



Rubizmo

How to get started and succeed manual



SUMMARY OF LESSONS LEARNED FROM MANY CASES EXAMINED DURING THE RUBIZMO PROJECT - COMBINED WITH BUSINESS EXPERIENCES FROM OTHER INDUSTRIES

DELIVERABLE 7.3

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¹ PU = Public

PP = Restricted to other programme participants (including the Commission Services)

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Summary

This report is a short summary of the material created and analysed throughout the RUBIZMO project; compiled and converted into an easy-to-use manual. It aims to primarily support current and future entrepreneurs and provide tailor made advice outlined through examples.

The report's main focus is on the origin and the structure of business ideas.

The origins of business ideas provide an overview of the most common denominator in the multitude of business cases examined throughout the RUBIZMO project and delves into general findings about how business ideas come to life and resources needed to convert the business idea to a business.

The structuring of the business ideas part touches upon the most important elements relevant for a successful business case, namely its pre-conditions which are summarised in the 4 circles model. This includes the product or service, customers, the right business model, management and financials. All this is then combined with relevant examples from the RUBIZMO business tool Virtual Library.

The report touches also upon Your business case, replication and reflections from pre & post COVID-19. All enveloped with examples mostly from the Virtual Library and concludes by linking to the other RUBIZMO Business tools and resources and its target users.

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1. The origins of business ideas

For the origin of the business cases examined in the RUBIZMO project, the only common denominator is a person or a group of persons who became convinced that someone could use the result from a new idea (a service or a product). And that this service or product was currently missing in the market, and the customer would also pay for it.

In a few cases an unmet market demand or gap in a supply chain was identified, which then inspired to create a potential solution.



Figure 1: Online market for local products

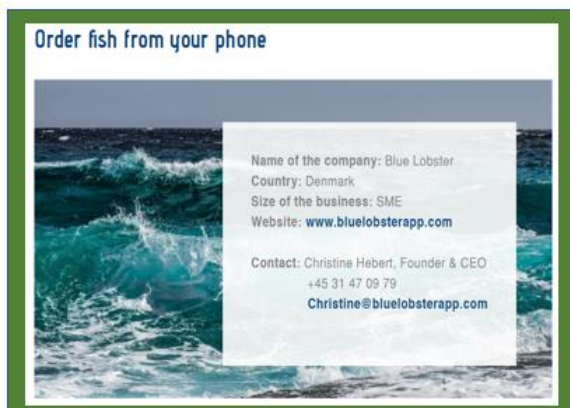


Figure 2: Order fish from your phone

The most interesting cases are described in one of the projects business tools, namely the Virtual Library¹. The purpose of the Virtual Library is to inspire new or current entrepreneurs to get new ideas or serve as examples ready to be replicated in own local environment.

In general, the business ideas did not come from reading theoretical books about business strategy, business models or from reading about financing and financial theory. The original ideas were fostered either through actual problem solution, from observations of market inefficiencies or through innovative solutions or processes which could open for new products or services solutions. This does not exclude that businesses are started through a personal drive “to become an entrepreneur and feel in control of own destiny”, but this was never the sole driving force of successful businesses.

¹ <https://rubizmo.eu/business/virtual-library>



As motivation to start and operate a new business varies, so does the relevance for individual cases of the different RUBIZMO tools and services. On the other hand, many of these cases would probably have avoided many problems, if findings from the vast business literature library had been easily available.

To “cross this bridge” the right advisors could be of great help.

Behind some business cases lies an idea or hope that delivering this particular solution or product will “create a nice living for us and our family”. The motivation is not profit maximization or business growth.



Figure 3: The guesthouse for cheese lovers

For others they see in their idea a possibility to “explore a big business potential”. To achieve this goal, there is a need for both partners and funding.



Figure 4: Biodiesel production from residual oils

While others have an interesting technology with a potential to be turned into a commercial product/service, but the route to commercial exploitation is hidden in the mist.



Figure 5: Ocean Rainforest



Figure 6: Delicious oat-based products

In other cases, there was a clear business strategy and growth potential for their technology/solution.

The challenge was to move it from a lower TRL (Technology Relevance Level)² to TRL 9, and secure the needed funding, both through public grants and investments.

The funding challenges differed accordingly. Some could realize their dream through drawing on own savings, others needed temporary bank loans/mortgage. In other cases, larger funding requirement have been met by private investors and/or public grants.

To structure a manual about, **“How to get started and succeed”** which could be relevant to a similar diverse potential user groups (first time entrepreneurs, serial entrepreneurs, advisors or even students), is a challenge.

For this reason, this “manual” is structured around a few common key “pre-conditions” which all need to be fulfilled to convert an idea to a business. The “manual” presents a series of individual issues, which need to be addressed with different level of depth depending on the individual user’s interest and needs. When all the relevant issues have been addressed, it can serve as a basis for a case focused “business strategy or plans”.

Converting ideas to business require resources. Often, your own resources are enough, but if you need more resources, you need to be able to explain why your idea is good and why and how external resources can “make the idea come true”. The following part of the document outlines key elements which normally have to be considered when turning an idea into a business.

² Technology Relevance Level, which goes from “idea/research result” TRL 1 to products ready to be launched into the market TRL9

2. Structuring of business ideas

2.1 Pre-conditions

The fundamentals behind any business are its products or services and that there are customers, who are willing to pay - for the value that is created for them.

The product or services need to be perceived by the customers as at least as good as competing products or solutions available in the market being addressed.

The product or service must be sold and eventually delivered to the customers (the business model).

