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# Workshop Session 2

## Upgrading value chains

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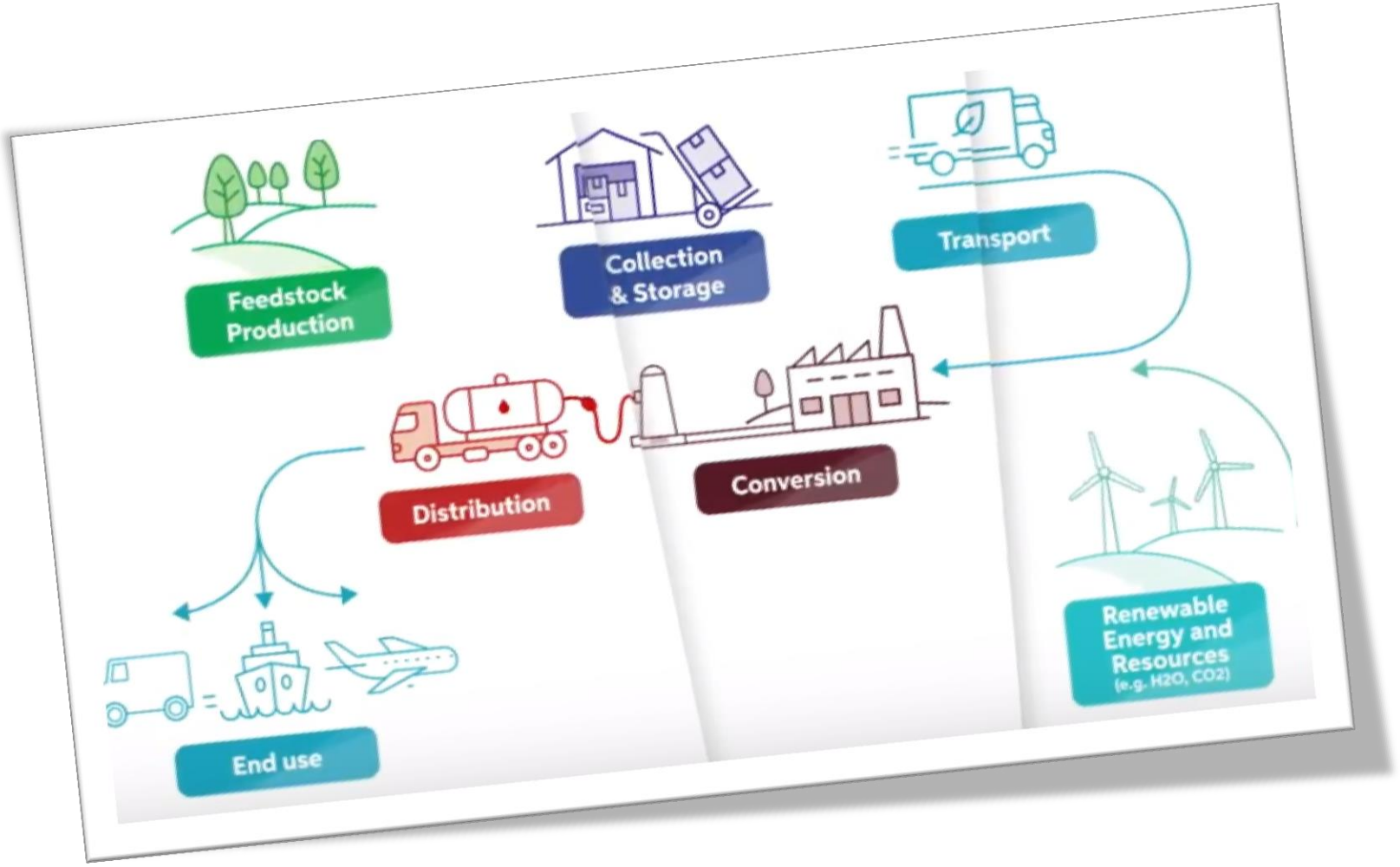


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# Workshop Session 2

## Workshop questions

**Q1:** What are favourable conditions when adopting innovations

**Q2:** What strategies are necessary for successfully implementing those innovations?

**Q3:** What is the value chain cost reduction potential of innovations ?

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# Weeks before the workshop

- Information was extracted from published reports – as far as possible
- Additional information of innovation adoption was requested from projects

