

Co-funded by the
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TeamUp 2024

Deliverables - short feedback

September 17, 2024



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TEAM CANVAS GUIDELINE

PEOPLE & ROLES What are our names and the roles we have in the team?	GOALS What we want to achieve as a group? What are our key goals that are feasible, measurable and time-bounded?	VALUES What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team?	RULES & ACTION POINTS What are the rules we want to introduce after doing this session? How do we communicate and keep everyone up to date? How do we make decisions? How do we execute and evaluate what we do?
	PERSONAL GOALS What are our individual personal goals? Are there personal agendas that we want to open up?	NEEDS & EXPECTATIONS What each one of us needs to be successful? What are our personal needs towards the team to be at our best?	
STRENGTHS & ASSETS What are the skills we have in the team that will help us achieve our goals? What are interpersonal/soft skills that we have? What are we good at, individually and as a team?		<div>PURPOSE</div> Why are we doing what we are doing in the first place?	WEAKNESSES & DEVELOPMENT AREAS What are the weaknesses we have, individually and as a team? What our teammates should know about us? What are some obstacles we see ahead us that we are likely to face?

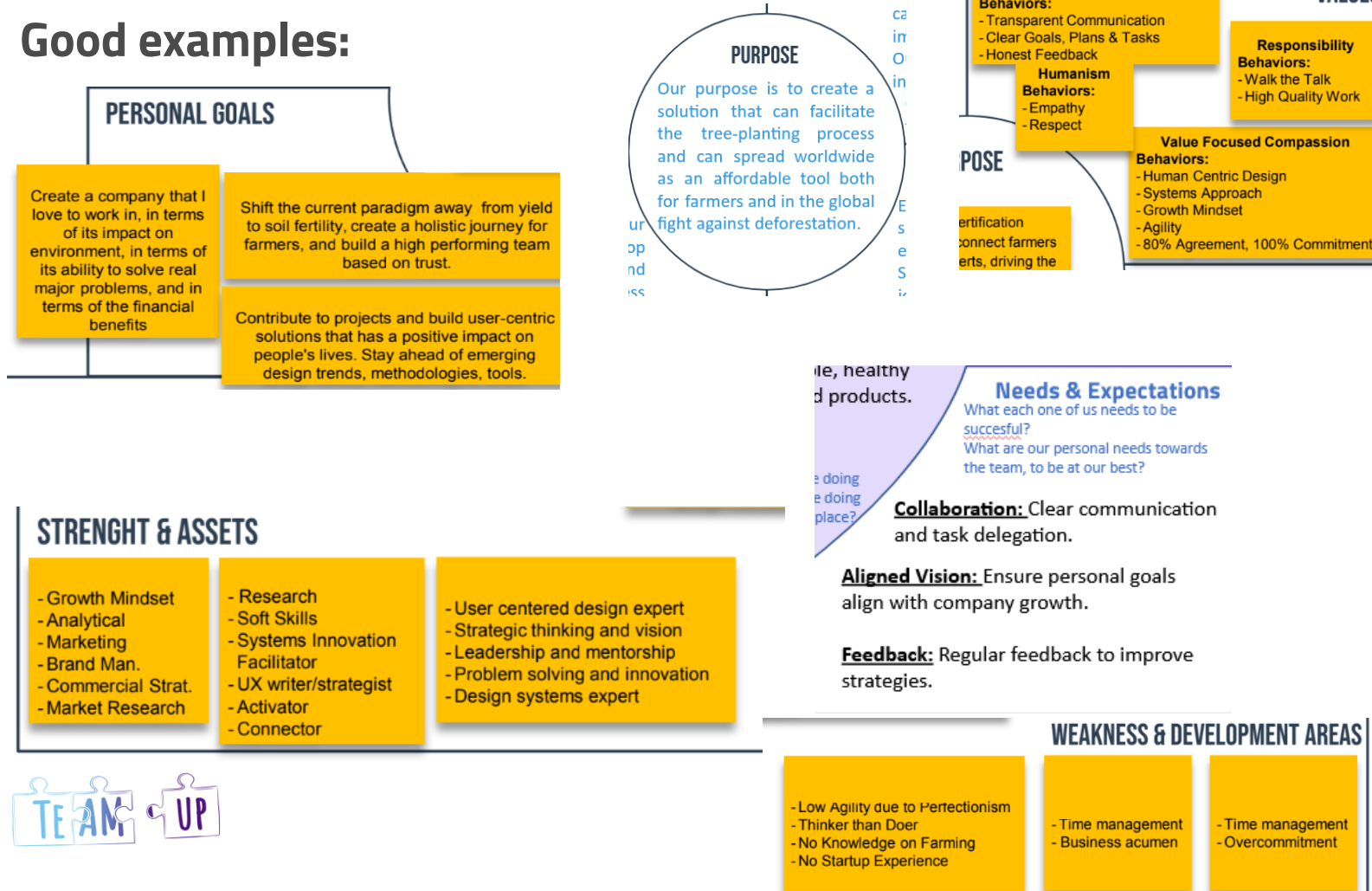
Team Canvas:

struggle with content, input is in general correct but is kept at a slogan, very general level, lacks depth and detail input on biz. plans instead of focusing on the team

