

Military mobility Northern Nordics

Offer 10 November 2025

Risk Intelligence A/S thank you for your interest, and offer the following solution to your requirements.

General Information about Quotation

Risk Intelligence A/S has solid experience stretching back over the decades as well as the relevant networks in the field, and as such we are confident in our capability to provide the best offer. We hereby offer a comprehensive study on the wider benefits and strategic infrastructure needs for military mobility and security of supply and preparedness in the Kvarken region, including all of Central Finland and, on the Swedish side, the regions of Jämtland, Härjedalen, Västernorrland, Västerbotten and in Norway Trøndelag and Helgeland (study region) for the total defence of and the security of supply in northern Nordics and Europe. The study will identify the types of capacity requirements associated with large-scale strategic transports and describe different scenarios and their impact on the transport infrastructure, in accordance with the Request for Quotations. This will provide a clear understanding of which measures are necessary to improve the conditions for military mobility and resilience in the study region, as well as for Sweden, Finland and Norway. The study will also demonstrate the strategic importance of the study region for the total defence and security of supply in northern Nordics and Europe. The work will be coordinated with the contractor responsible for the Wider Economic Benefit analysis.

The study will be conducted in all aspects in accordance with the Request for Quotations issued. As such, it will identify and evaluate which strategic infrastructure investments and improvements would significantly improve military mobility and supply security logistics in the study region, and objectively assess and recommend the most impactful measures, as well as assessing technical requirements for dual-use infrastructure.

The full value of the quotation is **57 893,00 EUR** (excluding VAT and taxes), in accordance with the breakdown of costs given later.

Work Plan and Methodology

In accordance with the Request for Quotations, the scope of work will include a strategic assessment including mapping and analysing the current transport infrastructure network relevant for military mobility and security of supply in the study region, including its role for civilian purposes as well as main and secondary routes. Notably the study region's role as an east-west transport route for military and security of supply purposes is expected to be significant. The study region's role in NATO logistics and related to Host Nation Support activities, including requirements for receiving, staging, and onward movements (RSOM) will be assessed, as will the resilience of the transport network in the study region and the

ability to provide alternative options in case of disruptions of different kinds. The work will also include a review and summary of relevant NATO and EU policy documents, including the EU's seven objectives for military mobility, MMAP and recent statements, as well as identifying possible funding alternatives for strategic infrastructure investments. The national plans and frameworks will be also be taken into account for Sweden, Finland, and Norway respectively, as well as the relevant NATO and EU standards.

Based on our in-house experience, external interviews with subject-matter experts, literature review, and comparative analysis of similar projects, and other work done as part of the study the relevant scenarios will be developed in accordance with the requirements stated in the Request for Quotations. This will include estimates for the volumes and requirements of large-scale troop movements and what demands these place on the infrastructure, and compare the current state of infrastructure with an ideal scenario for military mobility and security of supply, while maintaining civil transport needs, identifying gaps and bottlenecks. Examples of similar estimates can be found in the reference reports for the STRING Megaregion discussed below.

The work will result in recommendations in accordance with the Request for Quotations, including proposed and prioritised strategic infrastructure investments or measures to improve military mobility and preparedness in the study region, based on the analysis and evaluate ongoing cross-border infrastructure initiatives and their relevance, as well as providing recommendations for policy and planning, including cross-border cooperations and funding opportunities. Recommendations related to eligibility for external funding for strategic infrastructure investments will also be provided.

While some of the work can be done based on studies of open documents, our experience is that a comprehensive understanding of the topic will require interviews with subject matter experts. As such, we propose a qualitative research methodology, primarily relying on a series of interviews with subject matter experts. This involves a number of individuals already identified working for the armed forces in the Nordic countries, affiliated with research agencies and academic institutions, regional and national government agencies, as well as professionals from the defence industry and critical infrastructure. The interview process will involve engaging these experts in discussions, allowing for the expression of their insights, opinions, and firsthand knowledge. These conversations will serve to better understand the wider benefits and strategic infrastructure needs for military mobility and security of supply and preparedness in the study region for the total defence of and the security of supply in northern Nordics and Europe, and to provide a clear understanding of which measures are necessary to improve the conditions for military mobility, dual use, preparedness and resilience in the study region, as well as possible negative effects if no investment in the necessary infrastructure is made.

A number of such interviews conducted earlier as part of other similar projects or for the day-to-day work of Risk Intelligence have also been identified as providing valuable insights, and will also be one source of the information.