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# Workshop Session 2

## Questionnaire Results

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**Lessons learned**

- **Make it a co-business to supplement your acting business, so you can use already existing elements (e.g. land, machinery, workforce etc.) (FORBIO, 2018)**
- **Make long-term contracts for biomass feedstock supply with a biomass/ biogas/ bioethanol plant (ForBio, 2018)**
- **The plant should be within a radius of 50km (ForBio, 2018)**
- **Unexpected issues like extrem conditions must taken into account (Seemla- Greece, 2018)**
- **Do not expact fast results (Seemla- Ukraine, 2018)**

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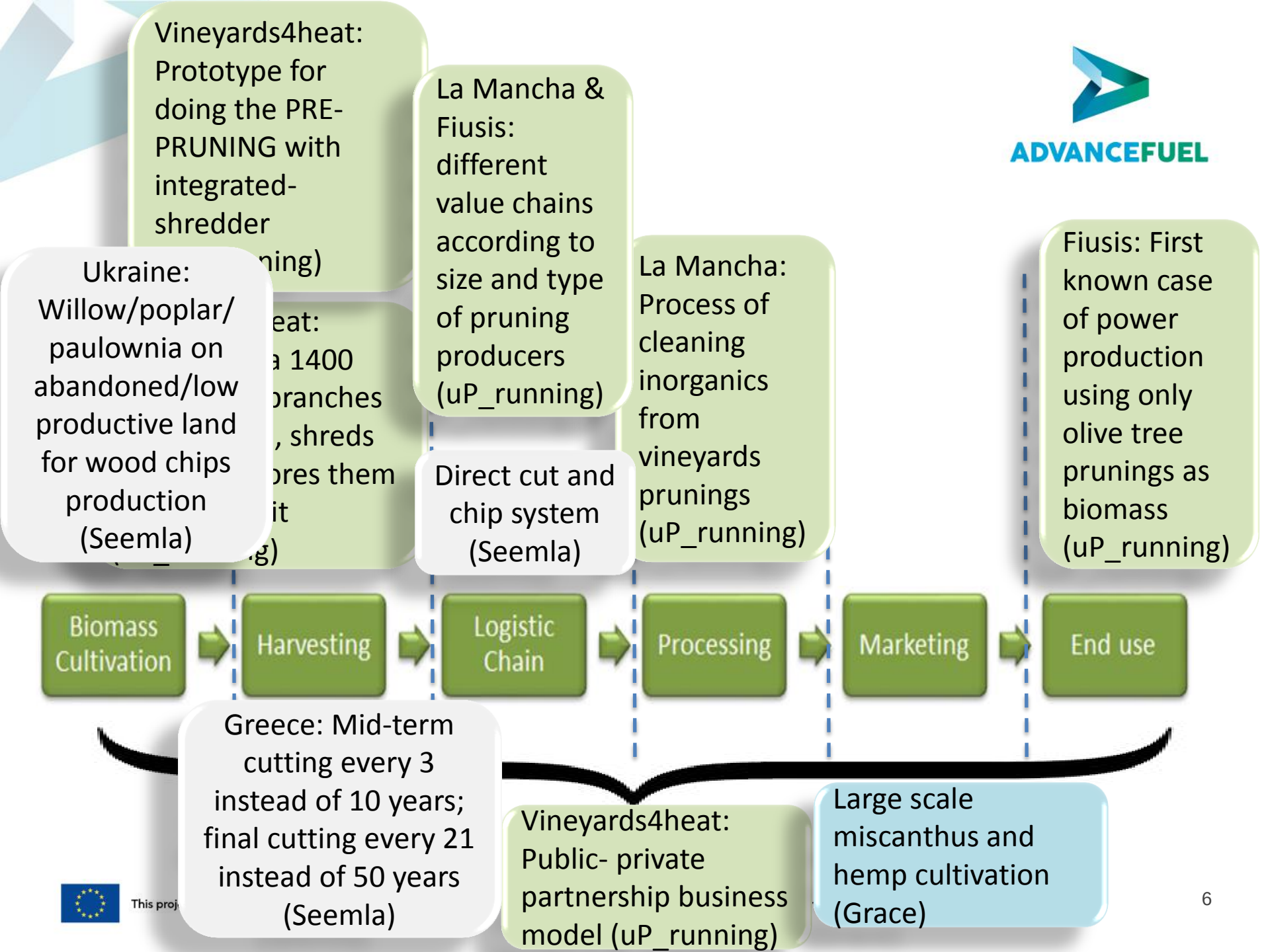
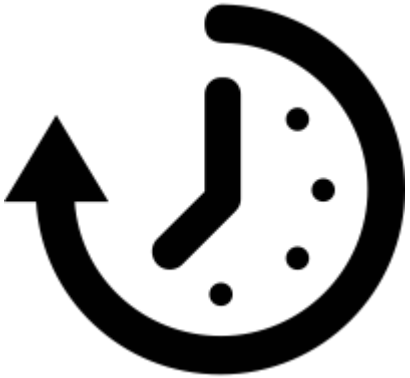