Suggestions for improvement

Make it **yours**- when someone sees it, it cannot be anyone else's, it should be clear, specific for your team and actionable.

Good examples:



Rules & Activities

What are the rules we want to introduce after this exercise?
How do we communicate and keep everyone up to date?
How do we make decisions?
How do we execute, and evaluate what we do?

- Communication:**
 - Bi-weekly virtual meetings and ad-hoc chats.
 - Shared documents for transparency.
- Task Allocation:**
 - Clear roles and deadlines (Trello/Asana).
 - Regular check-ins for accountability.
- Decision-Making:**
 - Consensus-driven, CEO breaks ties.
 - Decisions documented and shared.
- Conflict Resolution:**
 - Open feedback culture with structured resolution.
- Evaluation:**
 - Quarterly reviews and KPIs for progress.
- Team Building:**
 - Periodic in-person meetings to strengthen cohesion.

RULES AND ACTION POINTS

- Rule 1:** Continuous improvement and problem solving
 - Use RCA and FMEA risk assessment to identify potential issues and their risks
 - Prioritize issues based on their severity and impact
 - Develop and implement training materials on self development and time management
 - Rule 2:** Open communication and trust
 - Encourage active listening and respectful dialogue.
 - Transparent and inclusive decision making (data driven decisions and consideration of values)
 - Use clear communication channels (email, whatsapp, project management tools)
 - Regular team meetings (weekly)
 - Rule 3:** Performance monitoring evaluation
 - Set clear roles and responsibilities
 - KPIs to track progress, manage tasks, and monitor deadlines
 - Conduct regular development talk to assess individual and team performance
 - Rule 4:** Proactive engagement and ownership
 - Encourage team members to take initiative and contribute their ideas and expertise.
 - Foster a culture of practical problem solving and solution-oriented thinking
 - Promote a sense of ownership and responsibility among team members
- Additional Rules:**
Availability for team members and regular updates.
Respect and value diversity.
Work-life balance
Recognition and rewards



BUSINESS MODEL CANVAS GUIDELINE

KEY PARTNERS



Who are our key partners?

KEY ACTIVITIES



What key activities does our value proposition require?

KEY RESOURCES



What key resources does our value proposition require?

VALUE PROPOSITION



Which customer problem are we helping to solve?

Which customer needs are we satisfying?

What is the specific product or service?

What are the features that match customer needs?

CUSTOMER RELATIONSHIPS



How will we get, keep and grow customers?

CHANNELS



Through which channels do our customer segments want to be reached?

CUSTOMER SEGMENTS



For whom are we solving a problem or fulfilling a need?

Who are the customers?

Does the value proposition match their needs?

COST STRUCTURE

What are the most important costs in our business model?



REVENUE STREAMS

What is the revenue model?

What are the pricing tactics?

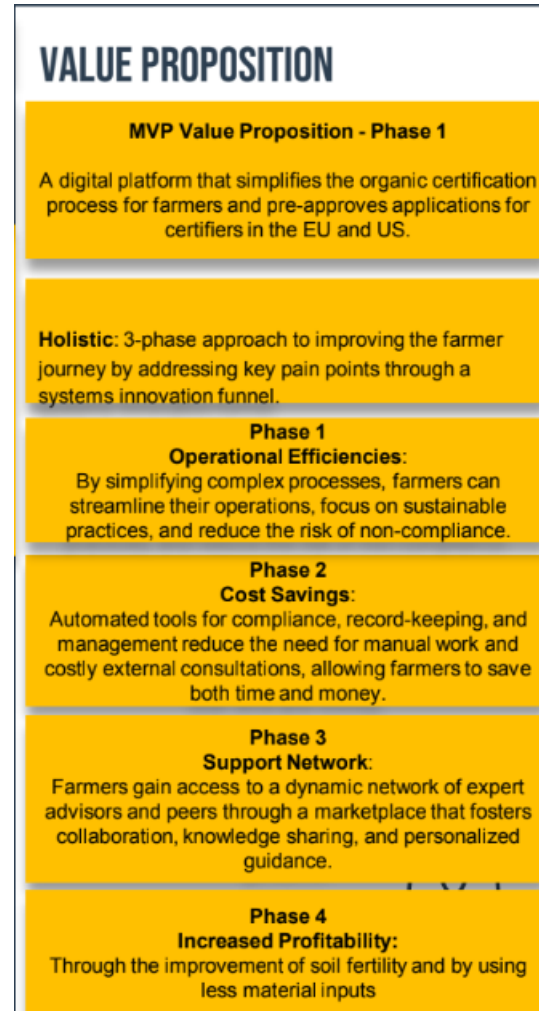
What value are our customers willing to pay for?