To convert an “Idea” to a business there also needs to be someone who takes responsibility to run the business and produce or provide the services.

In the longer run, revenues from operating the business need to be higher than *cost*. In order to find out, you need a budget. If all four elements are in place, there is potentially a business case.

Each of these major issues can be divided into smaller segments. In the ideal world of business textbooks, the elements form a so-called “Business plan” and can look like in the image below.

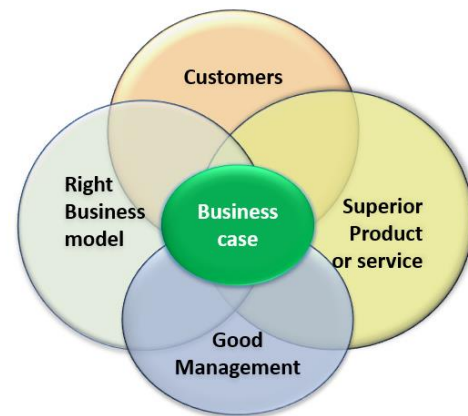


Figure 7: The four circles model (Uffe Bundgaard-Jørgensen ,2016)

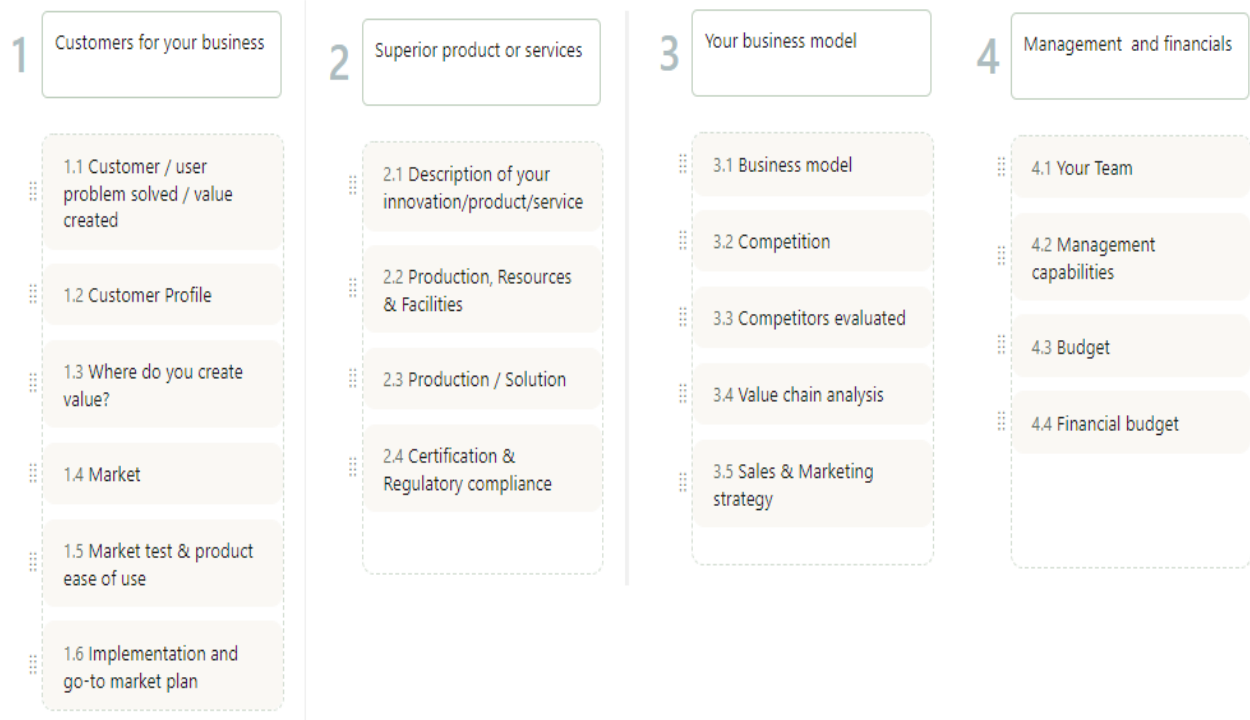


Figure 8: RUBIZMO Mini Business Plan used in the coaching activities

For many businesses, a much simpler or more complex approach can be used. Eventually, many of the issues which need to be addressed in the full “business plan” may only require a few minutes of consideration, and if put on paper, only a few lines.

The good business plan is a short document, which reflects your considerations about all key issues relevant for your business. Use the illustration above as a check list of important key issues which we recommend being considered.



2.1.1 Customers and market

Identification of your customers, and a profound understanding of their interest, their needs, and the value your product or service can deliver to them is essential for any business. Therefore, it is important for any new business to **get in contact** with potential customers to find out if your anticipation of the value your product or service will create for the customers or users is correct.

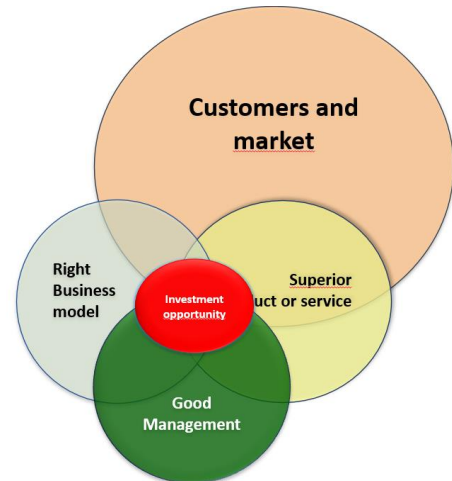


Figure 9: The Four Circles : Customers and Market



Figure 10: Luxurious agro-tourism in Italy

This may also give an impression of the price level which potentially could be acceptable for the customers. While doing this you should also look at what competitors or competing solutions are offering and the price.