Vineyards4heat: Prototype for doing the PRE-PRUNING with integrated-shredder
La Mancha & Fiusis: different value chains according to size and type of pruning producers (uP_running)
Ukraine: Willow/poplar/ paulownia on abandoned/low productive land for wood chips production (Seemla)
Direct cut and chip system (Seemla)
La Mancha: Process of cleaning inorganics from vineyards prunings (uP_running)
Fiusis: First known case of power production using only olive tree prunings as biomass (uP_running)
Biomass Cultivation
Harvesting
Logistic Chain
Processing
Marketing
End use
Greece: Mid-term cutting every 3 instead of 10 years; final cutting every 21 instead of 50 years (Seemla)
Vineyards4heat: Public- private partnership business model (uP_running)
Large scale miscanthus and hemp cultivation (Grace)

# Workshop Session 2

## Procedure

1. **Tasks 1: (30 min, until 10:10)**
2. **Small survey (5min, until 10:20)**
3. **Task 2: (40 min, until 11:20)**
4. **Group presentations: 3 min/group, until 12:20**



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# Workshop Session 2

## Tasks 1: (30 min, until 10:10)

**You are a farmer and you want to implement a value chain innovation. What strengths/ weaknesses/ opportunities and threats do you expect to face in the process of implementing this innovation?**

You can use an innovation presented earlier or an innovation one of your team members is an expert on.