Business Canvas:
input is in general correct but is kept at a general level, lacks depth

Suggestions for improvement
Add more details / numbers, be specific in every section, add actionable steps.

Good examples:

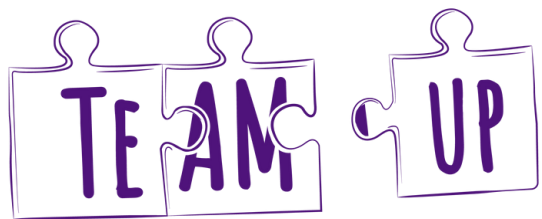


REVENUE STREAMS

B2B - Manufacturers: FIX 3000 (UM)/15000(P) EUR + 2.5-5.0% royalty (owning rights to produce and sell the machine)(UM-utility model, P-patent)
B2C - 30 000 EUR per machine (including service support)

1. Selling Machines together with the user manual and the technology concept complementary staff
2. License patents (Royalties).
3. After-sales market.



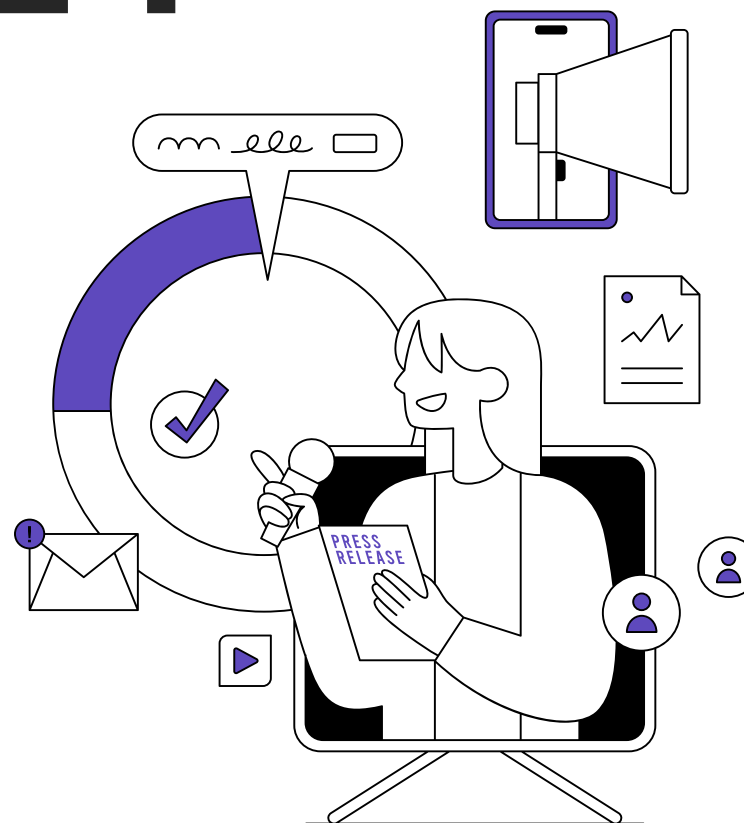


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TeamUp 2024

Negotiation skills (external)

September 17, 2024



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Negotiations: difference between strategy and tactics

Fundamentals

Strategic

- Long term
- Why?
- Focuses on direction and vision
- Its at high level with broad goals
- Difficult to copy

Strategy tends to be high-level and abstract, providing an overall framework for decision-making. It doesn't delve into the specifics of every action but rather sets the context and guidelines for negotiators.

Tactical

- Medium term
- How?
- Focuses on implementing the strategy
- It' detailed, with specific objectives
- Easy to copy

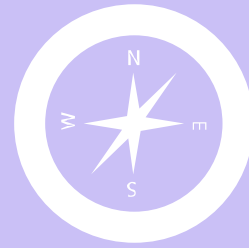
Tactics are more detailed and specific. They outline the step-by-step actions, manoeuvres, and techniques that negotiators employ to execute the Strategy effectively.

