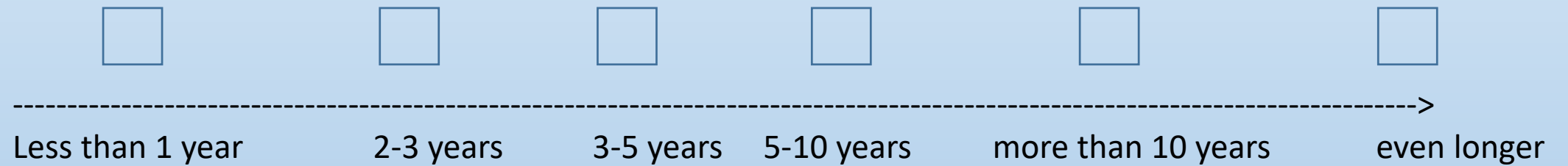


Appendix: Worksheets

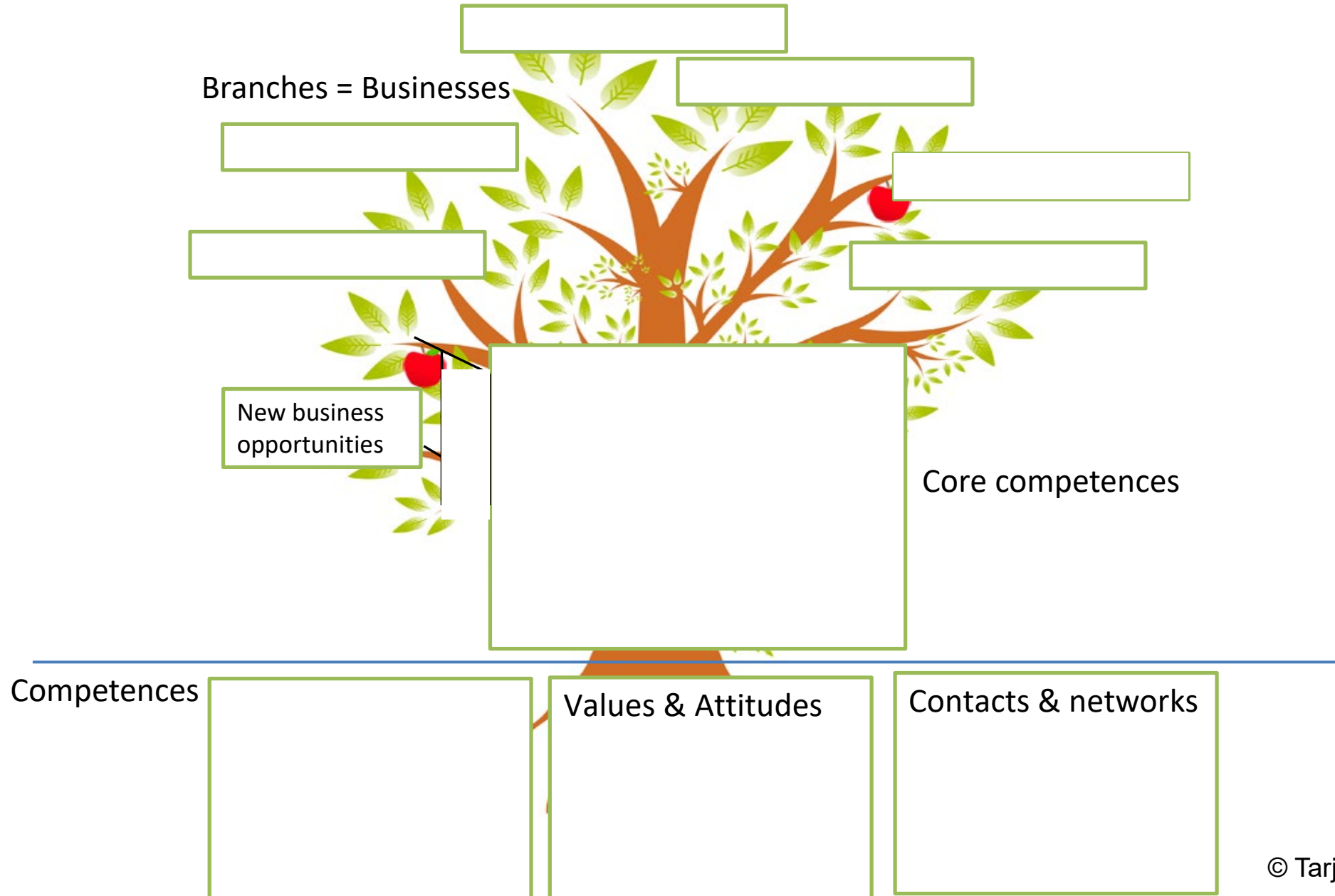
Worksheet 1. Time frame for the future

Discuss in a small group. What is your usual time frame when you think about the future: less than one year, from 2 to 3 years, from 3 to 5 years, more than 5 years but less than 10 years, more than 10 years?