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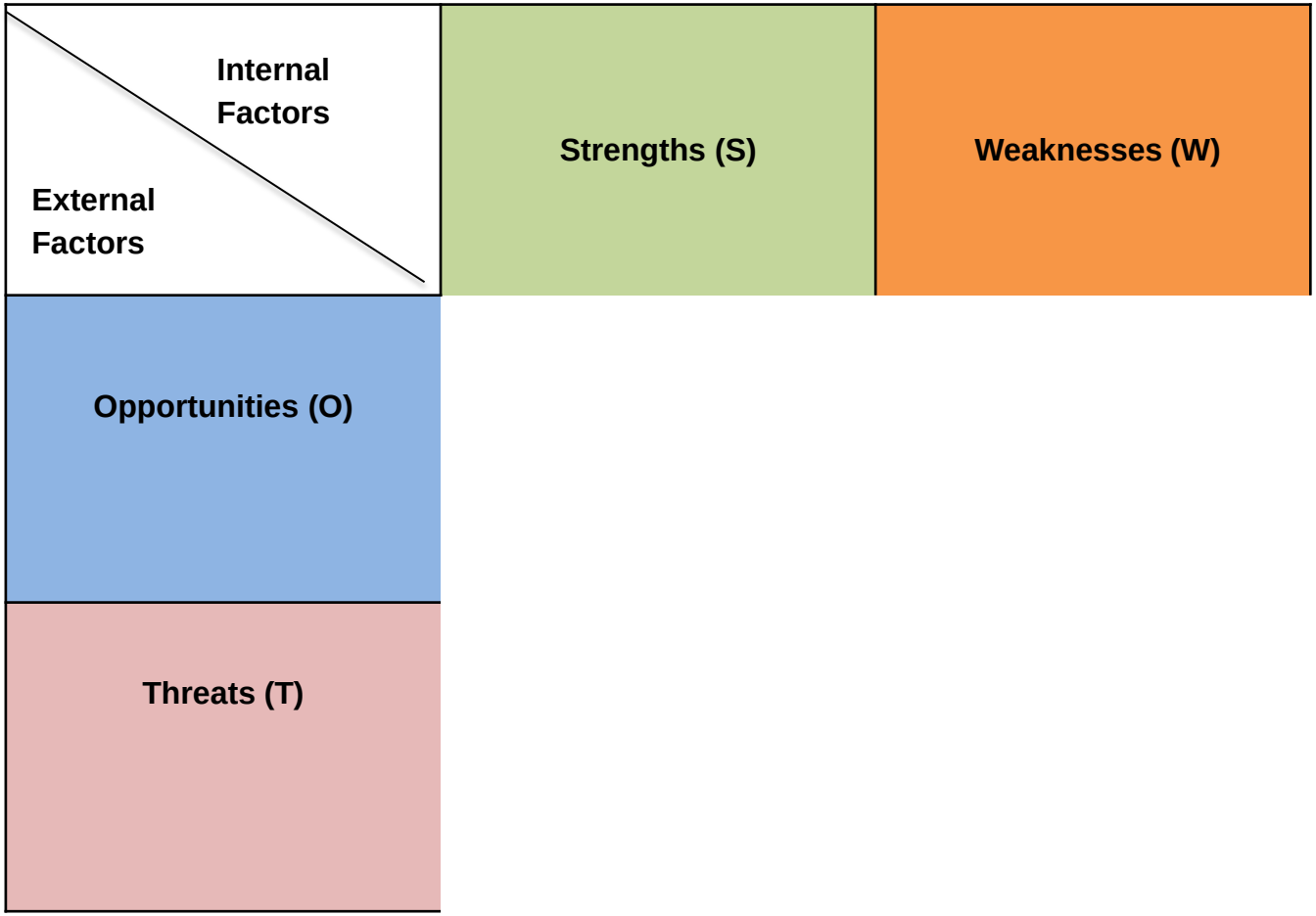
# Workshop Session 2

## SWOT Analysis (Task 1)




Source: Rob Thomas, 2016

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# Workshop Session 2

## Internal Factors (SWOT)

| | |
|---|---|
| **Strengths** | **Internal Factors**<br>Positive things about a situation, project, or activity which work well |
| **Weaknesses** | **Internal Factors**<br>Things which are not working well, or which could be done better |

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# Workshop Session 2

## External Factors (SWOT)

| | |
|---|---|
| **Opportunities** | **External Factors**<br>Possibilities to build on strengths or overcome weaknesses |
| **Threats** | **External Factors**<br>Constraints which reduce the opportunities for growth or change |

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## Material (Task1)

- Guiding questions are available for each task
- Survey
- Cards (4 different colours)
- Blu-tack
- Poster with matrix
- Pencils

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# Workshop Session 2

## Guiding Questions (SWOT)

| | |
|---|---|
| **Strengths (S)** | • What are internal success factors when implementing this innovation?<br>• Why should operators adopt this innovation(s)?<br>• What cost reduction potential does the innovation have? e.g. cost/ tonne of storage |
| **Weaknesses (W)** | • What are fields of improvement when adopting the respective innovation(s)?<br>• What are the largest expenditures?<br>• What are „fields of action“/ leverage points regarding innovation improvements? |
| **Opportunities (O)** | • What trends or conditions may have a positive impact on the implementation of the respective innovation(s)?<br>• What external changes will bring optimal outcomes?<br>• What would be the ideal condition for the adoption of those innovations? |
| **Threats (T)** | • What are the barriers when adopting those innovations?<br>• Who are the competitors?<br>• What are the costs of resources?<br>• Is it affecting market performance? |