Know your strategic options

Fundamentals



Strategies



Styles and Tactics



Practice

Negotiation strategies can be set via two dimensions

Negotiation strategies



Know your counterpart, be clear on objectives and analyse your relationship

Preparation

Outcome



How **important** is the agreement?

- Priorities and focus
- Life and death vs. nice-to-have?



How is **power** distributed?

- Who can enforce more?
- What are your strengths based on?



What is your **(personal)** relationship with your negotiating partner?

- Friend vs unknown business partner?
- Future trustful cooperation or unique opportunity?
- How should the relationship be after the negotiation?
- What are common interests?

Relationship



Core strategies for negotiation

Negotiation strategies

Outcome

Focus on the issue,
not winning at any
price



Competing



Collaborating

Make both partners win.
Focus on commonalities



Yield

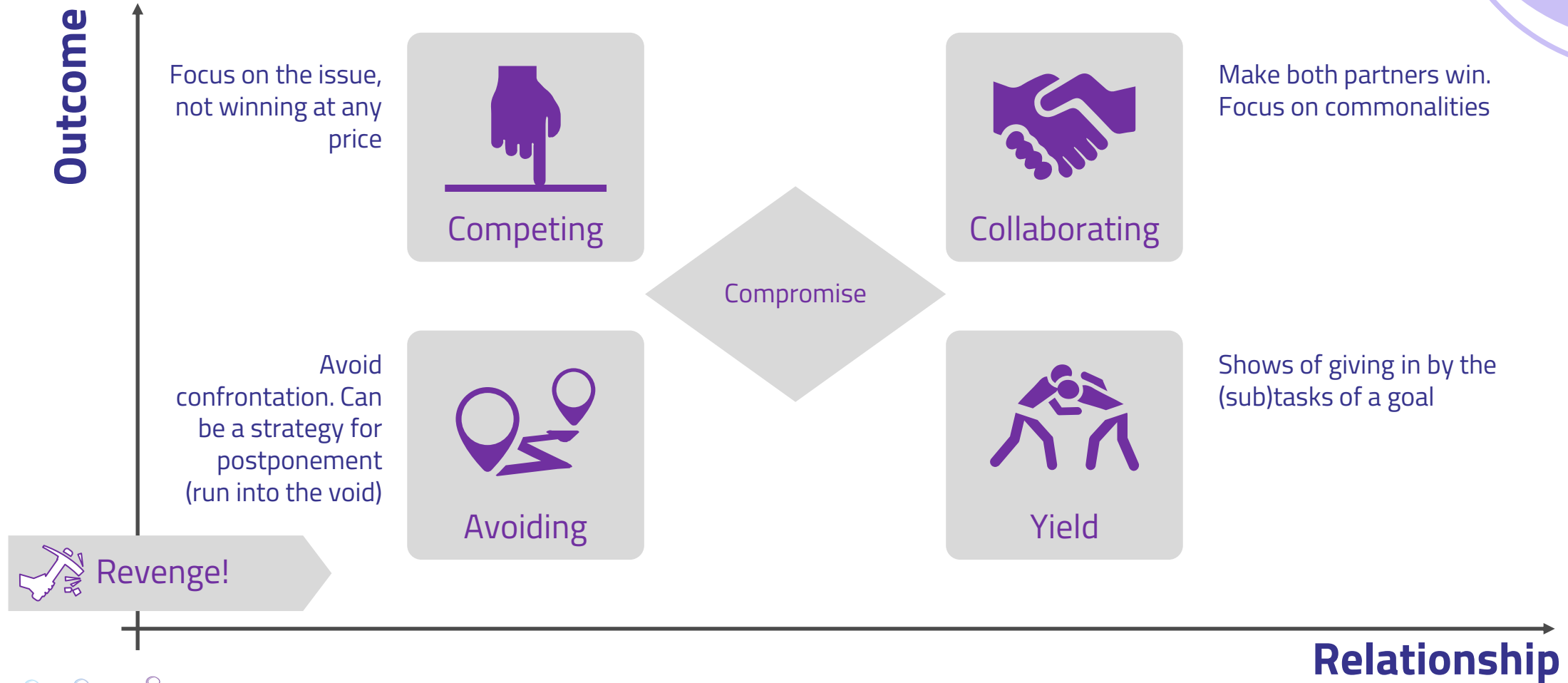
Shows of giving in by the
(sub)tasks of a goal

