

#205 Idea Development Workhop (2) – The Bird View Canvas Model- Transcript

Speaker 1 36:26

Welcome to the grand the EU funding podcast. Now we on a roll here, Anna, Maria and I. We, hello, everyone. We, we are recording three episodes in a row, and we just went through a specific call text on, on soil. Let's keep it simple. Yeah, quite ambitious. Call text on, on, on how to improve the quality of soil. And the next step we have here in this free episode, towards the idea developing from a specific coal is that we will now go through how you work the model that you use, how you approach a code, when you have to work with it and start building up an idea, Project concept. This is what a lot of you out there, what you're doing, yeah, it's you. You, if you if your grant consultant, or if you are working in a university, and you sit and support research institutes as a research manager and so on, helping with scoping setting, with how, like, how can we approach this? What concept can we develop? So that's, that's what we're going to do. And maybe Anna, just two words about yourself, yes.

Speaker 2 38:00

So hello everyone. It's nice to be back and to be kind of, let's say, lab experiment for Niels in this specific podcasting. And I'm actually a consultant with 13 years of experience with horizon FP seven, the Rasmus plus projects, and I'm dealing specifically in the segment of food and food processing and agriculture, and, yeah, I just am dealing with the kind of, let's say, complex projects and the complex calls, such as horizons. And I'm trying to to make it work. At the end of the day,

Speaker 1 38:46

it's a very good fly in to a bridge to what we're going to do. Because you do work with these things all the time. And when you do that, and have you have done so for many years, you start to put up. You have systems. You start to put things in, things into a frame, or you have to start to categorize things when you have to attack things so and what is it? What is it? Yeah, on, unfolded, unfolded.

Speaker 2 39:14

What is it? Unfolded? Yeah. So, first of all, a disclaimer. I'm a, they say I'm a one pager person, so I like to put all the important information on one page. It keeps us focused. And I'm also kind of tables freak, you know, I like to put things in tables. And this disclaimer is very important, because a lot of activities and brainstorming starts first with some sheets of Excel sheets and with the

SWOT analysis. And since I'm working a lot with the business planning and development of business models, I also use. Was quite a lot business model, Canvas, so I have been using these tools for years, and in the last, let's say, two years, have also developed my own system. Let's say within the framework of one of the projects, completely it's the live seeding project. We developed the so called the bird view concept. You know, you know how when you are in the plane and you are watching through the window, you see all the fields and all the area, all the mountains, and suddenly you can maybe make a better decision at how things work and how all things are connected and the same. It's here in this model. So I don't know if you want maybe just a couple of words about the SWOT analysis and about the business model canvas that we tackle.

Speaker 1 40:57

Most people would would know the SWOT and if many of you out there would have worked with SWOT and business canvas, but this is exactly what we're going to do. We're going to share these things. So just just run through them,

Speaker 2 41:12

the models, yeah, yeah. Okay, so just briefly, when we are talking about the SWOT analysis, we have to take into account the internal and external factors that are influencing the whole decision making. And of course, it goes from the perspective of the strengths and weaknesses, opportunities and threats, but just to take into account that it's inside and outside activities on the other side, if we are talking about the business models, you can actually, it's actually a model of nine different elements that takes into account all the relevant information in one place. So it goes from the key partners, key activities, resources that are involved, but also the customer relationship, which is very, very important, especially if you are putting something completely new and innovative on the market and customer segments, it's about the channels, of course, cost structure and revenue streams, and the most important element, which is value proposition. Or in other words, what is the real diamond, the real value of our proposal, of our concept, of our project. So from that point, it's, let's say, very business oriented.

Speaker 1 42:30

Let's just just a quick so for the SWOT, often, both for the SWAT and for the business model canvas, what often you would sit you put up the the four elements from the SWOT. So what is So, what can we? What can we fit under each column? So to serve the four, and it's the same thing you would do with the canvas model. So here, if anyone have tried this before, you have, and I'm looking at the presentation from Anne here. So I speak, also done with when I was a Grants consultant. So

you have patches of squares of a certain size all together mixed in a parcel, so to say, and then you have, you have space there to write a postcard you would often have it on a big A2, for instance, something like this on a board and on the table, and then you would bring together, often in a brainstorm, you will put, so what? So who are the key partners that we need? Partner value chain, right? Putting patches. What are the key resources? So where? What do we need in the resource corners? What? What does it cost? What is, you know, we're not doing everything. That's 8 million euros for the project, so the cost structure, how do we manage and so on, so forth. So you stand and you then put down very tangible. It's very visible. It's very tangible that you, you, you, you say, okay, here, here. And then you can immediately see what's missing, and you can immediately see where you need to reflect more, where maybe need some extra information, or where you lack capacities, where you like to be able to fill in the whole process.