When doing the **customer analysis**, it is important to remember that for many products and services, the “user” and the “customer” are not the same.



Figure 11: A multiple uses pomace mill

The “user” may love a special type of tool or process, while the “customer” (the one who pays the bill) finds it too costly or prefers another solution for reasons the “user” knows nothing about.

E.g., the “user” may like the AgroMaster machinery, while the company standard policy is Mitsubishi Agricultural machinery, because of good relations to service stations.

For IT solutions, the staff (the users) might love Apple/I-phone, while company policy is Windows and Android solutions. Irrespective of “user” preferences it will be the company’s machinery or IT policy that define the purchase decisions.

Therefore, your business strategy shall address both the “user” and the “customer” needs.

Both you and your team also need to understand the difference between “nice to have” and “need to have” products and services. This difference can have huge impact on how quickly a “buy-decision” is taken. Irrespective of competition and other market conditions the uncertainty connected to a sales forecast is different from a “need to have” and a “nice to have” product or solution.



Figure 12: Beneficial microorganisms for natural products

It is only through a direct “user” and “customer” contact that it is possible to understand how your customers’ purchase decisions are being made - and how your sales and marketing strategy can become effective. **Unfounded “assumptions” about the value created for a “customer” are often wrong!**

Only the customer knows (or think he knows) what are his/her needs. It is his/her perception (and not yours) of the value created, which determines the purchase decision. It is the “customer’s” knowledge about “what is used today by him or his company” and what he/she thinks/knows about what competitors are offering, which determines the purchase decision.



Figure 13: Tailor-made solutions for biogas production

Good salespeople with direct “customer” contact can do a lot to get the customer to change his/her mind, better understand his/her real needs, and the value that your product/service is creating. Trying to understand your customer needs is often a more valuable sales effort than to focus on “product feature recommendations” or “price”.

A full understanding of customer needs and potential value created also include aspects about quality and product longevity. However, quality, longevity, and



reliability are not a well-defined criterion. If the price is right some customers can accept 80-90% product stability or reliability, while for other products or solutions anything below 99,99%-100% will be rejected. The value of “longevity” also varies. If your product is part of a solution, which for other reasons is replaced every 5 years, there is no need for product specification aiming at 10 years longevity - and vice-versa.

Identification of your customers, and a profound understanding of their interest, their needs, and the value your product or service can deliver to them is essential for any business. It is the customers perception of the value created, which determines the purchase decision - not yours!

2.1.2 Market and market tests



Figure 14: World Market

For some products like cereals, olive oils, coffee and similar standard products, there is already a generic “world market” and a “world market price”, and with variations, specific to quality or origination labels can be attached. (e.g., Parmesan cheese, Feta, Barolo). Regional variation in prices for standard products often reflects variation in transportation cost. For most other products and services there is no “world market”³, as the approachable market is segmented.

Between market segments, there are big differences in product requirements, competitors, customer profiles and end-user prices. The segmentation can be regional or national, but geography or market type also varies. Hotels and other accommodation offerings in the Alps vary by season, although it is the same hotel! Also cooling needs differs from market segment to the other. When you consider creating a business, you shall consider which of the many market segments your product or service is targeting, and the individual market conditions and also understand the characteristics of the customers and their needs - which for the Alpine hotel differs from summer to winter. Also cooling needs and optimal cooling solutions differs from one market segment to the other.

³ https://www.youtube.com/watch?v=NTY8XApEc80&ab_channel=Gate2Growth

Many entrepreneurs dream to get 1-2% of the world market, however that is unrealistic, as in practice it means 2% of each market segments.

The potential large “world market” demand for organic food, or cooling is the sum of all the small market segments, each with their individual characteristics. Even if the “user demand” for “organic food” in a market segment is large, the purchase power of the individual customers in this market might be small. For a new business it is important to consider carefully which of the many market segments that are relevant for your product or service, and who will be the users and who will be the customers.



Figure 15: World Market 2%

You need to take the effort to get to know the individual market conditions and the characteristics of the users, the customers, and their numbers.

In other words, to get “only 2% of a large market”, means to get 2% of each of the many different market segments in this large market - or a much larger share of some of the market segments, if the 2% is going to be reached.

Below we have tried to illustrate an example of what 2% world market for product cooling actually is:

Real “world” market for “Product cooling”

	USA	EU	ASEAN	Africa	Other	
						Poultry
						Pork
						Beef
						Processed food
						Take-Away

Figure 16: Real World Market for a product



Real “world” market for “Product cooling”

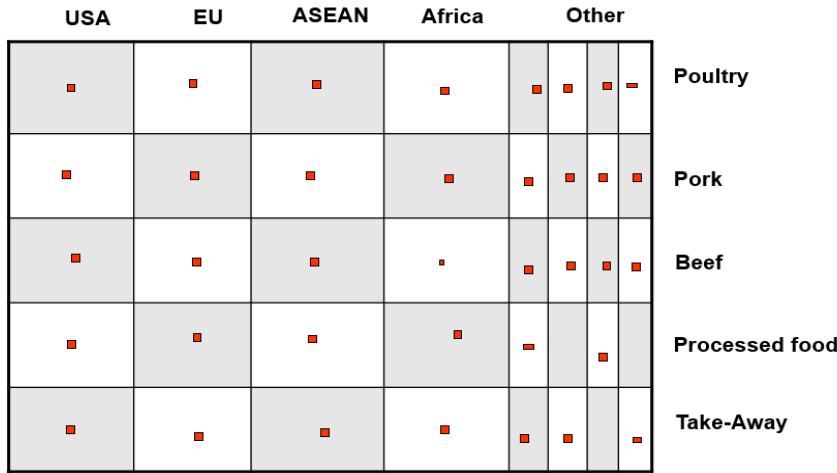


Figure 17: Real World Market for product cooling

Real “world” market for “Product cooling”