Relationship



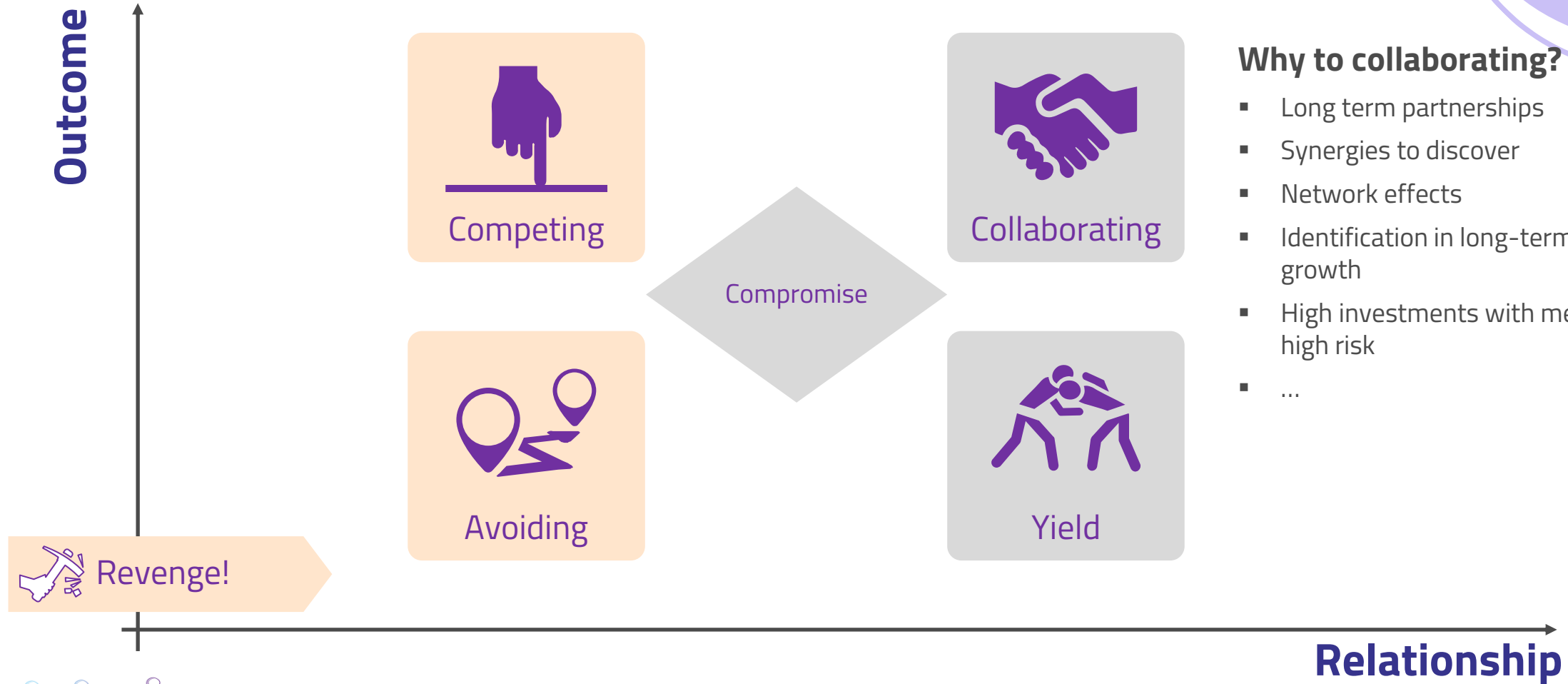
Core strategies for negotiation

Negotiation strategies