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# Workshop Session 2

## Form groups

| Table Nr. | Project | Innovation |
|---|---|---|
| 1 | uP_running | Power production using only olive tree prunings |
| 2 | uP_running | Machine that shreds pruning and stores them in the deposit (modified Cobra Collina 1400). |
| 3 | uP_running | Flexi-chain depending on size and type of pruning producer |
| 4 | uP_running | Prototype for pre-pruning with integrated shredder. The branches do not touch the soil. |
| 5 | uP_running | Public-Private-Partnership Business model |
| 6 | Grace | Cultivating hemp and miscanthus on an industrial scale |
| 7 | Seemla | Cut and chip system |
| 8 | Seemla | Higher frequency of mid-term and final cutting |
| 9 | Seemla | Willow/poplar/paulownia on marginal land |
| 10 | | Free option |

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# Workshop Session 2

## SWOT Analysis Example

| Internal Factors / External Factors | Strengths (S) | Weaknesses (W) |
|---|---|---|
| | - Using of unused land<br>- Cheap land rent | - High investments<br>- High ROI |
| **Opportunities (O)**<br>- Subsidies<br>- Monetization of know how sharing | | |
| **Threats (T)**<br>- Not enough practical examples<br>- Climate risks | | |

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Source:Oxford, 2016

# Workshop Session 2

## Task 2: (40 min, until 11:20)

Please, identify strategies to facilitate the implementation process of the respective innovation(s) (**TOWS analysis**). Proceed as follows: Mark the 3 most significant strengths/ weaknesses/ opportunities/ threats with a sticker and number them (e.g. strength 1, strength 2, and strength 3). Then, develop strategies according to the guiding questions below. Please, add in brackets which components you matched (e.g. strength 2 & opportunity 3).


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# Workshop Session 2

## TOWS Analysis (Task 2)

| Internal Factors / External Factors | Strengths (S) | Weaknesses (W) |
|---|---|---|
| **Opportunities (O)** | SO Strategies<br><br>Generate strategies here that use threngths to take advantage of opportunities | WO Strategies<br><br>Generate strategies here that take advantage of opportunities by overcoming weaknesses |
| **Threats (T)** | ST Strategies<br><br>Generate strategies here that use strengths to avoid threats | WT Strategies<br><br>Generate strategies here to minimise any weaknesses to avoid possible threats |

Source: Rob Thomas, 2016

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# Workshop Session 2

## Guiding Questions (TOWS)

**Strength/Opportunity (SO)**.

Develop strategies to use strengths in order to exploit opportunities.

**Weakness/Opportunity (WO)**.

Develop strategies to mitigate weaknesses in order to exploit opportunities.

**Strength/Threat (ST)**.

Develop strategies to exploit strengths in order to overcome any potential threats.

**Weakness/Threat (WT).**

Develop strategies to minimise any weaknesses to avoid possible threat.

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# Workshop Session 2

## TOWS Analysis Example

| Internal Factors / External Factors | Strengths (S) | Weaknesses (W) |
|---|---|---|
| | • **Using of unused land**<br>• **Cheap land rent** | • **High investments**<br>• **High ROI** |
| **Opportunities (O)**<br>• **Subsidies**<br>• **Monetization of know how sharing** | SO Strategies<br>• Improving marginal land cultivation by introducing professional guidance | WO Strategies<br>• Engage in public debate |
| **Threats (T)**<br>• **Not enough practical examples**<br>• **Climate risks** | ST Strategies<br>• Establish information channels with experts<br>• Share success stories | WT Strategies<br>• Form public-private partnerships |

Source:Oxford, 2016

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# Workshop Session 2

## Final Task: (1h), until 12:20

Present your results to the audience.


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# Thank you for your attention

# References


AGROinLOG, 2018, http://agroinlog-h2020.eu/en/home/

BeCool, 2018, Questionnaire

ForBio, 2018, Questionnaire

Oxford, 2016, TOWS Analysis, A step by step guide, https://blog.oxfordcollegeofmarketing.com/2016/06/07/tows-analysis-guide/

Richter, 2005, GTZ-Integration, Sri Lanka

Rob Thomas, 2016, How To Create A Digital Marketing Strategy, http://blog.wsi-emarketing.com/how-to-create-a-digital-marketing-strategy-1/

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ValueLinks Manual, The Methodology of Value Chain Promotion, First Edition, GTZ.