Think and discuss the advantages of a longer perspective on the future, but also the pitfalls, if any.



Core Competence Tree



Worksheet 3. Discuss and write down possible PESTE factors you can imagine in long and short run. Think also imaginable surprises not related to the time frame and put them to the table, too. When considering possible PESTE factors, take the different levels into consideration (world, EU, country, Finland etc.)

	Political	Economic	Social	Technological	Ecological
Long run (more than 10 years)					
Short run					
Surprises					

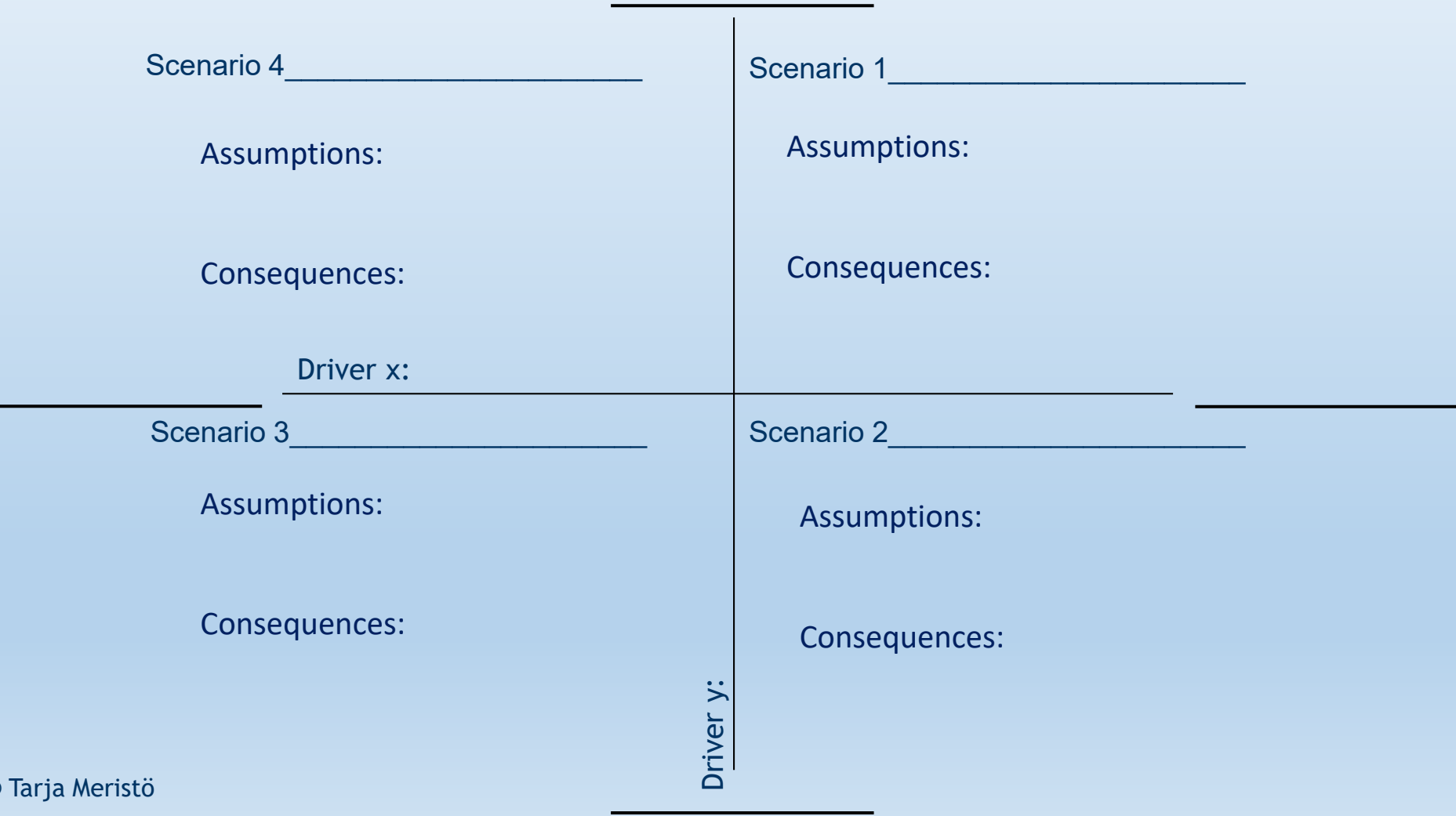
Worksheet 4. Estimating probability and importance of the factors recognized above, i.e. put each factor to the table according its importance and estimated probability

