of

creative content is a continued part of life, there will be monetized forms of business connected to it. This on its own does not mean that the copyright system would exist in the future. The first copyright act was the Statute of Anne 1710 (Britannica). Bern agreement was created in 1886 (WIPO). From the perspective of human civilization, copyrights are a fairly new invention.

It is safe to say that the collapse of the copyright system as a whole is an unlikely event. but the global copyright system may have possible scenarios of increasing fragmentation between regions and nations due to the rise of systemic competition between various societal systems. Where democracy prevails, copyrights exist. If the number of democratic nations in the world starts to decline, it is possible that the copyright system also loses participatory countries and regions as a result. This could also happen if the level of democracy diminishes in the participatory countries. Netanel in his profound work, Copyright and the democratic civil society (1996, 347-348) talks about the copyright system as a system that enhances the democratic civil society.

One thing that is a weight of the past to the collapsing future image is the sheer amount of monetary assets connected to the global immaterial property rights. The size of the global music publishing rights alone was 28,6 billion Euros in 2020 (IMPF 2021) The massive financial investments on their own are a slowing factor regarding a collapsing future image.

Back to the future as a future image is described as "the wish to return to former days, to the past, which was simpler, things were less complicated" (Inayatullah 2008). It is interesting to see that this image is among the most feared future images. From this, it can be argued that the informants can distinguish that the past is different from the present and that it would be destructive to fight the systemic changes in society, culture, business environment, and technological development.

Interestingly one of the future images to the most feared future image was the category "blindfold". This category was created for this study. It reflects the idea that the informant couldn't envision any kind of feared future images. They had only positive reflections for the future. Like one informant said: "Everything will be fine."

Looking at this kind of psychological future landscape from Tibbs's perspective, it talks more about the inner psychology of the informant than the actual and possible threats to the sector. It is also possible a result of the low level of organizational futures landscape – the strategic timespan is so short that the organization is unable to project the results of parallel processes within their operative environment. They are thus unable to see the seeds of future challenges while they are emerging and thus are limited only to reactive behavior. This is costly and also a sign of undeveloped strategic leadership and

management. This could also be described as "short-termism". It is the inability to create long-term planning and behavior to get quick and temporary results. Yeganeh describes this as the situation where the idea of the future shortens and melts into the present. This can yield short-term gains but lead to underperformance and failure. (Yeganeh 2017, p.50-51)

Findings from the future triangle – Most wanted future image

In this chapter, the findings of the most wanted future images are analyzed with the future triangle. In addition, the action step results are inserted in the triangle, too.

The most wanted future images among the informants were: short-term development, value-based growth, and seeds of vision. The action steps were education, domestic politics, international politics, and strategic communication.



Figure 22. The future triangle for the most wanted future image

To reach short-term development, there have to be sufficient pushes that overcome the weights of the past in the immediate and short-term period.

If the sector wants to gain from the development, they have to take the initiative into their own hands. Otherwise, they are totally in a reactive state strategically. And the actions that they take must be productive also to the longer timeframe future images - value-based growth and seeds of vision.

Education was the most strongly mentioned step. Education as a theme was meant in its broadest form. Education of the creators, politicians, and the general public. While education is critical for value-based growth and the longest-term seeds of vision, it is differently important for short-term development. For short-term development, it is important to have people with multidisciplinary skills on the organizational level. Teams who can co-create and collaborate on both technological, business, and copyright levels. Thus, the education should be focused on the staff and should be noted in the recruitment.

Domestic politics from the short-term perspective are important in the events of systemic shocks, like COVID-19. It is important to educate the authorities about the nature of the industry and the immediate and cumulative effects of the decisions made. It is also important to constantly

From the perspective of the themes of value-based growth and seeds of vision, education is one of the most important action steps and should be considered a key strategic issue.

Education helps the politicians to see the value of the copyright system a) for the existence of national culture thru the incentives of the individuals and b) as a tool to create a copyright-based industry to create domestic IP and diversify the domestic economy.

Education helps the public to see copyright-based professions and the whole industry as a viable choice for a work-life. This a) diversifies and specializes in the domestic skill pool b) helps individuals to work for their most motivating career paths c) pulls more talent to the sector and thus creates the possibility of the emergence of new success stories.