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# Appendix

# Session 2

## 1. Task

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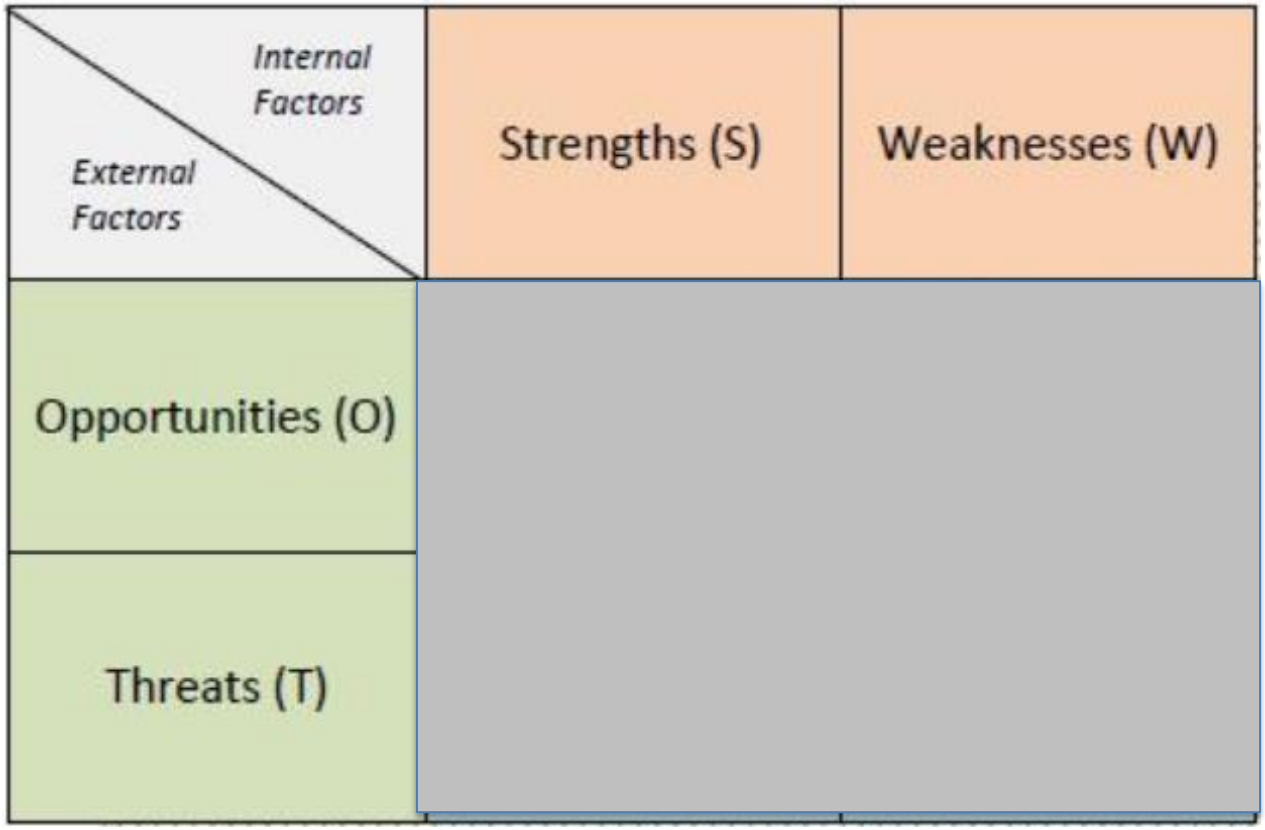
## SWOT Analysis




Source: Rob Thomas, 2016

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# ADVANCEFUEL WORKSHOP

## Presentations of study cases

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### Highlights from **uP_running** project

**Project duration:** 04/ 2016- 06/ 2019

**Speaker: Adeline Rezeau**


### Highlights from **Grace** project

**Project duration:** 06/ 2017- 05/ 2022

**Speaker: Moritz Wagner**

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# Session 2

## 2. Task

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### TOWS Analysis

| Internal Factors / External Factors | Strengths (S) | Weaknesses (W) |
|---|---|---|
| Opportunities (O) | **SO Strategies** Generate strategies here that use **strengths** to take **advantage** of **opportunities** | **WO Strategies** Generate strategies here that take **advantage** of **opportunities** by **overcoming weaknesses** |
| Threats (T) | **ST Strategies** Generate strategies here that use **strengths** to **avoid threats** | **WT Strategies** Generate strategies here that use **minimize weaknesses** and **avoid threats** |

Source: Rob Thomas, 2016

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# ADVANCEFUEL WORKSHOP
# Session 2

**After the presentations:**

- **Please, form groups (á 3-4 persons)**

**Tasks 1: (40 min, until 10:20)**

- Conduct a SWOT analysis on a promising value chain innovation. Hereby you can use an innovation presented earlier or an innovation one of your team members is an expert on.