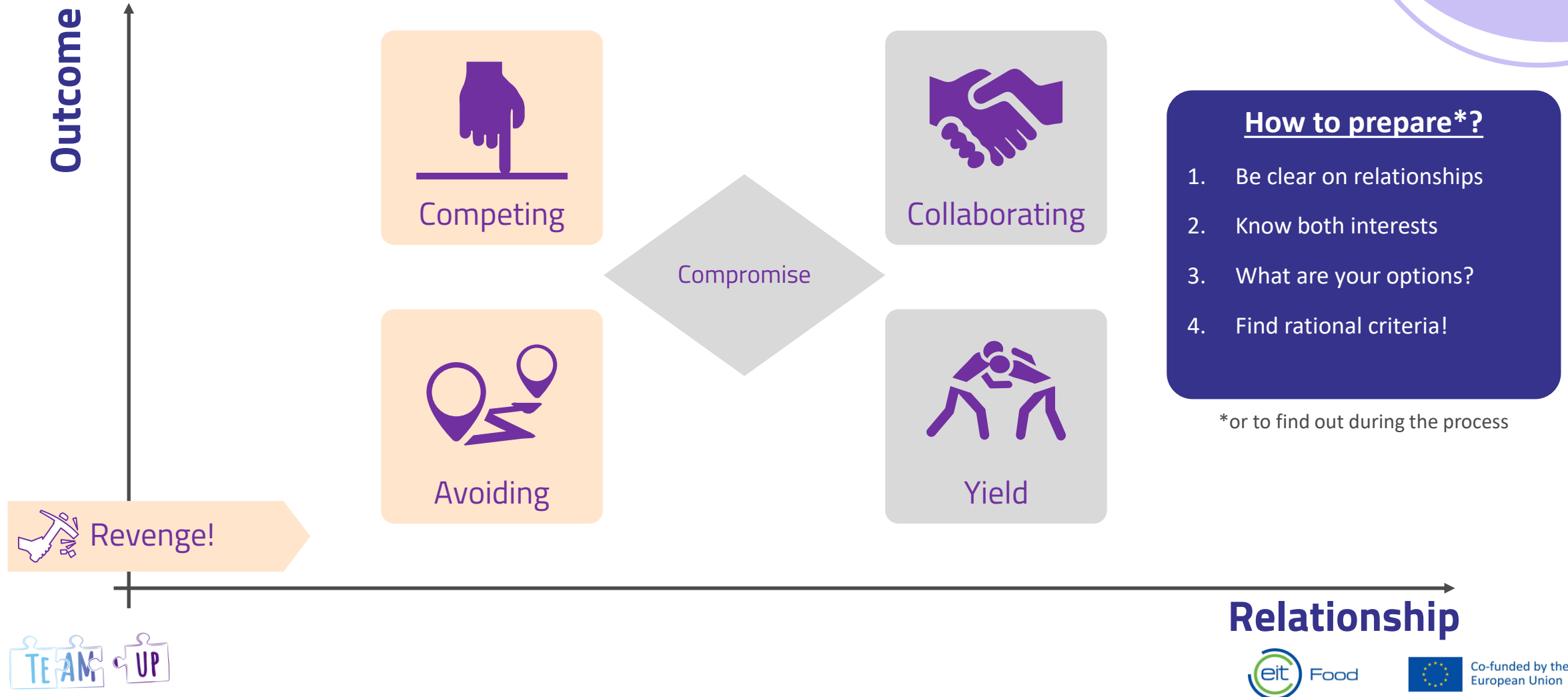
Relationship-based negotiations are more effective in the long-term