Education of the creators is needed for long-term growth and the longevity of the copyright system. Education helps the creators to understand the meaning of metadata and standards for the flow of money, and the greater good and makes the whole sector more professional in these administrative skills.

Domestic politics was mentioned quite actively. This is a recognized issue, that there is a strong need to communicate and lobby about the values of the copyright system but also other societal connections of the whole sector. The input to GDP, the labor intensity, about export perspectives. Not to mention the impact on the culture of Finland. There were concerned comments that in the Finnish political debate, culture is taken for granted. That culture is born somehow automatically, and it exists without any need for support.

Lobbying here should be approached as a continuous work toward both old and new politicians and political movements. It was also clear to some of the informants that the area of lobbying, the target for strategic communication has changed its place to Brussels. European Union directives have to be ratified in member states and thus the place to talk about important issues concerning copyrights is before the EU Parliament agrees on the directives.

The lobbying at the EU level should be organized with and via the international umbrella groups of each organization. But this should also include the actions of the operational level. There should be an enthusiastic approach to doing this work which in a sense is never ready and where the fruits of the labor are seen by the future generations.

Strategic communication is a word to describe lobbying topics relevant and communicating and counter-communicating themes that either support to prevent the strategic goals to be met.

Findings from future triangle – Most wanted future image with common European data spaces

This part is the most speculative of the future triangles because of its dynamics and uncertainties. The "now" of this future triangle is in the future where the steps towards the most wanted future are already being taken.

This future triangle thus combines elements of the background, common European data spaces, and of the most wanted future images of the informants, the Finnish copyright sector. Common European data spaces are one of the wanted future images mentioned in the EU Data Strategy. How are these connected in the future triangle for both to be successful? Are these future images conflicting with each other or are they supporting each other? Can they create something new or are they moving parallel despite each other? The previously mentioned action steps are now inserted as pushes of the present.



Figure 23. The future triangle for the most wanted future image combined with common European data space

European Union Data Strategy's vision states that the EU wants to be a data agile economy for the benefit of all its citizens. The common European data spaces as a concept to reach that vision must be aligned with it. Data Strategy states that the EU wants to empower individuals to exercise their rights regarding data ownership (European Commission 2020, 10). Data strategy mentions tools like "consent management tools, personal information management apps, including fully decentralized solutions building on blockchain, as well as personal data cooperatives or trusts acting as novel neutral intermediaries in the personal data economy" (European Commission 2020, 10). This has something very similar to the idea of copyright ownership. Whoever makes and creates something has ownership of it. This is aligned with the most wanted future images of the Finnish copyright sector: value-based growth, short-term development, and seeds of vision.

Value-based growth wants the copyright sector to flourish but maintain its fundamentals mentioned in the Bern agreement. If the EU wants to bring focus to data ownership, then it is most likely certain that this new set of asset ownership is an addition to the existing ideas. It is quite unlikely to see that the increased data ownership rights of the greater public would mean the diminishment of the rights of the creators producing immaterial rights.

As this is an area of interest for forces who are connected to the greater public and the data that they, the public as consumers, create, there will probably be strategic communication from the technological side talking about the negative effects of their side. If and when the data ownership and the possible licensing and monetization of the data created by the greater public is automated, there could be also rising themes and communicative pressure to expand this automation to the licensing of creative works, too. This is a possible area of emerging issues concerning this development and the actions to counter-communicate the related themes should be pre-visioned.

The copyright sector could also create transformative steps in advance – something like collective data ownership for citizens. The copyright sector has the skills to maintain registries, negotiate licenses, to collect and distribute money. Maybe in the longer-term future, there will be organizations that handle the monetization of the data created by customers of various digital applications and services?

On a fundamental level – the EU goal of the EU Data Strategy is human-centric and on a philosophical level, it is quite possible that it does not create a threat to the wanted future image of value-based growth.

The weights of the past in this future triangle are several and many of them are also unknown. The ones recognized in this study are now discussed.

The low level of futures landscape within each organization is a burden that slows the progress needed. As previously discussed, the low level leads the organizational behavior that is short-termed and reactive. At best, the organizations aim to preserve the status quo. The stalling of the development might look like a win in a short term but in the long term, it could lead to strategic disaster. Disaster is sure if the organization starts to look like an obsolete and irrelevant thing of the past. To create a transformative future image, where the organization is vibrant and meaningful for its stakeholders, relevant action must be done on an operational level daily.