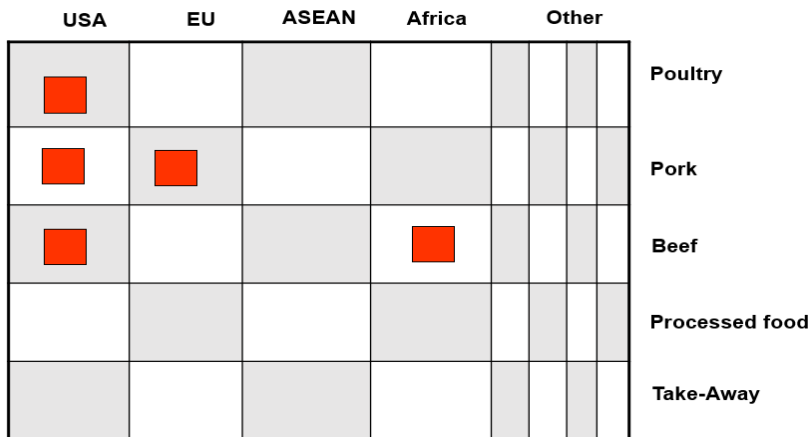


Figure 18: “Real addressable “World Market”

Hence, in order not to run into problems, you need to get detailed knowledge about both the potential users and customers in each of the relevant market segments, their preferences and purchase power.

In order to be successful, you shall know the structures in the individual market segments and understand how individual traditions may influence purchase behaviour. It is also important to get to know about competing solutions, competing business models and who your competitors are or will be.



2.1.3 Superior product or service

You need to consider early on how to “**produce**” your product or service.

It requires both resources and most often production facilities. The resources may be provided by yourself or need to be provided by others, which most often comes with a cost.

When designing the product or service you need to think about how it will create value for the customer and if the value created, and the price you can charge, will cover your cost of production and cost of delivering your product or service to your customer.

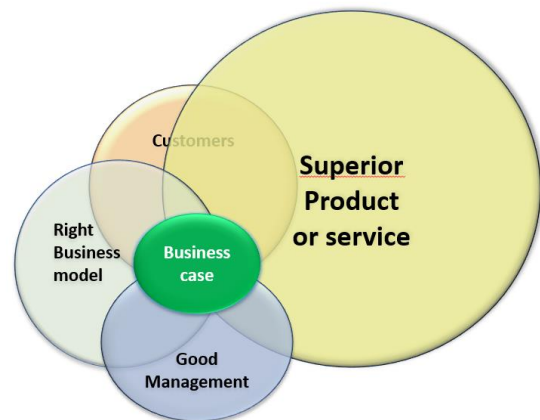


Figure 19: The four circles : Product/Service

The “value created” can have many other forms than “it is cheaper than alternatives”. It could be the “way it is produced, sold and delivered”, that it is “more environmentally friendly” or simply it has a “better functionality/design”.

When you have a clear perception of your “**product**” you need to consider your needs for both short-term and long-term production facilities and other resources needed to make the product or provide the intended services. Combining this will define you cost of production.

You also need to consider how the production will take place in the short run and on a longer-term perspective, and if and how you have access to the needed (production) facilities. Eventual dependency/relationship to suppliers and/or partners shall be evaluated.

You also need to consider how to get access to resources (manpower, raw material, and other resources) both in the short term and long term - and by whom and from where (supply chain description).

You need to consider the **value chain** related to **production**. It represents the processes seen as a system, made up of subsystems each with inputs, transformation processes, related **partners** and outputs, which result in a valuable **product or service** for the **market**. If there is a **specific supply chain** for a particular market, your company’s position in this supply chain should be well understood.

As an example: In the “old days” the farmer brought his products to the local market, had full control of both the value chain and supply chain. Over time, as farm production capacity increased, new value and supply chains developed consisting of “middlemen” providing, seed and raw material, transport, processing, storage services. In many cases they also took control of the delivery and sales to the end-consumers. Today the internet, on-line payment, point-to-point delivery services has the potential to allow primary product producers to re-capture the direct communication with end-consumers. This may then disrupt existing supply chains (company 2, 3 and 4) and create business opportunities for a new company (company Y) which can control the entire supply chain, including on-line payment and delivery services.

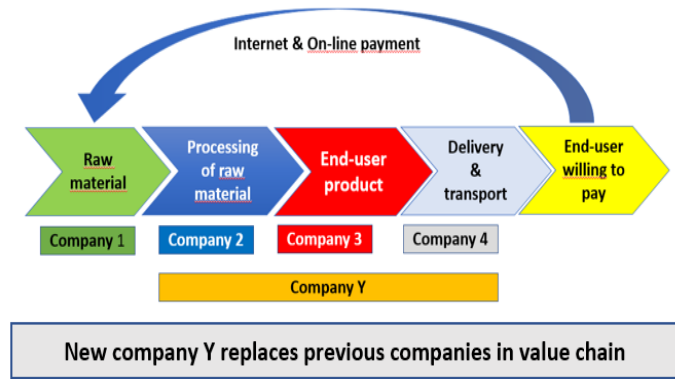


Figure 20: Value Chain

If special permissions are required to realize your business idea, you shall consider how such permission will be granted, and how to fulfill eventual pre-conditions. E.g., to realise the very simple idea: “on commercial basis to offer guest accommodation and meal services”, might require a host of permission and potential modification to the building/estate (land use permissions, fire protection, hygienic standards, safety precautions etc.). This might turn the simple idea of “why do we not open our place for paying guest” into a time consuming and costly venture.