Negotiation strategies



Set up for trust-building long-term relationships

Negotiation strategies

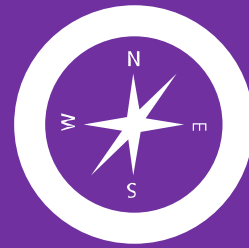


Know your strategic options

Fundamentals



Strategies



Styles and
Tactics



Practice

Basic styles on how to influence the path and atmosphere of the negotiation

Examples for easy negotiation styles

Determine

Express opinions directly
and clearly

Avoid

Gain leeway and prepare
for arguments

Invite

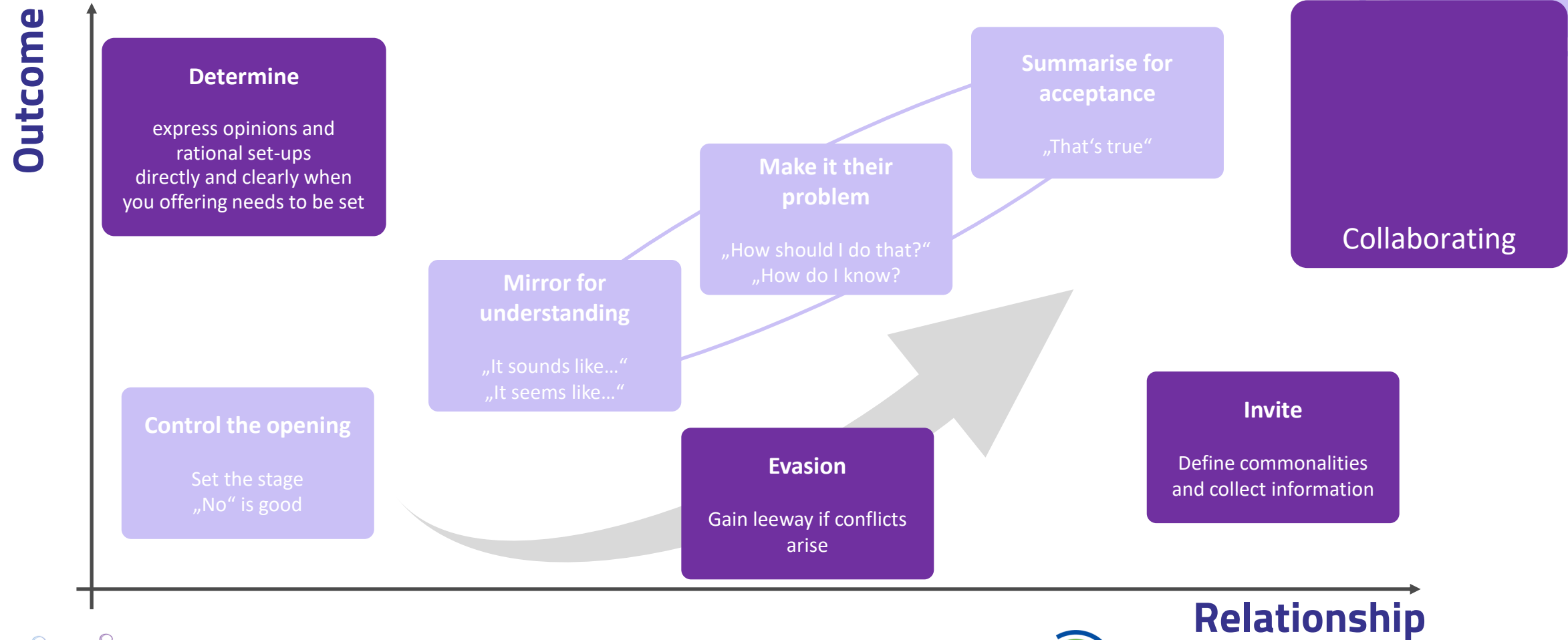
Define commonalities and
collect information

...



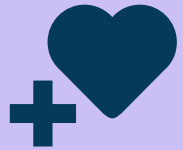
Example on how to use the styles to get towards collaboration during the negotiation process?

Negotiation towards collaboration



Tactics can help to set details

Be aware of tactics and use them for the details



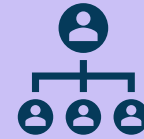
Flattery

Gifts, recognition and compliments



Precedent

e.g. past comparability



Higher authority

e.g. my boss does not allow me to



Promises

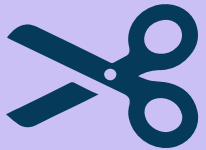
No promises you cannot keep



Set boundaries

e.g. budget, or red lines

...