Mental perspectives are important. The short-term benefits might guide managers to focus more on competition rather than collaboration. But to gain momentum for a prosperous future, there should be courage to look beyond the normal circle of collaborators.

One big weight of the past, in reaching the combined future images of the EU and copyright sector, is the development of the EU itself. To take the existence of the EU for granted, is a massive strategic mistake, too. Brexit cleared the path for the differentiated disintegration in the EU (Leruth, Gänzle, S., & Trondal, J. 2019, 1383) that could result in different paths of integration taken by the member states (Leruth, Gänzle, S., & Trondal, J. 2019, 1391). If EU is wished and hoped in the future images, all the organizations should at least think that what are they doing to support the future existence of EU. And if this feels too irrelevant, then they should form scenario-types of thinking for multiples scenarios if the EU starts to disintegrate. Bi-lateral and multinetwork collaboration between sister organizations could come relevant in the worst-case scenario in the future.

In the center of the future triangle is the birth of the future. Here are some recognized themes like new data sets, service industry, back office, new skills, fintech, new challenges, new sets of business models, new sets of needed skills.

Seed of vision should be laid today. At first, they are nothing but after years they become the emerging issues in the longer strategic horizon. But how to recognize what kind of seeds are laid?

Looking from the fundamentals of various stakeholders, it can be said that the EU wants the consumers to have control over their data and possibly its monetization. The copyright sector wants the creators to have control over their data and its monetization. Similarly, the big tech wants to have control over data and monetize it. These dynamics are in play at the same time. In the function of time, these, too will become emerging issues that might have colliding and conflicting trajectories. This an area that should be studied further and more precisely.

Few possibilities and threats can be recognized immediately, though. As said in data strategy there could be tech companies that creates solutions for the people to control their data (European Commission 2020, 10). This could give some possibilities for co-operation for the copyright sector. One alternative can be that the Big Tech adapts to this development and creates solutions for "data management service". This can open up either long term strategic threats for the copyright sector as the Big Tech would start to spread towards the area of digital rights management, or it can open up co-operation possibilities.

If the above brainstorming feels unrealistic, it can be justified with Jim Dator's second law of the future: "Any useful idea about the futures should appear to be ridiculous." (Dator 1999) Dator continues to define the law and writes that the appearance of new technologies permits new behaviors and values and challenge the old ways. The characteristics of these emerging futures are that they first seem to be impossible, stupid and even ridiculous. After this they change to feel familiar and eventually "normal" (Dator 1999).

This can be the case for the common European data spaces and the European Data Strategy, too.

5 DISCUSSION

5.1 Key findings

Key findings in relation to common European data spaces

One of the relevant findings of this study is that the common European data spaces will become a reality on some level in the next 5-10 years. The outcomes of the common data spaces are very likely multiple as they are sector-specific and sector-driven. It is also possible that the birth of these Common data spaces can have a systemic impact on various sectors, but the effects of these possibilities should be studied further and in more detail.

From the copyright sector's perspective, it remains unclear what the results might be. However, it can be said that the copyright sector already shows some degree of maturity in parallel and relation to the concepts related to the common European data spaces. The copyright sector is already a business environment related to the creation, using, re-arranging, administration, transmitting, and monetization of data and metadata. This is a clear similarity to the data pools and data flow business models envisioned in the common European data space -concept. This could be an advantage for the copyright sector to meet the emerging common data spaces. This could also mean that the copyright sector is unable to recognize new business models because of the similarities on the surface.

Reasonable conclusion can be that the ongoing innovative field of fintech and data economy will give birth to new ideas and applications. These areas have thousands of development projects and hundreds of billions in capital, they are an innovation hot spot. These new ideas will compete in the market and finally, within a few years, there will be 10+ biggest technologies, protocols, and companies operating in the field.

To close this – common European data spaces will become a reality probably faster than expected. They will possibly be a normal and invisible part of the infrastructure of several industries. They will likely create new business models and ways to generate value, wealth, and quality for businesses and society.

But as with anything - the birth of something new also gives birth to new systemic, strategic, and tactical challenges. The true threat here is to be passive.