Figure 21: Your workation retreat

If your business idea foresees growth or scale up in production, you need to have a strategy to secure facilities and potential permissions for upscaling production. In many business cases it is just “assumed” that the cost/unit decrease in connection to up-scaled production. The reality is not so simple; hence you need to consider both how and why the “assumed” decrease in cost/unit will take place.

There are many more issues to be considered, but to get started, you are well underway if for most of the issues mentioned above you can make a ✓.



In order to be successful, you need not only to understand your key production processes and associated cost, but also your company’s place and relation to other parties in the value chain

2.1.4 The right business model

If customers shall choose to buy your product or service instead of what is provided by others or they just continue to live and work “as before”, you need to consider how to get the customers to make a purchase decision. You need to consider price level, how you eventually deliver your product or service, which sales channels you will use and how your customers get to know “that you have something to sell”.

The way and on which terms your product/service is brought to the market and sold to the customers is often called the “business model”, which varies very much from case to case. Below we provide some different examples of business models.

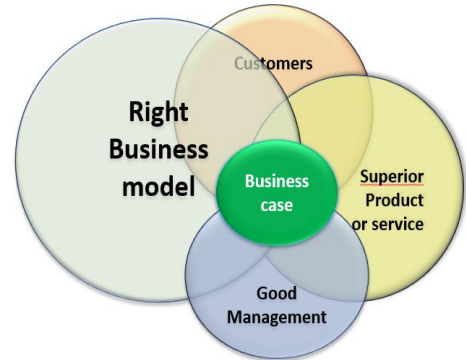


Figure 22: The four circles: Business Model



Figure 23: Michelin Restaurant-Faroe Island

A restaurant is made to make money by cooking and serving food to hungry customers, but the restaurant business model can also be expanded with “take away”, “home delivery services”, “catering” and other services.

For an internet-based business the “business model” may be straight forward. It is simply replacing direct customer contact with the internet marketing and ordering, while the real service/product is physically delivered to the customer. Other internet-based cases are more difficult to describe. E.g., Google & Facebook offer a “free” service which attract many users. They then use the information from the many users to make money by selling this information and



Figure 24: From farm to fork



advertising space to companies, who are interested in selling products to specific user groups.

For a production company, the “business model” can be to produce and sell directly to customers via own shops, or business can be expanded with sales via sales agents. “Sales” can also be replaced with financial leasing construction and so on.

You need to consider not only how your product or service compares to competitor’s offerings, but also how your business model compares to competing business models.

The choice of business model often depends on your financial strength. E.g., it requires more financial strength to offer a service on the terms “*try it for 1 month - if you like it, we invoice you*”, than asking the customer for a “pre-payment”. If two competitors with similar products compete in the market, the “try it first” business model will quickly gain success over the “pre-payment” business model.

But if your market is far away from other markets, it could be a very innovative idea just to replicate an “old” successful business model from one market to another, in particular if your local market is dominated by more traditional business models. An internet based “home delivery” business developed in one country can easily be adopted or transferred to another country which has not yet “moved into the internet age”.

Often the right business model is more important for the success of a business than the product/service or the price itself. E.g., for the IKEA business model, the individual products were neither new nor outstanding in visual design or quality. The innovativeness of the IKEA business model was the combination of warehouse model, product design (self-assembly) and low price. Hence successful business models are often based on the **right combination of several related** elements - and sufficient funding to acquire a dominant market position quickly.

However, you also need to consider how to get your customers to know your product or service and buy it. **Sales and Marketing** in principle is rather simple. It is all about communicating the value of a product, service or brand to the right customers or consumers for the purpose of promoting or selling the product or service.

The oldest and perhaps the simplest and most natural form of marketing is word of mouth (WOM) marketing, in which consumers convey positive experiences about a product, service to other potential customers in their day-to-day communications. Nowadays, the Internet provides a platform for mass, electronic WOM marketing (e-WOM), where customers are actively engaged in rating and commenting on goods and services.

For “business to business” (B2B) sales, other communication channels might be more effective, including participation in exhibitions and industry fairs. Marketing can take



many other forms, from simple advertising, to product reference lectures by doctors and scientists at international medical congresses, to affiliate marketing, which is a performance-based marketing in which a business rewards one or more affiliates for each visitor or customer brought by the affiliate's own marketing efforts.

The right business model is often more important for business success than product quality, service, and price

2.1.5 Business management and financials

Management is not only “managing your staff and business (production and sales)” but it is also about managing your costs, revenues, and financials.

The balance between needed human and professional skills and experience in the “ideal” management team varies and change with the growth and development of a company. A common denominator behind businesses success is personal driving force and entrepreneurial spirit of the entrepreneur or the management team's dedicated effort. In the initial phase of company development, functions like accounting and administration can be outsourced. Resources and skills related to production and sales can also be provided by third parties or partners. But if **basic experience and knowledge** about these essential issues is not present in the management team - the entire business case might be weak.

The weight and required importance of the different skills and qualifications vary throughout the lifetime of the company, hence there is no standard “right composition of required skills and experiences” which should be present from the start. However, it is wise to secure that the following “skills” are present in one way or the other.

