

Scenario Planning Steps

1. List Influencing Factors following STEEP Method

		Internal level				
		Socio-cultural	Technological	Environmental	Economic	Political
Producers	Local	<ul style="list-style-type: none"> • Level of immersion in society • Social values and religion 		<ul style="list-style-type: none"> • Knowledge and awareness about environment 	<ul style="list-style-type: none"> • Consumers budget 	<ul style="list-style-type: none"> • Subsidies and support for local producers
	Regional	<ul style="list-style-type: none"> • Extortion/exploitation presence • Retailers reception of local products 	<ul style="list-style-type: none"> • Innovation in agriculture 		<ul style="list-style-type: none"> • Associations and partnerships • Structure and degree of regional economy • Availability of regional supply 	
	National	<ul style="list-style-type: none"> • Perception of quality products (e.g. Inglorious Fruits and Vegetables) 				<ul style="list-style-type: none"> • Innovative regulations and policies
	International		<ul style="list-style-type: none"> • Technological innovation in food industry 	<ul style="list-style-type: none"> • Climate change awareness 	<ul style="list-style-type: none"> • Globalization and trade level 	

List of factors following the STEEP Method

2. Cross Impact Analysis (Matrix)

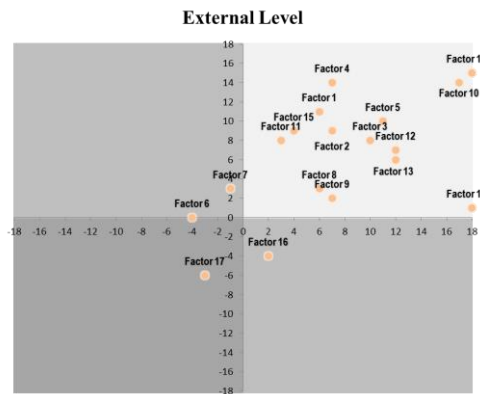
- Evaluation range from <-3 to +3> or <0 to 3>.
- Obtain Active and Passive Sum.

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8	Factor 9	Factor 10	Factor 11	Factor 12	Factor 13	Factor 14	Factor 15	Factor 16	Factor 17	Factor 18	Active sum
Factor 1		2	1	1	2	-1	-1	2	2	0	1	1	1	1	0	-1	-3	3	11
Factor 2	1		2	2	1	-1	0	0	0	0	1	1	1	2	0	0	0	3	9
Factor 3	0	2		1	1	-2	-1	1	0	0	1	1	1	2	0	1	-2	2	8
Factor 4	0	2	2		2	-1	-1	0	0	1	2	2	2	3	1	-1	-2	1	14
Factor 5	1	0	3	1		1	0	0	0	0	1	0	0	3	0	1	-2	1	10
Factor 6	-2	0	-2	0	1		2	-2	0	2	-2	-2	1	2	-2	2	-2	-2	0
Factor 7	0	0	-1	-1	1	2		0	0	2	-2	-1	-1	1	1	2	1	0	3
Factor 8	1	0	2	1	1	-1	-1		0	0	2	0	0	-1	0	0	-1	2	3
Factor 9	2	0	0	0	0	0	0	0		2	0	0	0	0	0	0	3	3	2
Factor 10	0	0	1	0	0	2	2	0	2		0	2	1	0	2	2	2	2	14
Factor 11	1	1	2	2	2	-1	-1	1	0	0		2	1	-2	1	0	0	2	8
Factor 12	1	0	2	1	0	-1	-1	0	0	1	1		2	1	1	0	0	2	7
Factor 13	1	0	1	1	0	-1	0	0	0	1	1	2		1	1	-1	0	0	6
Factor 14	-1	-1	-2	-1	1	1	1	0	0	-1	1	1	1		1	0	3	1	1
Factor 15	-1	0	1	0	0	-2	-1	2	1	2	0	3	2	2		-1	0	1	9
Factor 16	0	0	-1	-2	0	2	3	0	0	2	-2	-2	-1	-1	-2		0	-2	-4
Factor 17	-1	-1	-3	0	-3	0	0	-1	0	2	-1	0	0	2	0	0		-1	-6
Factor 18	3	2	2	1	2	-1	-2	3	2	2	1	2	1	2	0	-2	-2		15
Passive sum	6	7	10	7	11	-4	-1	6	7	17	3	12	12	18	4	2	-3	18	

Matrix with the evaluating factors <-3 to +3>

3. Cartesian representation of Active and Passive Sum

- The factors with strong interlinkage should rank with high values (passive and active).
- If the amount of factors is too high, discard the factors with low interrelation.