IMPORTANCE	high	Wild cards	Trends
	low	So what 1	So what 2
		low	high
		PROBABILITY	

Worksheet 5. Scenario building by using the factors estimated as important, both probable and uncertain: select the key drivers, define their extreme end values and prepare four scenario drafts, one for each quarter. Name each scenario.

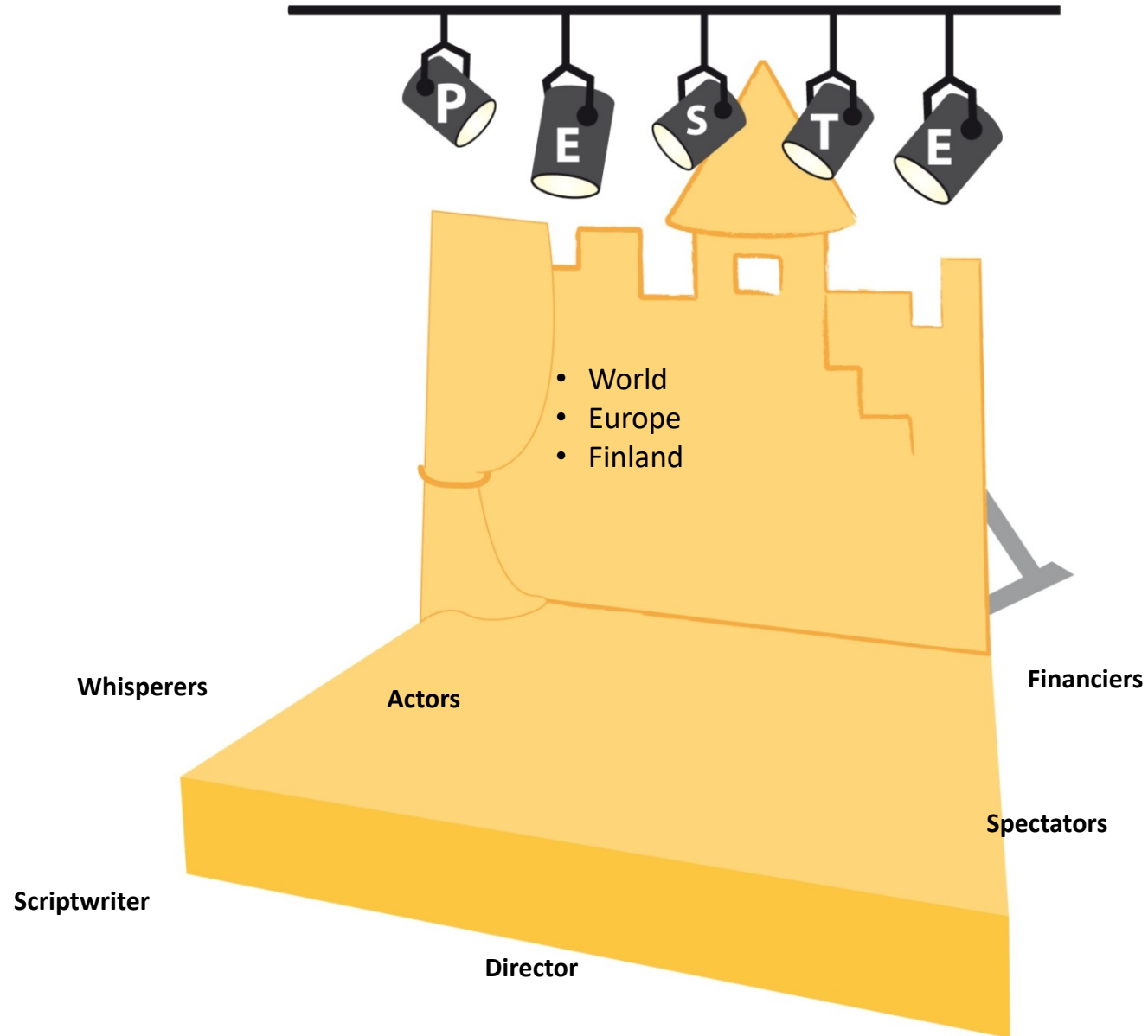
Drivers x: _____

y: _____



Worksheet 7. Stage-Scene

Scenario: _____



Worksheet 8. Excellent SWOT

Scenario:

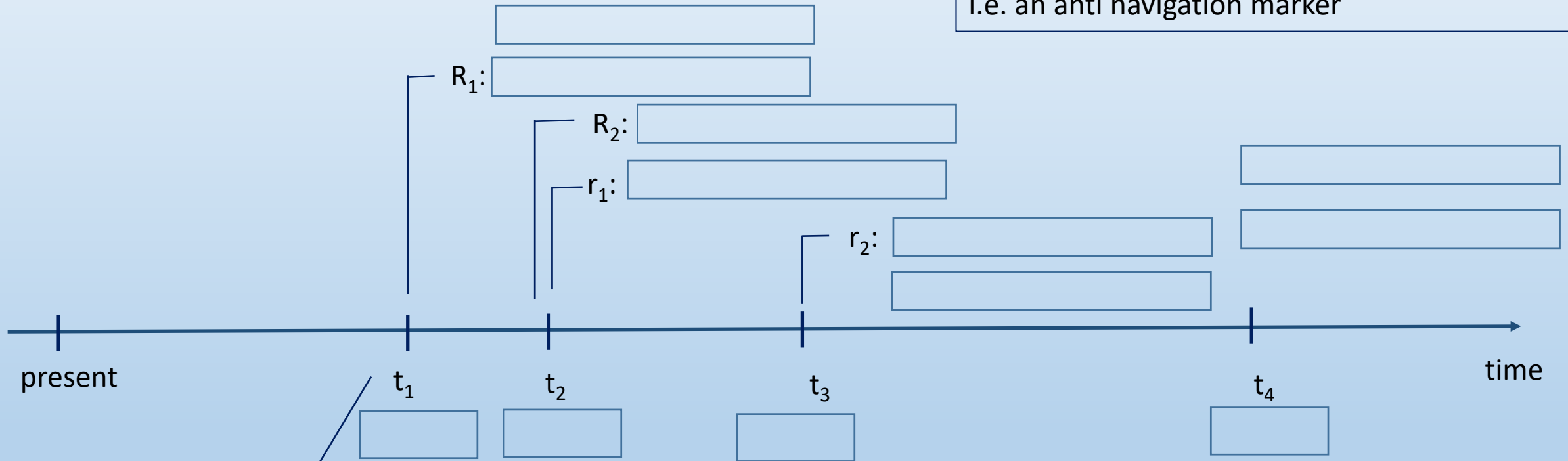
S	W
O	T

In whose interest is this scenario? _____

Worksheet 9. Navigation markers

R = navigation marker strengthening the scenario development

r = navigation marker weakening the scenario development, leading away from the scenario, i.e. an anti navigation marker



When have to happen at the latest?

Worksheet 10. Visionary concept design

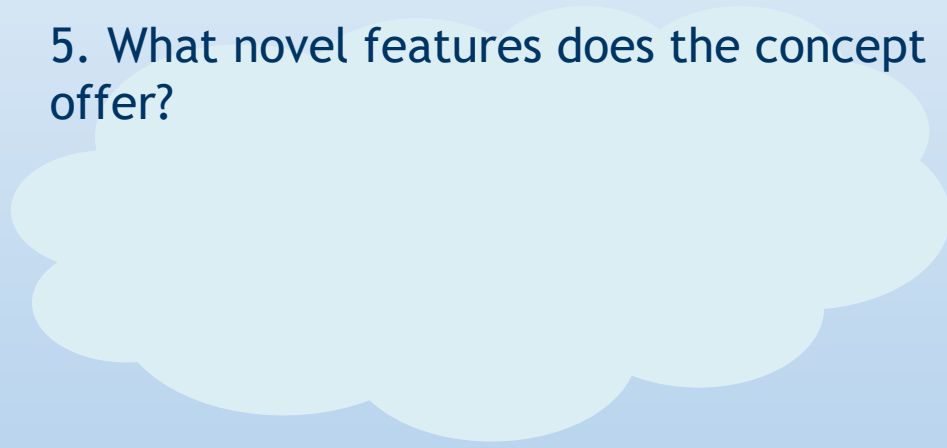
Theme and viewpoint:

Scenario	Biggest challenges	Visionary concepts to solve the challenges
1. Scenario:		
2. Scenario:		
3. Scenario:		
4. Scenario:		

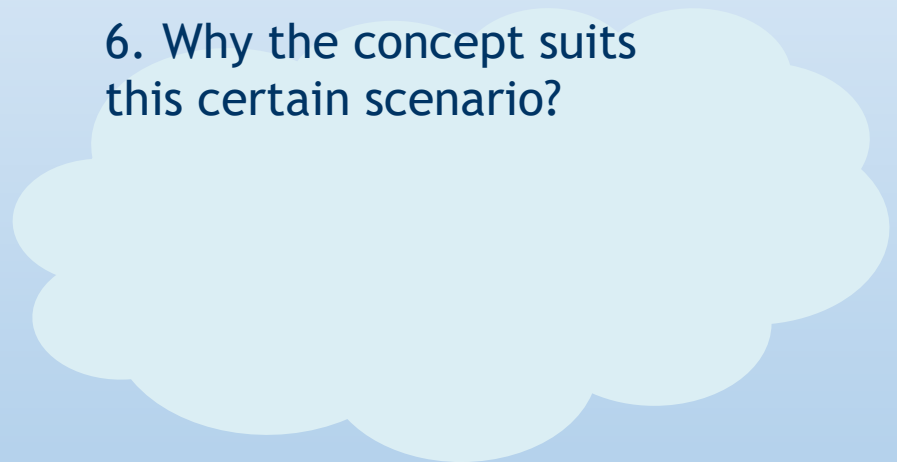
Worksheet 11. Specifying the visionary concept

1. Chosen scenario: 1. _____
2. To whom (target group of the concept): _____
3. Describe the concept: _____
4. Name of the concept: _____

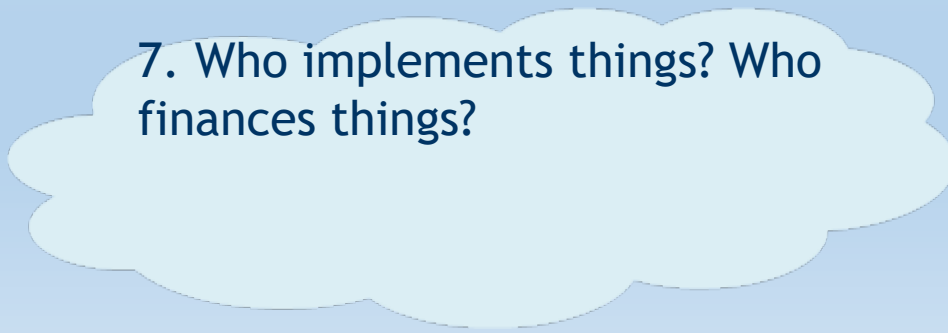
5. What novel features does the concept offer?



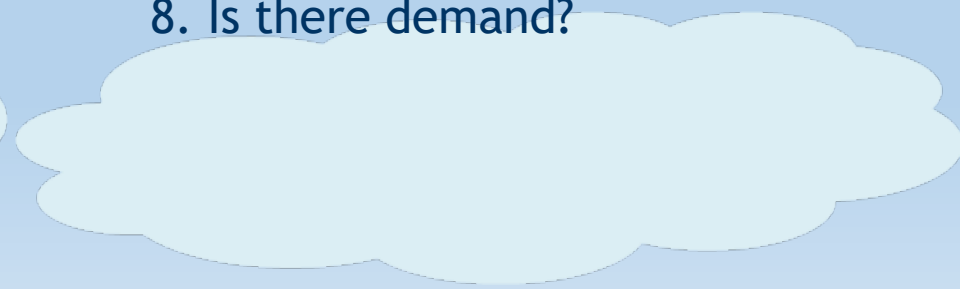
6. Why the concept suits this certain scenario?



7. Who implements things? Who finances things?



8. Is there demand?



Worksheet 12.
Futures headlines

FUTURE NEWS

**Create positive and negative
futures headlines**

A) Good news

B) Bad news

Worksheet 13. Select one of the visionary concepts from your favourite scenario and realise the steps towards the vision. Answer sub-questions on each step, and finally estimate how long time it might take to make things happen in reality.