- **Production** skills are needed to create results and produce products and services better than competitors.
- **Administrative** skills shall be present to plan, coordinate, control and establish procedures for the organisation.
- **Entrepreneurial** personality is needed to push the business forward and is needed for strategic business development and the development of new products and services.
- **Integration** skills is needed to secure that the whole organisation develops with the right skills and qualifications and is moving in the same and right direction.

Depending on the type of business and the technology behind it, it can be relevant to consider how yours or others' Intellectual Property Rights (IPR) may have an influence on your business case. **IPR** are patents, trademarks, designs and logos. Even if your company does not have IP, you shall secure that your products/services or



your business concept does not violate other persons or companies IPR. The technical term for this exercise is to conduct a “freedom to operate analysis”.

Even if you plan to outsource accounting (recording history), you always need to make your own forward look at potential cost and revenues (the budget). Using a simple excel sheet will give you an impression of where you stand, and it will give you an indication if you have enough financial resources (own savings, existing credit lines or other form of **cash in the bank**) to carry on, or you need access to additional external funding sources (bank loans, investor money or public grants).



Figure 25: Cost Structure vs. revenue streams⁴

Time dimension of cost and revenues

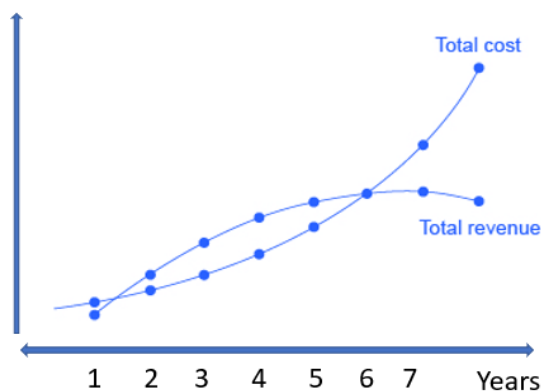


Figure 27: Time dimension of cost and revenues

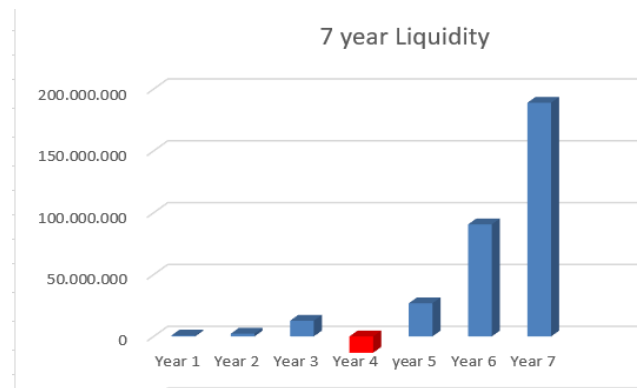


Figure 26: 7-year Liquidity

You should always make an analysis of potential short-term and long-term liquidity problems and funding requirements.

Analysing the potential short-term liquidity challenges based on a 7-year liquidity budget, risk to overlook severe short-term liquidity challenges.

⁴ <https://ftmbrandconnect.wordpress.com/category/business-model-and-the-value-proposition/>



The best is to make a detailed 24-month liquidity analysis for the first 2 years. If it shows no problems, it is fine, but if there are problems, a strategy for solving those problems should be considered.

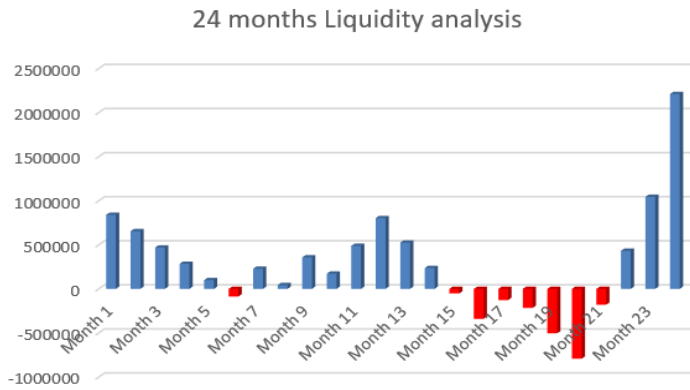


Figure 28: 24-month Liquidity Analysis

To address eventual identified short term and long-term funding requirements, you need to make a realistic assessment of how sales will develop, and when customers will pay.

You need to consider availability of funding from banks, other financial institutions, investors or from public grants. If your business case needs external funding, it is wise to remember that getting such money takes time. If you can get a bank loan, the process is often short. But to get an investment from a business angel or a Venture capital fund can take between 6 - 12 months, and the same time lapse applies for most part of public funding in the form of grants.

3. Your business case

Your business case will always be different from any other business case you have read about. This is because any described business case is from another time and was created and developed under different conditions than those under which your case is to be developed.

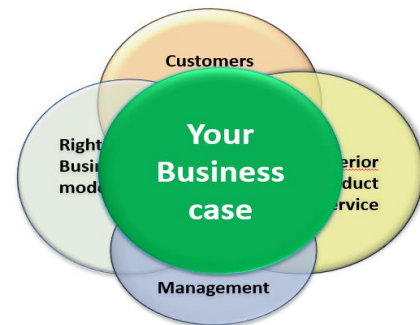


Figure 29: The four circles: Your Business case

3.1.1 Pre & post COVID-19

When examining the many RUBIZMO-cases in the Virtual Library to get inspired, remember, **most of the cases are “pre COVID-19 cases”**. As this document has been produced during the “COVID-19 epidemic” period, it has not been possible to get information and update how the cases have reacted to the COVID-19 lock down



situations in the different countries and regions. But it has undoubtedly differed from case to case. Some have probably been severely impacted while others have “continued business as usual” and others have through changing their business or customer focus managed to stay in business.