Risk Intelligence as a company as well as our key personnel who would be performing the project have relevant networks in the three countries mentioned, as well as further abroad. This can be demonstrated both by our experience from similar projects, but also from invitations to take part in relevant events in the region – including as speakers – as well as from contracted work to institutions such as the Swedish Defence Research Agency (FOI).

In addition to the interviews, relevant documents, reports, and publicly available information were consulted to complement, support, and validate the insights gathered during the interviews.

For the coordination with the contractor responsible for the Wider Economic Benefit analysis, there is an overlap in a number of areas which are worth considering and are expected to be the focus of the coordination efforts. These include in particular questions regarding possible rise in importance of certain routes compared to the current situation, demands on green transport routes, secondary effects of military mobility including spread of knowledge and innovation, and increasing contacts and network relationships between regions. We recognise that there is a similar incentive to shift both commercial routes as well as military mobility plans to corridors which have been upgraded to ensure higher transit speeds and lower costs, while at the same time avoiding unnecessary crowding of corridors currently enjoying high levels of usage. The effects of the general characteristics of the region – including being relatively sparsely populated, reliant on a relatively sparse infrastructure network, and sporting long distances between transport hubs – are also of interest both from a Wider Economic Benefit analysis angle as well as from the point of view of this work.

Work Plan Timeline

Our proposed plan, in accordance with the required deadlines and conditional on approval by the client and open to change/negotiation, is as follows:

- November 2025: Kick-off meeting at the premises of the client in Vaasa and/or over Microsoft Teams/similar. First coordination with the contractor responsible for the Wider Economic Benefit analysis.
- November 2025 – January 2026: Interviews, including in-person interviews as well as over Microsoft Teams/similar. Likely locations for these in-person interview trips include Helsinki, Stockholm and Oslo.

- January 2026: Presentation of current state of project to the client. Coordination check point with contractor of Wider Economic Benefit analysis.
- February 2026: On the ground study trips to the study region. Meetings with local stakeholders, see below for details.
- March 2026: Presentation of first draft of key results to client. Based on feedback, additional interviews and/or studies will be conducted during second half of March, as well as continued coordination with the contractor responsible for the Wider Economic Benefit analysis,
- April 2026: Delivery of and presentation of complete key results to the client in a form appropriate for internal use and decision-making.
- May-June 2026: Finalising the deliverables to a product in accordance with the requirements of the client and according to Risk Intelligence guidelines.
- July 2026: Project fully complete with all materials delivered to the clients.

Study Trips

Interview trips are planned to Stockholm, Helsinki and Oslo, with the purpose of relying on our network of subject matter experts to do interviews regarding the policy and strategy levels. Preliminary plans include contacts associated with the Finnish and Swedish national defence universities, the Swedish Defence Research Agency, Norwegian Defence Research Institute, Nordic West Offices, and so forth. These will be backed further up by remote interviews.

Two major study trips are planned for the project to meet local stakeholders and subject matter experts on the ground to further ensure a complete understanding of the current situation on the ground. One of these is planned as a trip by road through the Finnish areas of the study region, including the Finnish parts of the Kvarken region and Central Finland. Depending on the exact route chosen, this is estimated to be in the order of 600 to 750 km, and can include such stops as Vaasa, Jyväskylä, and Äänekoski. If the new NATO Multi-Corps Land Component Command (MCLCC) at Mikkeli is up to speed to a degree that a visit there can provide valuable insights at the higher levels of defence planning, this could also feature as a stop on the route despite it being located outside of the study region. If not, we are confident that the discussion regarding the policy and strategic level can be handled during the interview trips to Stockholm and Helsinki.

The other study trip will cover the Swedish and Norwegian areas. The preliminary plan is to travel to a suitable location and then drive the main east-west arteries of the region in a circular route. This may include locations such as Mo i Rana, Trondheim, Östersund, Sundsvall, Örnsköldsvik, Umeå, and Storuman. This allows for discussions on location with stakeholders on topics that could include Norwegian port infrastructure, routes over the Swedish-Norwegian border,

Meråkerbanen/Mittbanan railway, the role of the new Västernorrlands regemente/Jämtlands fältjägarbatal (I 21, located in Östersund and Sollefteå) unit created by the Swedish Armed Forces for the host nation support mission, Swedish port infrastructure, heavy defence industry on the coast, and the Swedish railways including the potential role of Inlandsbanan for resilience purposes as nodes in an east-west corridor, as well as airport infrastructure. Note that while we are setting aside a full work week for this study trip, the total distance to cover if all locations mentioned above were to be visited would call for overly long drives each day, limiting the actual time set aside for interviews and data gathering. As such, the eventual route of the study trip will be decided upon in cooperation with the client.

