



20
years

CUSTOMS FOR SOCIETY

4. A UN Regulatory Body for sustainability is created
5. Customs reform completed, no Single Administrative Document (SAD)
6. Virtual customs officers are mainstreamed

20
years

CUSTOMS FOR SOCIETY

1. The UN Sustainable Development Goals are achieved in the EU
2. A game-changing set of EU innovations is boosting the economy
3. EU leads the development of global environmental and cyber security standards

10
years

CUSTOMS FOR SOCIETY

4. Large public-private investments in data security
5. European Border and Coast Guard gets executive power
6. EU doubles the budget for customs reform

10
years

CUSTOMS FOR SOCIETY

1. EU Treaties are reformed; new political leaders with new ideas are elected
2. A few key trade agreements are signed
3. International cooperation on climate change finally takes off

5
years

CUSTOMS FOR SOCIETY

4. Political and social instability causes riots and security threats
5. Scandal! Customs are failing to protect society (counterfeit medicines found on the market and customs officers are involved)
6. Proposals for customs reforms are formulated

5
years

CUSTOMS FOR SOCIETY

1. The scale of natural disasters across the world leads to ever-larger numbers of migrants coming to the EU
2. Cyber-attacks against public IT systems in EU countries increase
3. Access to raw materials from the EU's international trade partners becomes difficult

20
years

'NO-STOP-SHOP'

4. Increasing emphasis on enforcement of non-compliance
5. Automated safety and security assessment
6. The Single EU Customs Agency becomes fully operational

20
years

'NO-STOP-SHOP'

1. More multilateral agreements for sustainable trade lead to more data exchange
2. Full self-assessment for trusted operators and strong post auditing
3. Customs now also enforce regulatory policies (e.g. environment, health, etc.)

10
years

'NO-STOP-SHOP'

4. Limited public resources push for pooling means
5. First graduates from EU Customs University
6. Environmental friendly trade policy and business support for trade facilitation

10
years

'NO-STOP-SHOP'

1. EU consumption decreases, policy decision to facilitate trade
2. Fast development of technology (e.g. AI, robots, blockchain) leads to new EU customs IT strategy with full Member States interoperability
3. Revision of Customs Union launched to set up an EU Customs Agency in 5 years

5
years

'NO-STOP-SHOP'

4. Political decision to set up an EU Data Analytics Centre
5. EU & international data exchange standards agreed; business strategy for customs data pooling
6. Environmental taxes implemented in the EU

5
years

'NO-STOP-SHOP'

1. The EU is under pressure from climate, ageing and the rise of the East and South
2. Politicians decide to strengthen the global standing of the EU
3. A group is set up to revise the Customs Union

20
years

PROTECTED UNION

4. Fragmented trade environment requires strong, high-tech controls of imports and exports
5. The EU is winning the race for space resources
6. A formal EU citizenship is introduced, reflecting the strengthening of EU nationalism

20
years

PROTECTED UNION

1. The EU strengthens its borders with its new integrated Customs and Border Agency
2. The EU manages to keep its leading role in technologies due to continued high R&D investments
3. EU citizens question increasingly the trade-offs between more protection and civil liberties

10
years

PROTECTED UNION

4. New EU coordination body for unified customs and other border agencies; harmonized training
5. EU invests in technologies and skills for customs to attract talent
6. Strategic alliances with free trade agreements provide the EU with access to resources and markets and strengthen the EU's geopolitical influence

10
years

PROTECTED UNION

1. More international state-sponsored crime and espionage try to weaken the EU
2. EU citizens feel increasingly insecure and call for more protection, in particular data security
3. EU moves towards more strategic autonomy. New tariffs address environmental concerns and digital trade; compulsory Authorized Economic Operator regime established

5
years

PROTECTED UNION

4. EU invests heavily in innovation for environmental technologies
5. The US pull out of the WTO and the UN, weakening them
6. EU increases the centralisation of customs operations and establishes centralised risk management

5
years

PROTECTED UNION

1. Worsening climate and environmental degradation increase political will to act for sustainability
2. Environmental disasters and competition for resources trigger conflicts and migration towards the EU
3. Increase of protectionism and competition for political influence – EU retaliates