Speaker 2 44:16

Yeah, Joe, and also, I think that the best thing about the business model canvas and these kind of, let's say, one-pagers, is that you can very easily modify it. You know, if you see that something is missing, you can easily add the information, because it will be just one or two bullet points. So it's not like 30 pages that you have to search through and that you have to analyze whether you included it on all the places or not. So whenever I'm working with the proposals or with new projects, I'm always focusing on this. And what is also very important is that this kind of work, it's always better if you do it through the time, you know. So it's I would not. Revised that you just do it for two hours and that's it, and you're done. But really also to revise it, to get back to it, and to see over a couple of days whether you really included everything or not. So that's very, very, very important, but okay, it's what is very old tool, method, let's say. And although people are in the last period of years are saying that it's too old and that it's already like not working, I personally really like it because it's without sorry for my French, it's no bullshit zone. You know, you have to put the good and the bad sides of each of each side, but also has some kind of limitations, you know, because you cannot, in the real case scenario, implement all the things that you have in mind. And that's why we actually developed the bird view concept, which actually combines both of these elements, you know, the SWOT analysis and the business model canvas in one place. For example, we have actually the structure of three parts. The first thing is the challenges of today. So what I'm concerned about today, the second one is, sounds like opportunity. So you know, we want to think in a positive, optimistic way, and to see the opportunities on the market. And the third one is the future. So what will happen in the future that can affect our proposal, our project, our product or service? And then within each of these categories, Niels will share the, let's say, the model, so that you can keep track of it. But within the challenges, we want to understand what are the internal challenges and external challenges? So in within the team, whether we have all the capacities covered, all the resources that we need, and on the external side, what could be still affecting our proposal or the product or the service? So it's very important to understand, what are the

bottlenecks, what can actually influence our project from the negative side, let's say. And then, if we are talking about the opportunities, first of all, we need to fully understand, let's say, the legal, the market opportunities, activities that are happening. You know, you cannot be in your bubble, but you have to really go out and investigate what is happening and how it could also influence the project itself, and the two elements that are included from the Business Model Canvas is actually the unique proposition, what is the real value of your proposal? What is something that no one else will put in the proposal? Why your proposal will be better than any other proposal. So you have to be the diamond in the room, and the last thing is the customers and channels. So how will you be addressing the customers in the in the sense of the proposal, preparing the customers could also be the stakeholders. You know how you will tackle the stakeholders, how will you engage them, what kind of channels you will be using to reach them, to sell them the idea of the project, you know? And the last thing is about the future. And over here, we can talk about, first of all about profitability. Because if we want to make something that is in a long run, that is that is something that can be funded, or that is getting its point in the market, you have to be profitable. You have to make sure that the business is running and that it makes sense. So from predictability level, what are and could be the revenue streams? And sometimes it happens that people are just seeing the one or two revenue streams that are the most evident, the most obvious. But normally it's not all the streams that you could include, actually, you know, it can happen. For example, with the research researchers, they say, I could, maybe, I could maybe sell the product, you know, the the seed or the soil analysis, you know that we are performing, but they don't remember that they can also sell the knowledge they have, that they could be a consultant, for example, for some specific topic, or that they could also investigate, include themselves in different training positions, and you know, this kind of stuff that can also occur with. The different memberships or streams, and it's also about the recommendations of any kind that deals with the perspective of the project or product in the future. So what needs to be it's like assumptions, what needs to be done in order to really have it rolling out. So it's, maybe it sounds very complex now in the audio setting, but when you see the whole canvas, it looks very logical, and it's very easy to fill it in. You know,

Speaker 1 50:39

it is even here. So you have, you have three columns and then with the with the sub categories here that Anna just went through, and it makes sense.

