**Appendix 0.3 – ACTIVITY 2 (2 hours)**

**Building and using an event scenario in planning the company's operations in conditions of turbulent changes in the environment**

To develop an event scenario for a newly established company (01)

The need to develop scenarios results from the very high uncertainty of the environment, requiring the entrepreneur to use appropriate tools to set goals and plan changes in companies in the future, both in the short and long term.

Scenarios may concern the development of the enterprise itself or the environment in which it operates. In particular, the discontinuity of changes in the environment and subsequent crises that have affected entrepreneurs around the world in the last few years have shown that methods such as generating scenarios can be useful in planning the company's operations.

There are the following steps in the scenario building process:

1. Description and evaluation of the current situation of the company on the market.

2. Identification of the micro and macro environment of the enterprise.

3. Indication of the spheres constituting the structure of a given scenario and the factors that characterize them.

4. Adoption of a point and semantic scale to evaluate the selected factors.

5. Scoring of factors in individual spheres.

6. Calculations in order to determine the average strength of the influence of individual factors in the distinguished spheres of the environment.

7. Development of exemplary scenarios or a script.

The characteristics of the different steps are presented in PPT.

|  |  |  |  |
| --- | --- | --- | --- |
| Elements of the scenario | Probability | Strength of influence "negative" | Strength of influence "positive" |
| **The economic sphere** | | | |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **mean force of influence** | |  |  |
| **Technological sphere** | | | |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **mean force of influence** | |  |  |
| **Social sphere** | | | |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **mean force of influence** | |  |  |
| **Law and regulations sphere** |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **mean force of influence** | |  |  |

Development of sample scenarios.

The conducted analysis allows you to build a scenario:

- optimistic,

- pessimistic,

- surprise,

- the most likely.