Cartesian representation with <-3 to +3> range (4 Quadrants)

4. Brainstorm Aspects(Features) of each Factor

- Evaluate different aspects and select the 2 most relevant

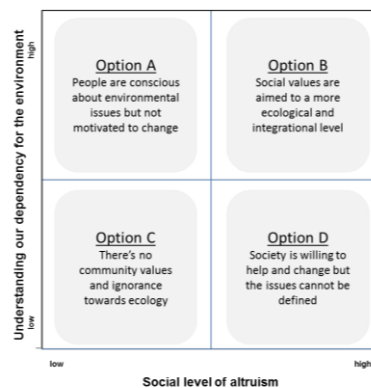
Factor 1: Social values and environmental awareness	
• Social level of altruism	• Understanding our dependency for the environment
Factor 2: Awareness of food consumption (diet)	
• Preference for low environmental impact food	• Preference for eating local products

Example of 2 most relevant Aspects for each factor

5. Make future projections for each Factor by comparing the 2 most relevant Aspects

- Each Aspect has a ratio of implementation (low to high), by each combination of both Aspects' implementation there will be an Option.
- Each Option represents the a possible future for the factor.

Factor 1: Social values and environmental awareness



Future options for one factor

6. Evaluate every Option from all the factors.

-The judgment is made based on their coexistence, if it's possible for both the happend or not

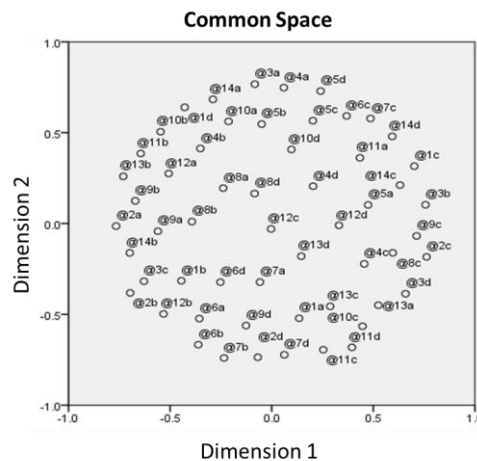
-Evaluation range goes $<-2 \text{ to } +2>$ where -2 represents no possible coexistence and $+2$ represents a synergy of both options.

- 2: Both developments cannot occur at the same time
- 1: They can occur, but don't make sense
- 0: Mutual coexistence
- +1: They make sense
- +2: Mutual support, synergy

Evaluation matrix for all the future options, range $<-2 \text{ to } +2>$

7. Apply IBM SPSS Multidimensional Scaling

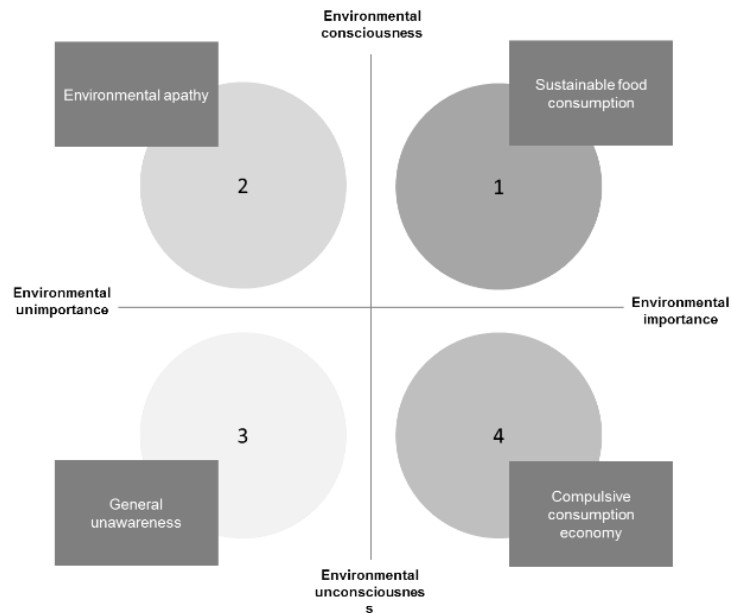
-The MDS is calculated through an SPSS Algorotyhm.



Multidimensional Scaling from SPSS

8. Cluster Analysis of MDS

- First after analysing the patterns of the Options on the representation, two axis (x and y) are labeled according to their similarities.
- Once the axis are labeled each of the Options are cluster according to their similarities
- Each cluster represents a scenario



Future Scenarios (Clusters)