Unknown Speaker 50:49

Yeah, I think it's always better if you try to

Speaker 2 50:54

put complex elements in simple and user friendly format, so that you actually know what you are filling in, filling in, and whether it makes sense at the end or not.

Unknown Speaker 51:07

All right. So next step.

Speaker 2 51:12

So once we actually have this kind of, let's say canvas, I always prefer that the coordinator and the basic team fills in this kind of information, and from there, we actually go to the brainstorming session. So we get some kind of information prepared, and then we do the brainstorming. And this brainstorming, there are, of course, a lot of digital, online tools that you can use for Mind Mapping, but the one that I prefer is always that we sit in person, if possible, and that we just write down on a paper. So we just take, like an eight, three paper, large, larger size, and then we just write down with all sorts of colors and combinations, you know, just to follow the thought, the flow of

Speaker 1 52:09

the thoughts. Yeah, I'm looking at the presentation here now from Anna, and it is, indeed it. So you have the name of the draft project name in the middle, and then you have a lot of things started down. You have squares, you have circles, you have arrows, you have bullet points. Yeah, it's a real brainstorm.

Speaker 2 52:30

Some things crossed and other ones. So it's a very Yeah,

Speaker 1 52:36

rough indeed. It's very tangible. It's a working document, obviously,

Speaker 2 52:41

yeah, work in progress, yeah. But actually, what is important at the moment of the brainstorming is that you just don't stop the flow of the brainstorming. You know, there is no bad idea during the brainstorming, and when you are using some digital tools, it can happen, okay, there is a poor internet connection. Someone cannot hear you. There are three people who are waiting in line to give their thoughts and things like that. And it's a bit of different dynamic than when you are talking in person. And from that point, as I mentioned, the best option that I use is actually the paper format. And once you have this information, for example, in this project that we also went through the call, we detected some general things or general work packages that we want to tackle, you know, according to what they mentioned in the proposed activities. So we said that we want to focus on the knowledge transfer, that we want to focus on the innovative solutions and systems, about the upscaling and demo sites, you know, these

Speaker 1 53:56

kind of stuff. Yeah, and here, it's important. It's important to underline here that, as you remember, might remember from the first episode where we went through the cortex, there was a lot of should, should, what you have to do, a lot of bullet points that you have to do, but that still leaves room for you to where, which, where you put the weight. You can do everything, but you can use this. Is why proposals differ. It's where you put the weight, how you tackle the this task,

Speaker 2 54:30

yes, and also to point the work to the right partner of the consortium. But when we are talking about where to put the weight, I think nowadays in horizon projects, you have to put the weight more or less on the majority of the things you know. So there's the there's the difficult thing. Let's say previously you could say, Okay, those are the two. Two or three strong points and other ones, I will do it, but you can see automatically that is not the primary focus, and nowadays, with so many consortiums competing, you really have to address all the points. Then also do it, not only on the level of one country, but also to do it on the level of Europe, or, for example, first of all, the consortium countries, which is maybe 1215, different countries. But then you have to include the outreach regions for the knowledge transfer and this kind of stuff to cover the Europe. So it's, it's very complex, but I'm not. I always prefer when we are writing the proposal, that we first do this exercise and that all of the core team members, the work package leaders, have this kind of, let's say, sheet in front of them, you know, the mind map in front of them, because later on, it's easier to write all the of the text of the proposal, if you remember how it is connected, and what numbers we wanted to use and what makes sense with the call or not. And then, yeah, you will see, I will share this kind of, let's say draft version. It's very nasty. You know, it's, it doesn't look pretty, but it's, it contains a lot of information. And from that point after the debt meeting, I always

like to summarize things up and try to put it in a user friendly format which people can read actually compared to the previous version, where we use different colors, different arrows, where we specifically define and bullet point all the elements that we want. For example, in this specific case, we said that we want to develop six different work packages. The first one was focusing, actually, on the knowledge practices, and the second one was about the innovative solutions. So it's about different assessments, and also kind of, let's say, workshops with farmers, the guidelines preparation. In the text of the proposal, they specifically asked for guidelines. So we implemented it in the proposal. The work package three was about the upscaling and also the demo sites, but also, in this case, the development of the living labs, and then explaining what are the differences between those two, how it's connected with all the strategies, with all the action plans that they indicated in the beginning, after that, the socio economic link between food and soil, because it was a specific sentence they indicated in the call text. And over here, we talk about indicators, about cost benefit analysis, LCA and so on. And of course, the focus is on the policy and knowledge transfer, because it's multi sector approach. So you have to take into consideration all the elements. And, of course, communication and dissemination and exploitation. How to put it in the real case scenario next to that, of course, there is a coordination work package, but it's a standard work package.