VISION
-selected visionary concept:

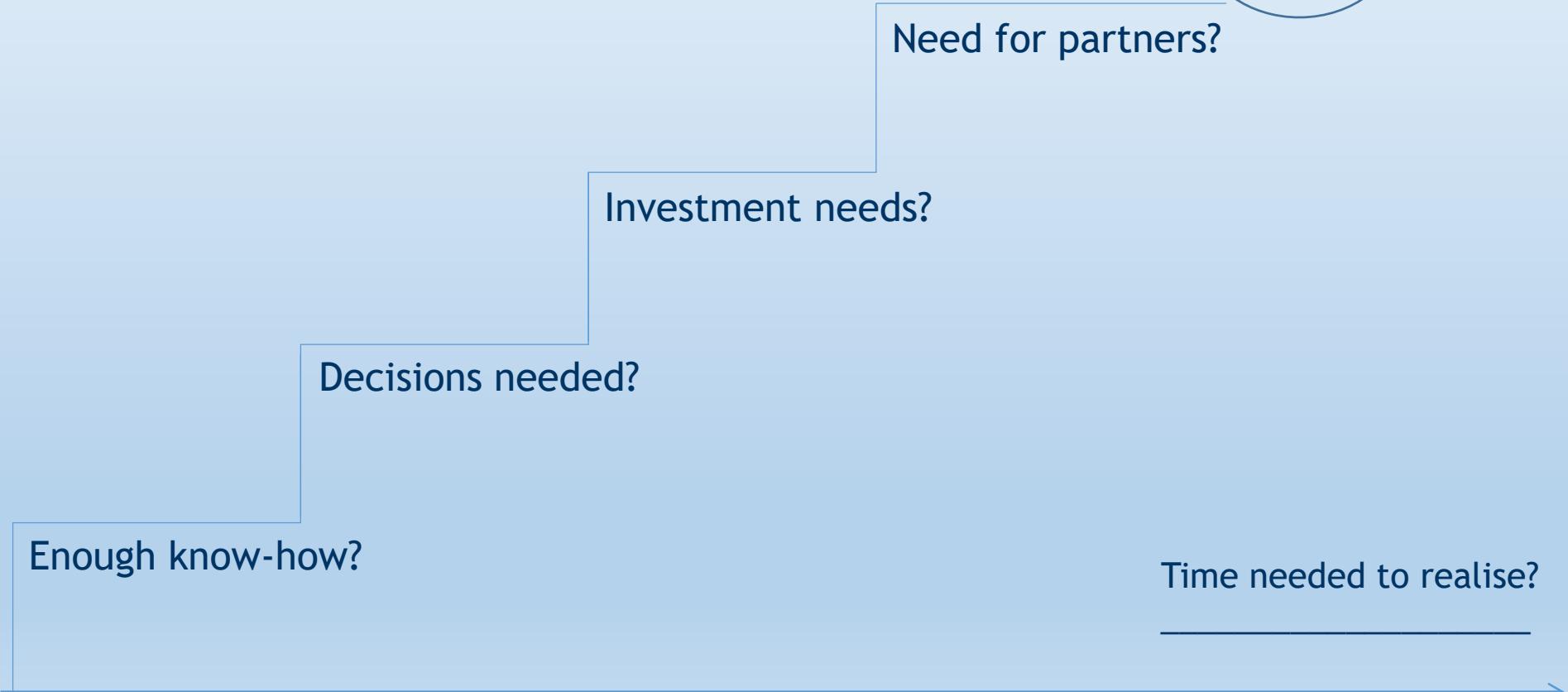
Need for partners?

Investment needs?