SCENARIO
DETAIL
CARD



5
years

SCENARIO
DETAIL
CARD



5
years

SCENARIO
DETAIL
CARD



10
years

SCENARIO
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10
years

SCENARIO
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20
years


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20
years




REAL LIFE
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20
years

CUSTOMS UNDER STRAIN

4. Geopolitical power shift impacts international trade
5. Customs focus on safety and security, customs budgets are under strain and the Customs Union weakens
6. Major terrorist attack on customs infrastructure using sophisticated technology

20
years

CUSTOMS UNDER STRAIN

1. International sustainability agreements fail and a series of large natural disasters hit Europe
2. A shrinking EU economy engages less in international trade and becomes more circular
3. Political fragmentation of the EU: some countries want protectionism, others more trade cooperation

10
years

CUSTOMS UNDER STRAIN

4. Major international powers make the WTO irrelevant, disrupting trade balance
5. National customs administrations keep their strength: customs focus on border control and less on EU coordination
6. Dependency on technology increases customs infrastructure vulnerability

10
years

CUSTOMS UNDER STRAIN

1. Populist governments in Europe, national interests prevail, no further EU enlargement
2. A financial crisis in the EU drives protectionist sentiment
3. Strong competition for raw materials and energy, some shortages

5
years

CUSTOMS UNDER STRAIN

4. Trade is decreasing, the Union Customs Code transforms customs operations
5. Rise of big e-commerce platforms and increasing product non-compliance
6. Investments in technology: digitalisation, control and surveillance

5
years

CUSTOMS UNDER STRAIN

1. In parallel to trade wars, a recession starts in the EU
2. Social inequalities and unrest increase in Europe
3. Populism and nationalism are on the rise

**A violent cyber-attack
causes major failures in EU
customs systems**

Remove one resource token
from a business or the
Customs Policy Maker

Played after the Public Voice has spoken

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Remove one resource token
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Played after the Public Voice has spoken

**An NGO discovers child
labour in the supply chain**

Remove two resource
tokens from an action
of your choice

Played after the Public Voice has spoken

**An NGO discovers child
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Remove two resource
tokens from an action
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Played after the Public Voice has spoken

**Important unexpected events
cause lots of uncertainty**

Roll the dice:
1-2= remove all red tokens
3-4= nothing happens
5-6 = double the red tokens

*Can be played on any action after
the Public Voice has spoken*

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**1000 new customs officers
recruited across the EU**

Customs Policy Maker gets
one extra resource token

*Played by the Customs Policy Maker
at the start of a round*

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**In return for compliance,
small parcel carriers get
faster clearance**

A business gets two
resource tokens

Played by a business at the start of a round

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**Disrespect of EU customs
legislation by some EU
Member States customs
services**

Remove two resource
tokens from the action of a
Policy Maker

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tokens from the action of a
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Played after the Public Voice has spoken



A recent media campaign turns out to have been based on fake news and misled the public

Re-arrange two red tokens

Played after the Public Voice has spoken

Successful controls on cargo prevent a terrorist attack, giving a boost to customs policy

Customs Policy Maker gains two resource tokens

Played at the start of a round

After constructive interactions over a few years, we have an opportunity to engage concretely

Collaborate for free

Played at the occasion of an opportunity to collaborate

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Customs officers go on strike

Remove one resource token from the non-EU business

Played after the Public Voice has spoken

The dealings between businesses, customs and policy makers have not been transparent and the public is kept in the dark

Limits the number of red tokens the Public Voice can play on one action card to one

Played after the Public Voice has spoken

Breakthrough in EU budget negotiations

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A new app allows criminals to fool a risk assessment system

Remove one resource token from a Business action

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**REAL LIFE
CARD**



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REAL LIFE CARD



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**REAL LIFE
CARD**

**Customs performance
increases**

All businesses gain
one resource token

Played after the Public Voice has spoken

**Public-private partnerships
are a high political priority**

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Collaborate for free

*Played at the occasion of
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**An unexpected warning
has allowed us to take
preventive action**

Block any Real Life card played
against your action

*Played as immediate reaction to a
hostile Real Life card*

**After constructive
interactions over a
few years, we have an
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windfall gives your business
new resources**

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