Speaker 1 58:34

You should always remember to use the grant for that. And

Speaker 1 58:42

And now, thanks. Now, this is the last slide you have for this, for the second episode, but what I need to check with you or so, so the brainstorm process. You do that in your team or with partners.

Speaker 2 59:00

Well, the brainstorming part needs to be done with the coordinator, and first of all, with the coordinator. And after that, in the second part, when we have some, let's say, main elements detected, we do it with the core partners. So it's the work package leaders that we give additional responsibilities in participating in the proposal, more freedom to develop, of course, the activities and so on. And it's Yeah, so it is certainly done with at least a team of, let's say, five to seven or eight people.

Unknown Speaker 59:38

Okay, so it's you start off

Speaker 1 59:42

with the key response, responsible so to say, and then you leave room for for the work package leads to have their own say in the individual work.

Speaker 2 59:57

Yes, of course there's. Thing because they are also working more specifically on the brainstorming for their own work package. But the beauty of this kind of, let's say, joint work package breed brainstorming, is that then you can get an input from other partners who are not maybe the experts in that segment, which gives you additional value and added value of proposing the activities for your work package, you know, they give you some hints, what could be still done, or what they've heard somewhere else. Or sometimes you just hear work package leaders saying, I'm not sure how to deal with it. And then there is a connection and the networking I know who, who knows how to do it, or I will check with my colleague how they did it in another proposal, you know, this kind of stuff. So it goes very fast. You know, when it starts, it goes quite fast. But it's also very important to have a good moderator who is keeping track of time, but also a kind of, let's say, structure, that you are not just focused an hour on one group package that, but that you actually provide sufficient time for everyone to participate, and that they are still fresh, you know, with ideas. When you are organizing a brainstorm session, you never know how long it will last. Some brainstorm sessions last, for example, two hours. Others last five hours, and it's very, you know, energy consuming. After brainstorming, good brainstorming, you feel really like you did a very good exercise.

Speaker 1 1:01:42

Yeah, the weight bit now we have, we are about to to reach the end of this, this episode, but just so so I remember these things where we I would sit with a colleague from piano. I would be, she was the proposal writer, and I was the one that would reach out to and facilitate connection with partners and so on. And we would sit and do the concept developing ourselves the first go. But we were that was during covid. So we would sit like this in teams with a PowerPoint sheet, an empty PowerPoint sheet to start to make squares of work packages, and start to put in, you know, like, how it's this and this and this and this. And then we would present it to the coordinator in a meeting, and they, we would have a session there where they would adjust that they would review things before the meeting, and then giving their suggestions. And then we will start to reach out to

Patrick. Then started the work. Because there you have like you also have here. Then you have and you have a work to do, reaching out to people and finding someone who could fit in the very chin and so on so forth. And then the work starts with getting more detail. But indeed, it's, this is a very I like. This is very tangible process. It's I like the way that you work with this. So well done. Now, do you have anything else, or should we? Should we shut this? This one down to move into the third episode, to

Speaker 2 1:03:17

maybe just a small remark throughout the whole process. I always when we start working with a proposal, I just print out the cold text, and then when I'm doing this kind of, let's say, Mind Map and brainstorm, I then also return back to the call text and check whether we did this, whether we included this part or not, and based on that, then you can see whether you're aligned or not. So it's, you know, very ongoing process. You cannot just read it once, and that's it, but you have to keep returning to it and improving it.

Speaker 1 1:03:57

I can only recommend that because I didn't do that and that put me in trouble. Sometimes.

Unknown Speaker 1:04:05

It's never too late to start.

Speaker 1 1:04:06

That's why, that's why you earn money on this, and I don't, so I have just a lot of work and thanks. Now again, like episode one, I'm not going to make the full Exodus. I just as I normally do, but dear listeners, thank you for listening to the end of this episode. Shortly will come episode number three, where we will actually work with this method with the cortex. So we're looking forward to that. So see you then. So bye, bye.