**Task 2: (40 min, until 11:20)**

- Conduct a TOWS analysis. Derive upgrading strategies for the value chain from the SWOT analysis.

**Task 3: (1h), until 12:20**

- Present your results to the audience

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# Session 2

## TOWS Analysis- Example

| Internal Factors / External Factors | Strengths (S) | Weaknesses (W) |
|---|---|---|
| | - High brand recognition | - Lack of skills/ experience |
| **Opportunities (O)** | **SO Strategies** | **WO Strategies** |
| -Enter new market | -Offer a wide product range to react flexible to market prices | - Outsource some aspects of the business operations |
| **Threats (T)** | **ST Strategies** | **WT Strategies** |
| - Market competition | -compare product head-to-head to competitors to illustrate benefits | - Develop strategic alliances |

Source:Oxford, 2016

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# ADVANCEFUEL WORKSHOP

## Up_running: Innovation Screening

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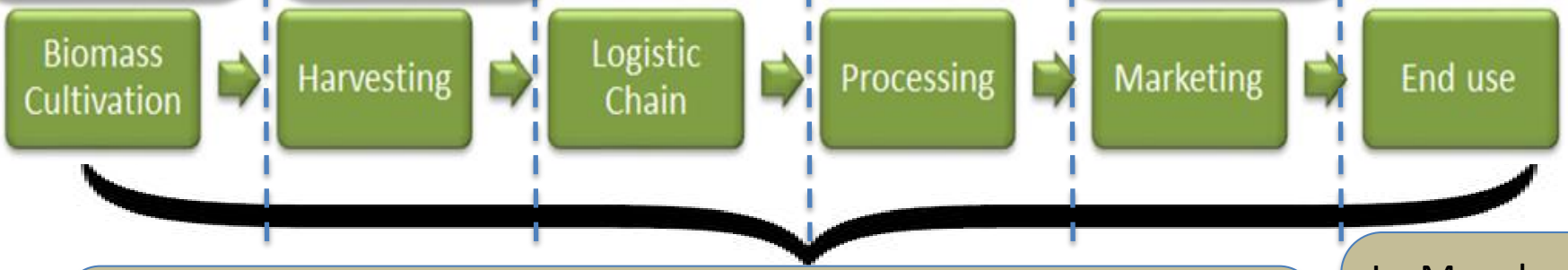
Fiusis: First known case of power production using only olive tree prunings as fuel

Vineyards4h eat: Cobra Collina 1400 machine that cuts the branch and push the biomass to the container without touching the soil

La Mancha: Process of cleaning inorganics from vineyards prunings

La Mancha: Biomass-to-market business model, direct marketing, continous search for clients and new markets

Vineyards4h eat: Boiler that burns forestry woodchips and vineyard prunings




Vinehyards4pruning: Public- private partnership business model between the COVIDES farmers association (50 farmers), gardening service social cooperative (NOU VERD), the municipal water company of Vilafranca (EMAVSA), and the Cavas Vilarnau windery

La Mancha: Largest wood pelleting plant

# ADVANCEFUEL WORKSHOP
## Session 2

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Ukraine: Cropping on abandoned/low productive land (Seemla)

Italy: Sun hemp, kenaf, hemp, sorghum, crop residues, giant reed(BeCool)

Direct cut and chip system (Seemla)


Greece: Fertilization (Seemla)

Greece: Mid-term cutting (Seemla)

Ukraine: Bioethanol production from willow (ForBio, 2018)

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# ADVANCEFUEL WORKSHOP

## Up_running: Innovation Screening

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Italy: Sun hemp, kenaf, hemp, sorghum, crop residues, giant reed(BeCool)

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Biomass Cultivation → Harvesting → Logistic Chain → Processing → Marketing → End use