Key findings in relation to the futures landscape levels

The stakeholders of the Finnish copyright sector have varied levels of strategical management, strategical thinking, and strategical behavior. This leads to differences in future images and the capabilities to meet the needs of the future. Most of the stakeholders are on the futures landscape level 2 "chess set" out of the 4 -leveled scale. There is a lot to improve. The low future landscape level of some organizations has also a "weight of the past" factor to other organizations that have a higher future landscape level. But if resources are shared, the frontrunners can benefit from the development of others in the sector.

Key findings in relation to future images

However, it can be said that the stakeholders share similarities in future images, especially in the "most feared" future image, which was the "Collapse" for most. The "most probable" future image" for most was the one of "Evolution and progress". This is also connected to the "most wanted" future image" of value-based growth. From this, it can be concluded that there is at least some momentum and will, to build for a more prosperous future, but the growth should be rooted in the values of the copyright systems, mostly the Bern agreement.

Key findings in relation to the future triangles

The key findings of the future triangles remain academically uncertain. This is due to the brainstorming nature of the tool and the lack of clear methodologies. But based on the approach conducted in this study, something can be concluded.

From the most probable future image, it can be concluded that "No development" isn't a probable outcome with so many pushes of the present. Also, the future image of "Gaia" feels quite impossible, as the "Gaia" would need a global cultural change to a similar enlightened goal and path.

From the most feared future image, it can be concluded that "Collapse" isn't a probable outcome as there are so many cultural values and international agreements in weight of the past. Also "Back to the future" fear is very unlikely because of the massive push of the Eu Data Strategy. Most likely, the future will be something partly changed and not reversed to the past. In a conclusion, the most feared images are not credible outcomes.

From the most wanted future image, it can be said that the sector has quite a lot of shared goals and shared ideas on how to create the most wanted future. The steps towards the most wanted future can be transferred to operational level guidance.

5.2 Strengths and limitations

Strengths

The strengths of the study are as follows. The choice of the problem space is relevant and innovative. The study shines some light on an area that is partly not visible and thus difficult to manage strategically. Data collection was successful. The choice of informants was accurate regarding the sector. Enough informants were interviewed to create a credible image of the sector. Data were analyzed with several tools to create a more holistic overview. The interview process as such could be seen as a needed event for the creation of a transformative future image. In short – now the future looks different than before these interviews as the informants were asked to think of alternative future images.

75% of contacted elite informants participated in the study. This is a high proportion of representatives of the Finnish copyright sector. The informants represented different or-ganizations in the field. It is probably safe to say that their views give a holistic overview of the whole sector.

Limitations

Several limitations to the study can be recognized. There are issues regarding both the problem space and the theoretical background. Methodology and the delivery of results.

The decision to choose a non-existing concept based on an emerging political strategy for a problem space creates a lot of unknowns. These are reflected throughout the study. European Data Strategy is a set of actions and initiatives that have transformative energies, but the outcomes are not seen yet. Even the whole concept of the common European data spaces is not yet a reality, but it is an emerging issue. When this is the chosen problem space there is a massive room for interpretation and thus a lot of room for false assumptions and results that might become obsolete very quickly.

Inayatullah's' theoretical background "Six pillars" is a vast set of approaches that have their roots in both miscellaneous academic development and tools used by futurists and strategists in consultation and workshop settings. The fundamental problem here is that the paper has very little to one guidance on how to use these tools and how to interpret the results generated. Some of the tools feel like a brainstorming tools that should be used in the ideation phase, in designing the study question. To use parts of his theories as a study structure is a risky choice. However, it was a conscious choice to find some novel results for the study question. From a methodological perspective, the study has some limitations as the methods are partly based on Inayatullah's' paper. As mentioned earlier there is limited guidance on how to move forward. This study moves between qualitative and speculative. Much of the results on the future triangle are based on the interpretation and if this study would be done by someone else, the results would probably vary. Thus, the exact repetition of the findings is probably impossible.

Results are given out both written and visually. The written results for future images are discussed broadly on a thematic level. The depth of the results varies. This is due to the vastness of the questions, the variety in the depth of the informants' answers, and the small number of informants. It is hard to deliver sectoral answers to questions that talk on an organizational level.

Limitations can be wrapped like this - 1) the choice of too open and emerging, partially non-existing problem space. 2) analyzing the problem space with a fairly new and unestablished approach. This is a sign of a problematic study design.

5.3 Recommendations

Recommendations for the copyright sector as a whole

Educate today and tomorrow. The copyright sector's most wanted future image was one of value-based growth. The way to secure the core of the copyright system in the longest term is to educate and spread knowledge about immaterial property rights to the public, creators, and politicians. It is an unending work that keeps repeating from years to decades.