Presentations and Deliverables

In addition, regular remote/hybrid meetings with the client and a working group will be held according to a schedule proposed by the client. The client will get contact details (phone number and email) directly to the designated project manager and senior advisor assigned to the project, Robin Häggblom, available during Finnish working hours.

We confirm that we will meet the requirement to present results on-site in the study region at least three times during the project. For the detailed breakdown of costs we have for calculation purposes assumed one of these to be held in Vasa, and the others in other locations in the study region or in the Nordic capitals. However, we would like to stress that this is a calculation example, and the final locations will be agreed upon with the client. The language of the presentation is either Swedish, Finnish, or English, and will be held by Robin Häggblom, or alternatively the presentation can be held in Norwegian or English by Karoline Meidell, or in Danish or English by either Hans Tino Hansen or Kristian Bischoff. Further options regarding the presentation are available, such as:

- Presentations at other locations, including at European events outside of the study region,
- Additional presentations of the materials and findings in addition to the three included in the quotation,
- Attendance at presentations by other members of the Risk Intelligence-team,
- Attendance at longer events, including availability for interviews and/or discussions.

All of these can be agreed upon either at the time of contract signing or as the need arises during or after the project. Invoicing for these will be in accordance with the standard Risk Intelligence rates for the personnel involved and travel.

The deliverables will include a comprehensive report in English (PDF and Word, print and web quality), including executive summary, methodology, findings, and recommendations, the presentation slides (PowerPoint) in English used by Risk Intelligence when presenting the findings, as well as a summary report in English (PDF and Word) with a length of the client's choosing. All materials will meet accessibility requirements, and the client will have unlimited usage and copyright to the final products.

Relevant Experience and References

Risk Intelligence A/S has a documented experience in accordance with the requirements of the Request for Quotation. This includes two comparable studies on military mobility and strategic infrastructure for defence purposes made for the STRING Megaregion, named "Benefits of an alternative Öresund fixed link Helsingør-Helsingborg - In a military and security perspective" and "Capacity challenges on the Oslo-Gothenburg railway link - In a Military and security perspective, incl. the Port of Gothenburg", with the first draft delivered one and a half months from order, and the final and complete delivery including public presentation three months after order. This was followed by further presentations, including for parliamentary committees in Stockholm one month later. These meet the requirement for documented experience in the mentioned kinds of analysis as well as providing reference cases for comparable studies on military mobility as well as strategic infrastructure for defence purposes. Their nature is also, in both cases, cross-border (international, regional, and intra-European), related to NATO-planning, and related to the Nordic countries (Sweden-Denmark and Sweden-Norway respectively). In addition, they further underline our experience in and understanding of European security and defence, geopolitics, defence developments in the Nordic-Baltic region and within NATO, reinforcements and critical supply lines in times of crises and war, as well as our understanding of military mobility, logistics and transport via road, rail, air, and sea. The work included not only the written reports, but also presenting the finds at a number of different settings including both media events as well as to political stakeholders.

In addition, we have a proven track record since 2001 of offering comprehensive advisory services to a significant number of companies and organisations, while through the Risk Intelligence System and our high-quality advisory services, we provide valid, actionable intelligence to 16% of the maritime world fleet. Our clients include ship operators, managers and owners, offshore operators, oil and gas companies, marine and war risk insurers, as well as governmental and military organisations, including NATO's Allied Maritime Command (MARCOM).

Academic and Professional Qualifications

The key personnel involved in the project (CVs attached) will include:

Robin Häggblom, M.Sc. (Tech.) – Project manager and senior advisor. Robin Häggblom has for more than a decade been active as a defence and national security analyst with a focus on Finland and the Nordic countries, and has built up a solid network of subject matter experts in the Nordic countries and beyond. Robin is based in the Kvarken region in Finland, with Swedish as his mother tongue. Independently and as part of Risk Intelligence, Robin has written reports and chapters for, among others, Chatham House (The Royal Institute of International Affairs) and the Swedish Defence Research Agency (FOI), has a regular slot at the The Royal Swedish Academy of War Sciences' blog, and is regularly interviewed by media in the Nordics and beyond on topics related to defence and national security. Robin is fluent in Swedish, Finnish, and English, and has done public speaking in all three languages in a number of different settings, including both in Finland, the Nordic countries, and the Baltic Sea region.

Robin Häggblom is used by national and international media on defence, military mobility, maritime security and geopolitics. See attached CV for further details.

Robin Häggblom will be the project manager and main analyst for this study, as well as being the point of contact for the client.