Figure 30: Luxurious agro-tourism in Italy

E.g., for the agritourism facility Due Papaveri, where the business strategy is to offer **luxurious agro-tourism in Italy**. They previously relied exclusively on international guests prior to the COVID-19 situation. However, they managed to change customer focus, and have during the lock down been able to cater for Italian guests and remain fully booked, while other similar retreats

are fully or temporarily closed down.

It is important to note that some business conditions, people behaviour and a lot of other societal pre-conditions have changed during the COVID -19 period and will never be as before.

For example, on-line meetings and internet-based shopping and purchase behaviour has “moved forward” during 2020 to a level, which was not anticipated to happen until 5 - 10 years time.

Business travel for short meetings will probably never be the same as before, most will be replaced by video conferencing. Credit card payment has replaced cash payment at shops and restaurants much earlier than ever expected.

Concerns about the spread of diseases in livestock (e.g., the spread of COVID-19 virus in mink production sites) will have an impact on how livestock health security measures will be implemented in the future.

Insurance companies’ perception about risk has changed, and therefore the cost of insurance will change, and banks perception of the value of real estate as collateral has also changed, which might have implication on their interest and willingness to provide loans.

3.1.2 Replication

Examining business cases from other regions or countries can often lead to the appealing idea “*if they can do it*” then “*I can do it too*” in my region or country. In some cases, this is also realistic, if you make the needed adjustments to address your special local conditions. Although a case might look easy to replicate, your local situation might vary from the local conditions for the case you want to replicate.

In practice you need to examine the pre-conditions which formed the basis for the success of the “business case”.

Who were the customers, their profile, their propensity to buy and which alternative competing solutions were present in the local market of the “model case” when it all started?

There could be large differences in local conditions, in internet connectivity and internet-based communication/ordering and on-line payment possibilities. The available delivery infrastructure might also vary. The successful “business case” you want to replicate might also be successful alone because of special local value chains, which does not exist in your local environment.

To make a successful replication strategy you need to try to identify all possible important pre-conditions for the case to be replicated and compare to potential pre-conditions in your own local environment. If pre-conditions differ, you need to find solutions to address these differences.

A structured approach to conduct this “replication” analysis would be to examine the chosen “business case” using the Business Model Canvas⁵ framework. When you have finalized the “business case” analysis, you should fill in all the boxes with your own case. Subsequently you should examine potential ways to address/compensate for differences in pre-conditions.

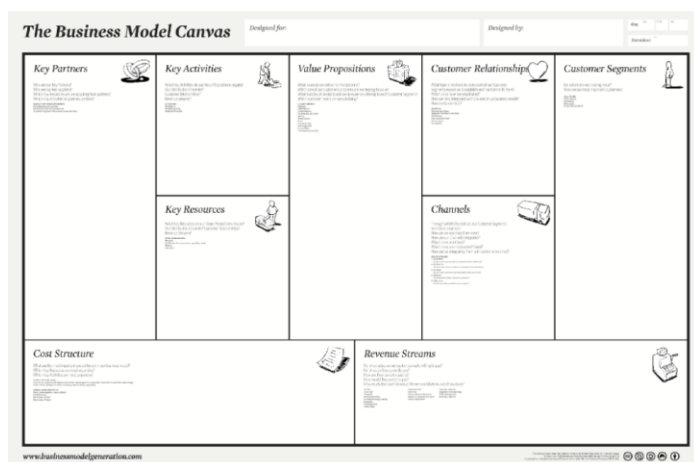


Figure 31: Business Model Canvas

⁵ Alexander Osterwalder and Yves Pigneur. Business Model Generation: A Handbook For Visionaries, Game Changers, And Challengers. Wiley, 2010



In this way you would be able to make an assessment if it is realistic to tailor your replication business case to fit with your local pre-conditions.

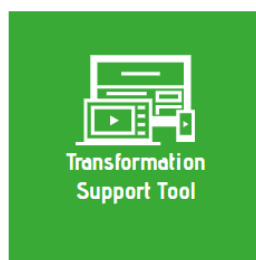
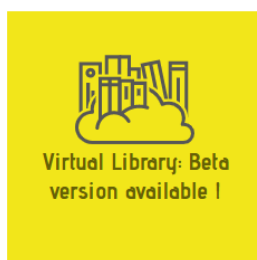
4. Conclusion

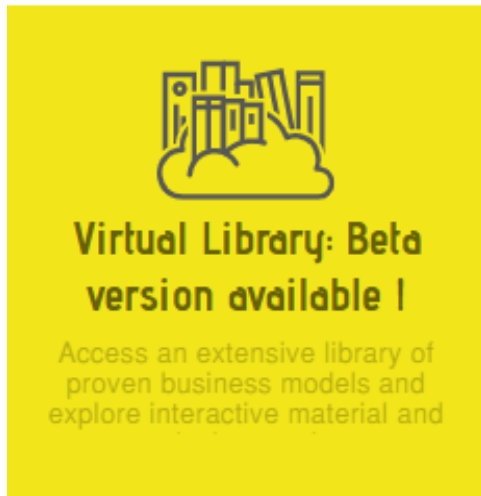
When developing a new business case, you need to carefully consider which lessons learned from “pre Covid-19” are still valid, and which ones are not. 2020 has not been a year like the others, and from 2021 the world and business conditions are expected to return to “normal”. But even if/when COVID-19 no longer poses a threat, the experiences and changes in customer behaviour and changes in business conditions from 2020 will cast long shadows into the future. This also applies to national and regional politics and the role of the public sector.