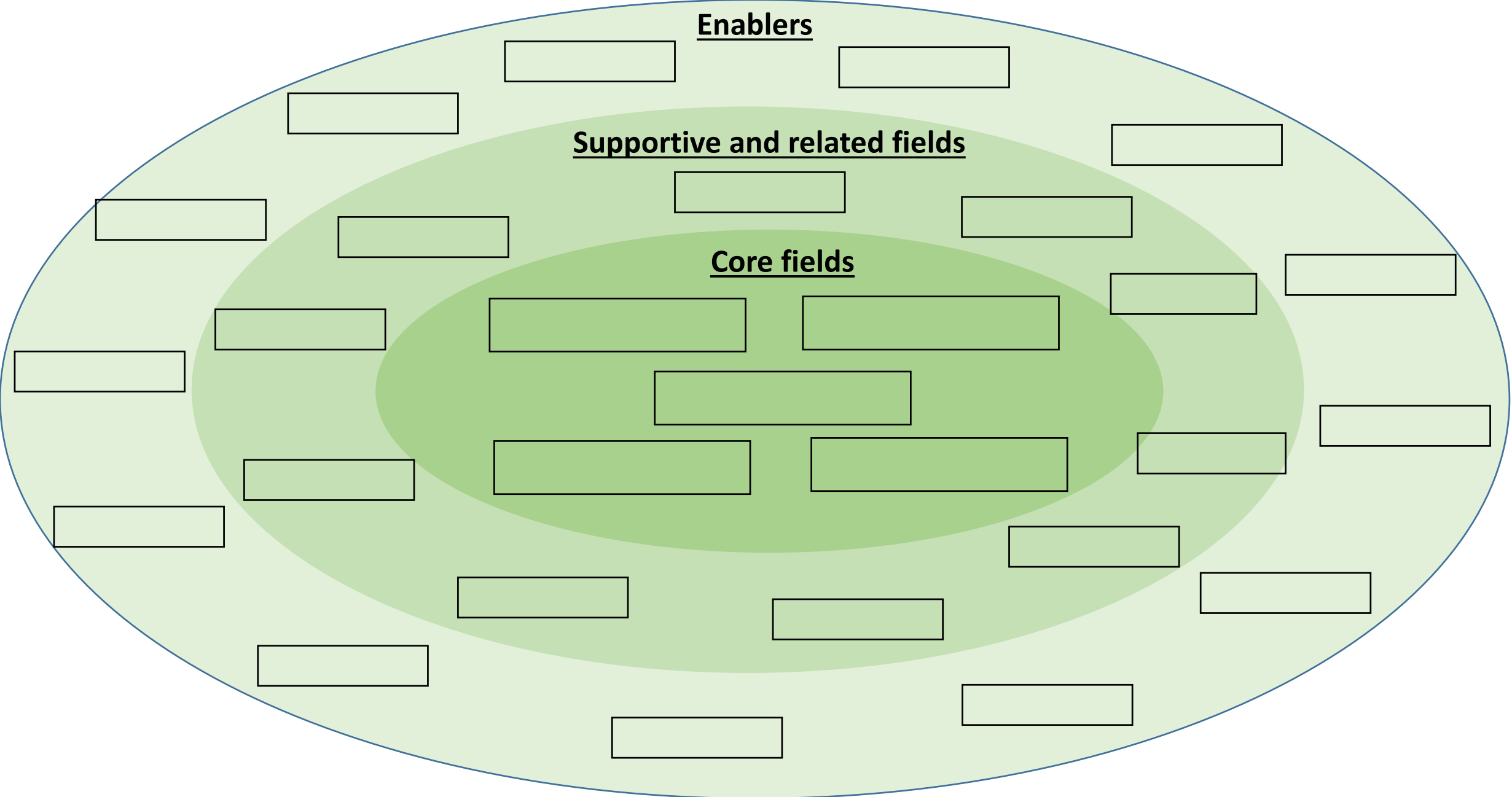
Decisions needed?

Enough know-how?

Time needed to realise?



Worksheet 14. Ecosystem: Core fields, supportive and related fields and enablers



Worksheet 15. Think forward to each scenario and the different actors there. Who are the winners, who are the possible losers?

Recognizing the actors and their position in each scenario		
	Possible winners	Possible losers
Scenario 1:		
Scenario 2:		
Scenario 3:		
Scenario 4:		

Worksheet 16. Mark for each scenario, if the dimensions of sustainable development, i.e. economic, social and environmental/ecological sustainability are true (+) or not (-) . Is their equal importance possible in all scenarios, if not, why?

	Economic	Social	Ecological
Scenario 1			
Scenario 2			
Scenario 3			
Scenario 4			
Summary			

Worksheet 17. Make recommendations for different actors, e.g. consumers, business companies, government actors, RDI actors or universities.

Actor:	
Scenario 1:	
Scenario 2:	
Scenario 3:	
Scenario 4:	

Worksheet 6. Futures table

Alternative values for change factors Change factor					