Hans Tino Hansen, M.Sc. (Econ.) – CEO and founder at Risk Intelligence A/S, has been involved in Danish, Nordic and European defence and security circles and discussion since the early 1990s partly due to his military background, but even more as developing, coordinating and executing a series of international conferences on security and defence during the 1990s.

During this period, he has acquired an extensive knowledge about NATO and its political and military structures both when it was the nuclear and conventional Cold War period, the transition period during the 1990s, and the fundamental change during the 2000s. And again, the change back to collective conventional and nuclear defence from 2022 as well as the changes in command structures and responsibilities.

Due to the background in the Cold War collective defence and an understanding of the current changed geopolitical landscape, he understands the role of reinforcements and critical supply lines as well as of military mobility, logistics and transportation in all transport domains. With his background in economics and in the military, he has been able to combine these fields in the analysis of the military and security impact of infrastructure projects connecting European countries and regions demonstrated with the two reports produced by Risk Intelligence for String.

Hans Tino Hansen is used by national and international media on defence, military mobility, maritime security and geopolitics. See attached CV for further details.

Karoline Meidell, BA, EMBA (ongoing) – Advisor at Risk Intelligence and is an experienced consultant and leader with extensive expertise in the maritime sector, critical infrastructure, and defence-related preparedness. Her experience with a number of Norwegian companies and organisations in shipping, technology, infrastructure and connectivity. She applies a holistic and operationally driven approach, with strong skills in root-cause analysis, and transforming complex challenges into strategic and sustainable solutions.

Karoline is based in Norway, leveraging a broad professional network across maritime, transport, and defence sectors, and she supports organizations in strengthening operational readiness, resilience, and effective response to complex and high-pressure situations. For this project, she will provide valuable insights into the national framework and unique characteristics of the Norwegian part of the study region, as well as making a significant contribution in the creation of the report that cover the complete study region in a balanced and comprehensive manner.

Kristian Bischoff, MA – Analyst at Risk Intelligence covering Europe and Russia, as well as the subject matter specialist for critical infrastructure and hybrid activity.

Kristian has extensive knowledge on the threats related to hybrid activity and the NATO-Russia confrontation, as well as the mechanisms behind military mobility and operations.

Kristian has co-authored two Risk Intelligence studies on military mobility, and is well-versed in the challenges of infrastructure and military movement. In addition to this, as a team-leader in the Danish Home Guard, Kristian has been part of Host-Nation-Support activities on Danish soil, and therefore also has some more practical insights on military mobility.

Further details

Risk Intelligence A/S affirm that it is aware of the sanctions and measures imposed by the European Union and the United Nations, and that these and may in the future impose further sanctions in their legislation and/or decisions. We hereby guarantee that the aforementioned sanctions have not been imposed on:

- Risk Intelligence A/S,
- Members of our administrative, management, or supervisory body or persons exercising representative, decision-making, or supervisory power,

- The Supplier's direct or indirect owners,
- Such subcontractors who participate in the supply of products or services under this contract,
- Members of the administrative, management, or supervisory bodies of these subcontractors or persons exercising representative, decision-making, or supervisory power in these subcontractors, nor
- The direct or indirect owners of these subcontractors.

Risk Intelligence A/S further guarantees that it is not subject to the restrictions intended in Regulation (EU) 833/2014 concerning restrictive measures in view of Russia's actions destabilizing the situation in Ukraine.

We commit to immediately notifying the client if sanctions are imposed on any of the aforementioned parties.

The email address to which the procurement decision is to be sent is rh@riskintelligence.eu.

Risk Intelligence A/S will comply with EU structural fund communication requirements (logos, templates, etc.).

The invoicing schedule mentioned in the documents of 30% – 30% – 40% is acceptable, with these being understood as being upon contract signing, presentation of first draft of key results to client, and after delivery of the approved final report respectively being the milestones. Payment terms is 30 days.

This offer is valid until 30 November 2025.

Breakdown of costs

Item	Item cost	Number	Total
Senior Consultancy Rate (days)	3 200,00 €	15,6	49 300,00 €
Meetings in Vaasa	155,00 €	3	465,00 €
Presentation (Vaasa)	155,00 €	1	155,00 €
Presentation (in study region or Nordic capital)	850,00 €	2	1 700,00 €
Interview trip Stockholm	600,00 €	1	600,00 €
Interview trip Helsinki	450,00 €	1	450,00 €
Interview trip study region (SWE-NOR)	2 058,00 €	1	2 058,00 €
Interview trip study region (FIN)	765,00 €	1	765,00 €
RI Marketing department (days)	2 400,00 €	1	2 400,00 €
		Total sum	57 893,00 €

All costs are excluding VAT and tax.