The global change in business conditions and customer behaviour for post COVID-19 period also open a host of new business opportunities. If there will come a similar change in the perception of the threat from “Climate change”, this could also open a host of new business opportunities. Your business case therefore needs to reflect which of your assumed and identified “pre-conditions” are from “before COVID-19” and are no longer valid, and which new “pre-conditions” will influence your business case. Irrespective of these potential major changes in pre-conditions, it is still relevant to conduct the exercise described in this “manual”, while developing your own business case.

5. Additional Tools & resources available

Tools & Resources to Guide You

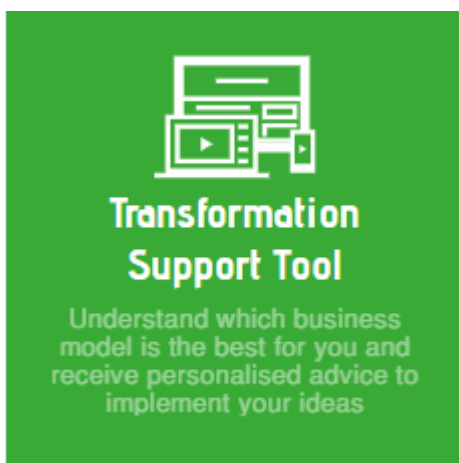




The **Virtual Library** gathers a collection of inspiring rural business ideas that have been implemented in various regions across Europe.

Each business idea is described in detail on a dedicated page, for visitors to better understand the background and success factors and gather some tips from business owners to replicate success at home.

The virtual library addresses in particular current and future entrepreneurs, looking to start or develop their business in rural areas, nonetheless, the information provided in the library can also be very useful for other actors supporting the deployment of new business opportunities in rural communities, such as networks and clusters, rural advisors, rural development agencies, policy-makers, or researchers.



Through the **RUBIZMO transformation support tool**, you can go more in depth into the different business models used by different companies presented in the **Virtual Library**.

Together with an advisor you can receive tailor-made advice to understand which business models are the best fit for your present or future venture, considering key information on your business environment and stakeholders. This tool is very useful for teaching purpose as well to provide a hands-on comprehension on business modelling.



The **RUBIZMO Cooperation Toolkit** is an open database on networks in food, bio-based activities, and ecosystem services.

The database allows the identification of networks around Europe in the sector/s more appropriate for the entrepreneur to develop its venture.

The **RUBIZMO toolkit** for clustering and networking will help to bring actors together with complementary knowledge and expertise to build long-lasting and powerful rural networks. With this online system, you can learn how to develop your own network and access customised solutions according to your business model type.



RUBIZMO developed different training modules and programs to maximise knowledge transfer.

- **RUBIZMO webpage**
- **RUBIZMO YOTUBE CHANNEL⁶**
- **Ongoing Caffe Webinars**
- **Training material on Business Model Canvas (coming soon)**

The different training sessions of 30 min are available on the **YouTube** page of the project. They address territory stakeholders, interested in developing new projects in their territories and

entrepreneurs looking for strong information to structure their own business.

Virtual visits are also proposed as inspiration all along Europe. Depending on RUBIZMO countries' initiatives, other modules can also be available on specific languages.

These tools aim to share RUBIZMO knowledge, to guide entrepreneurs and future entrepreneurs in developing new business models in rural areas and provide precious tips and advices.

⁶ <https://www.youtube.com/channel/UCeGdHMLDEA-XiBqy53spFxQ/featured>



Coming soon!

Guidelines for the supportive business environment



The business environment guideline aims to propose solutions for overcoming barriers in the business environment and increasing the capacity to attract funds for innovative and emerging business models.

The tool targets practitioners and policy makers at all levels of the business environment in rural areas including rural development agencies, research organizations, NGOs, intermediaries and agricultural advisory services, entrepreneurs, networks and clusters and other working on creating a supportive business environment. The tool is important when there is a need to create conducive business environment to overcome misalignment between the needs of the business and the conditions in the business environment.



6. References

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<https://www.youtube.com/channel/UCeGdHMLDEA-XiBqy53spFxQ/featured>



7. Annex: Dictionary

Business case: a certain enterprise in its entirety and/or a specific income generating activity of a specific enterprise as a Business Case. In the case of social innovation, it may well be organised in other ways than a specific business.

Business environment is a composite of policy, rules and regulations, funding, technology, consumer values, resources, and training and education in which various actors interact in action situations. These factors are external to a business yet facilitate or hinder the development processes of businesses.

Business model: the manner by which the business enterprise attracts and organizes its resources to deliver value to customers, entices customers to pay for the value, and converts those payments to profit. The same business model can be deployed for many different business ideas.

Ecosystem services refer to various benefits that humans freely gain from the natural environment and from properly functioning ecosystems. Businesses in this category base their business model on connecting communities, the environment, and the economy to create diverse economic activities in rural areas. They offer leisure activities (tourism or sports), provision of goods (e.g. food, biofuel, and water), maintenance and conservation of the environment services, wildlife and biodiversity.

Innovative business case: A description of an ongoing business, which has implemented a new product, process, service or market solution. Innovation is considered something new in the specific geography or market where it has been introduced, not necessarily something entirely new to the world, but can refer to an “old” solution applied in a new context.

Collateral: refers to an asset that the lender accepts as a security for a loan

Funding sources: refers to different sources (bank, friends, own funds, grant etc) that a company have access to during its lifetime.

TRL: Technology Readiness Level - is a method for estimating the maturity of a technology.