Greece: Fertilization (Seemla)

Greece: Mid-term cutting (Seemla)

Vinehyards4pruning: Public- private partnership business model

La Mancha: Largest wood pelleting plant

Ukraine: Bioethanol production from willow (ForBio, 2018)

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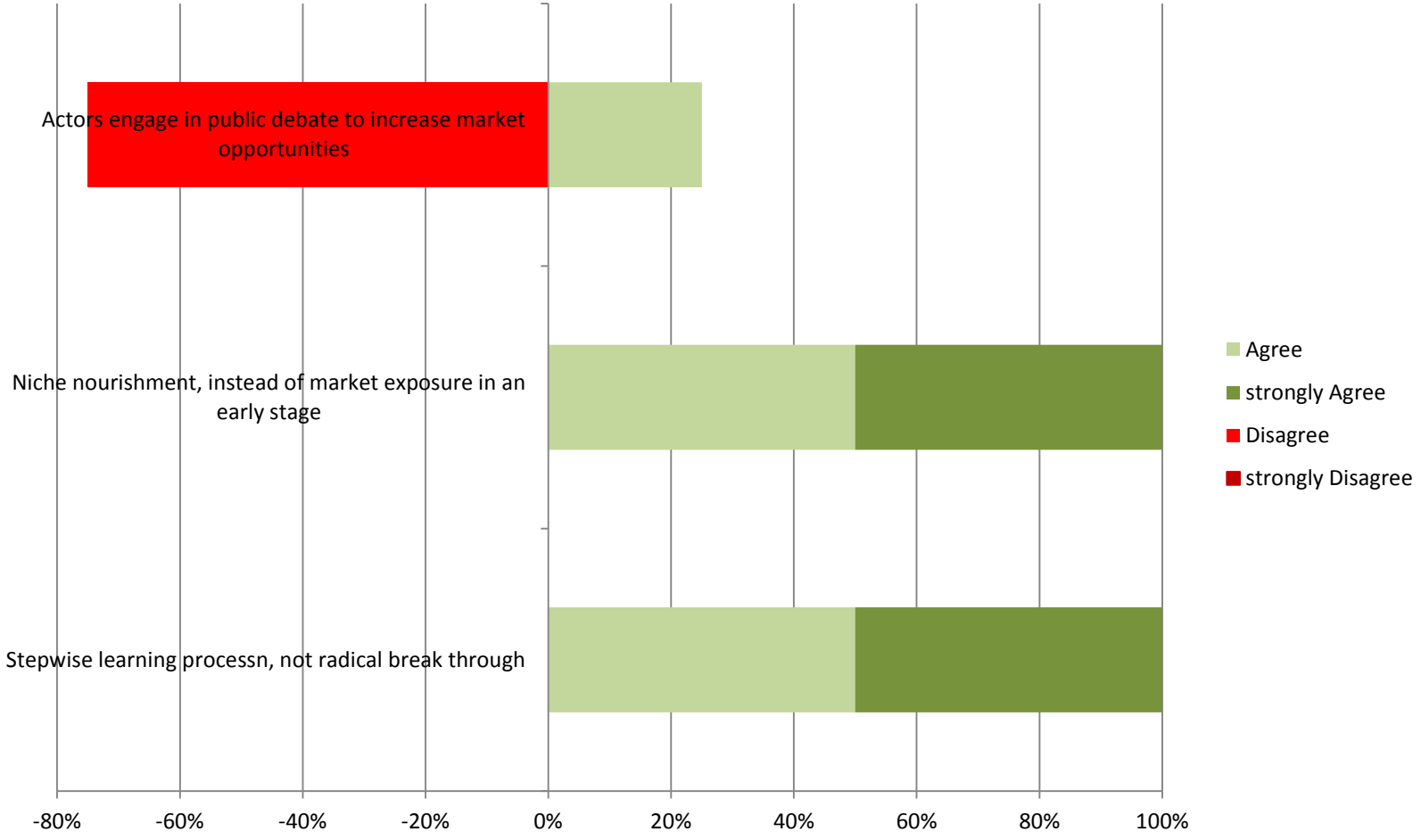
# ADVANCEFUEL WORKSHOP

## Questionnaire Results

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