Innovate and excite. The copyright sector could benefit from collaboration with new partners - possibly data-related industries, fintech industries, and research partners. Thru these new partnerships, the copyright sector could secure its positions in co-creating value systems that support the core fundamentals yet create possibilities for growth.

Secure the birth of new content. The copyright sector is already at the crossroads of the circular content economy. Strategic work should be done to support the creation of new content as it is the water of this ecosystem.

Level up. Increase the level of futures landscape on whole the sector. Measure progress. The copyright sector should be proactive in tackling the emerging issues and seek funding for EU -level pilot projects and create its solutions. Lead the way. The copyright sector should be proactive in the creation of a future talent pool. Collaboration with various domains of education and research would be supportive for Finland to become larger than its size on the European level.

Recommendations for the copyright stakeholders

Allocate resources to the development of strategic management and leadership. Strong leadership is needed to revitalize and reshape the narratives of the organizations to support the daily action towards the set goals.

If the organization is too small to spend resources for future work, collaboration with other organizations is the step forward.

Focus on the monitoring of European Union strategies and programs. The emergence of the European Union Data strategy (and future strategies) can re-shape the ideas of data ownership and the definition of a creator and thru this can open up several transformative opportunities and challenges.

The copyright sector could benefit from shared pools of data. Transparency and trust are the ways to move forward.

Recommendations for future research

The copyright sector would benefit greatly from research in the areas of

- common European data spaces and creative industries
- synthetic copyrights
- copyrights of avatars
- copyrights of works that are presented in the metaverse
- citizen data ownership from the perspective of collective management
- copyright business models and blockchain (tokenization, NFTs & DAOs)

Future work as a practice would benefit from the creation of methodological literature regarding future triangle methodology and the advancement of Inayatullah's Six pillars.

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APPENDIX 1. Interview structure.

EUROPEAN COMMON DATA SPACES AND THE FUTURE ORIENTATION OF FINNISH COPYRIGHT STAKEHOLDERS

STAKEHOLDER INTERVIEW FORM

Current organizational situation in relation to future orientation

- i. Does your organization do futures thinking?
- ii. Is your organization familiar with European Union Data Strategy?
- iii. Is your organization familiar with European Common Data Spaces -concept?

The six basic futures questions derived from Inayatullah (2008)

- 1. What do you think the future *will be* like for copyrights and your organization?
 - a. What is your prediction?
 - i. More and more progress and wealth?
 - ii. Wealth for the few?
 - iii. A dramatic technological revolution?
 - iv. Operation environment catastrophe?
 - b. Why?
- 2. Which future are you *afraid* of for copyrights and your organization?
 - a. Do you think you can transform this future to a desired future?
 - b. Why or why not?
- 3. What are the hidden assumptions of your predicted future?
 - a. Are there some taken-for-granted assumptions (about gender, nature or technology or culture, or . . .)?
- 4. What are some alternatives to your predicted or feared future?
 - a. If you change some of your assumptions, what alternatives emerge?
- 5. What is your *preferred* future?
 - a. Which future do you wish to become reality for yourself or your organization?
- 6. And finally, how might you get there?
 - a. What steps can you take to move in toward your preferred future?

APPENDIX 2.

Table 1. The weighted results for the most wanted future image and the grouping of the points.

ТНЕМЕ	POINTS	GROUP
Legal balance and effectiveness	9	Value-based growth
Bern values	8	Value-based growth
Growth	7,5	Value-based growth
Transparency	6	Short-term development
Relevance to customers	5	Seeds of vision
Technological development	5	Short-term development
Harmonization	4	Short-term development
Stability	4	
Freedom of contract	4	Value-based growth
Domestic concerns	3	Seeds of vision
Less bureaucratic	3	Short-term development

APPENDIX 3.

Table 2. The weighted results for the steps towards the most wanted future image and the grouping of the points

THEME	POINTS	GROUP
Education (creators/public/politic sphere)	7	Strategic communication
Specific steps for the organization	4	Organization specific
Politics – domestic	3	Domestic politics
Lobbying Bern values	3	Strategic communication
Politics – international	2	International politics
Legal framework	2	Domestic & International politics
MISC	2	NON-INCLUDED