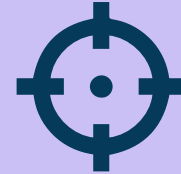
Nibble off

e.g. remove individual features



Good cop / bad cop

e.g. like in the movies



Meet in the middle

e.g. at the flea market



Time pressure

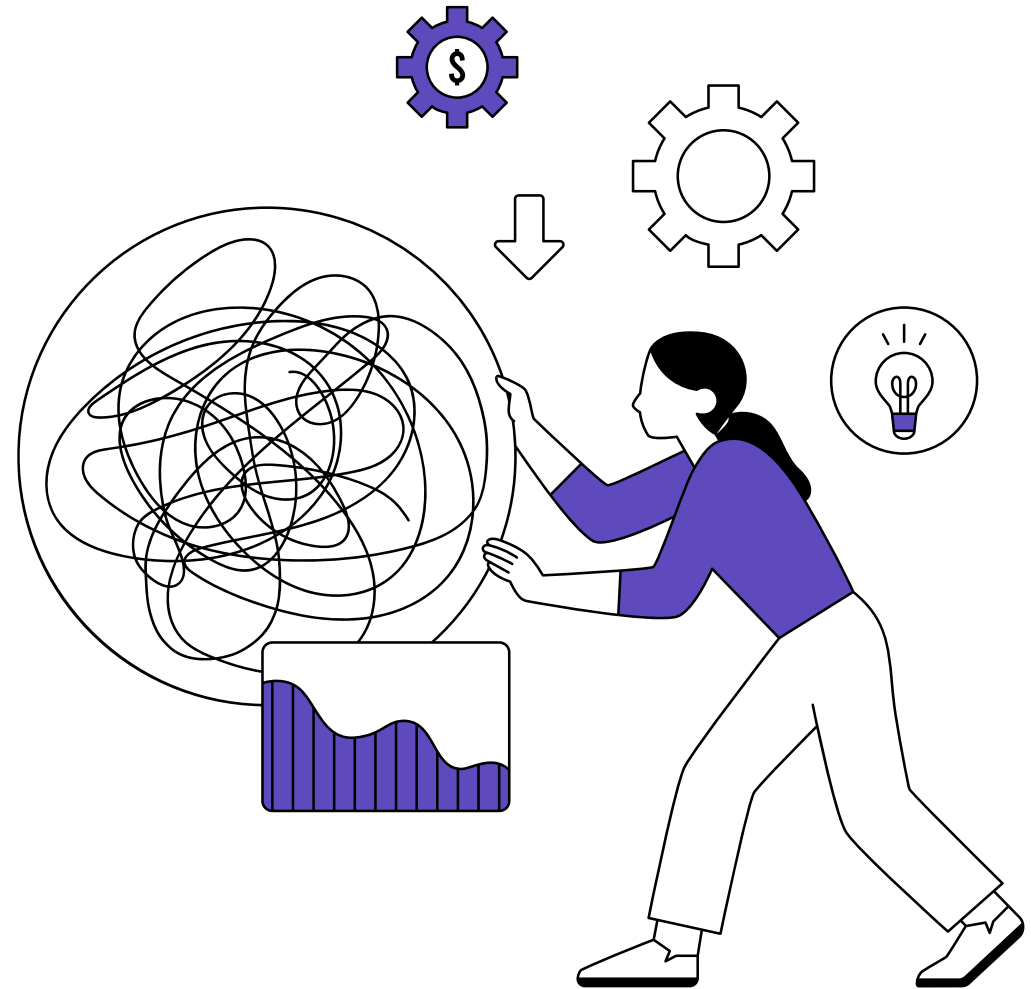
e.g. decision support



Seating arrangements

e.g. confrontation or harmony

Questions



Excercise

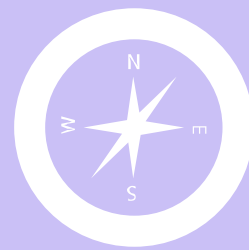
Two teams work
together



Number	Team Name	Team members
1	BARBELO	Viktoria Ferencz
		Ricardo Esteruelas Tesán
	Behavix	Massimiliano Carraro
		Stefania Malfatti
2	Bionova	Luisa Poisa
		Ayşe Sultan Akgün
	BizToys Ltd	Melike Arslan Samhour
		Stoyna Wahdat
3	Earthfarms Collective	Roxana Lazar
		Sara Featherston
	FutureFastFood	Cem Bokeer
		Mari Aasmäe
4	Gojenie	Martin Mintchev
		Daniela Yordanova
	KELPEAT	Ebrar Yildirim
		Emre Ertem
5	DonaViva	Luca Cerruti
		Tea Vrcic
	Nexodify	Alberto Navajas
		Marko Petkovic
6	NutrisAvIng Advisor	Felipe Salmeri
		Syed Tajmeel Hussain
	RegenFarm	Jelena Nedeljkovic
		Ítala Marx
7	The Green Float	Pablo Baleirón Pampín
		Cosmin Ghinea
	TropicStream	Aleksander Stefanowicz
		Vasco Abreu
8	Vevibal	Carlota Abreu
		Diogo Moura
	Yield Hunter	Carlo Antonio Ng
		Nuno Catarino
		Emma Barrios Casaus
		SELEN ŞENAL
		Mert Kalayci
		Miloš Lazarevic
		Miloš Čiprijanović
		Arman Aksoy



Strategies



Styles and Tactics



Practice



Excercise

Negotiate with your partner Team

**Come back to the main session
at 18:10 CET**



Food



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Negotiating with a Consumable Supplier for Reduction of Price Due to Buying a Large Amount of Material

Scenario A

Initial situation: An agrifood startup, specialising in dairy products, has seen rapid growth in the last quarter and is looking to scale production. The founder has identified a consumable supplier who provides specialised organic feed crucial for the startup's operations

Subject of negotiation: Price reduction per unit for bulk orders of organic feed, minimum order quantity and payment terms

Negotiation objective and background for Startup Founders:

Negotiation objective and background for Supplier:

Confidential!

Agreed price:

Agreed payment terms:

Agreed contract duration:

Other negotiation aspects:

Negotiating a Framework Contract

Scenario B

Initial situation: The agrifood startup has captured the attention of a large restaurant chain interested in featuring their software solution. To formalise the collaboration, the parties need to negotiate a framework contract that outlines the terms of the partnership

Subject of negotiation: Price reduction per unit, minimum contract duration and payment terms

Negotiation objective and background for Startup Founders:

Negotiation objective and background for Partner:

Confidential!

Agreed price:

Agreed payment terms:

Agreed contract duration:

Other negotiation aspects:



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Different impact styles can be applied to convince your negotiation partner

Impact classes and styles

Propose

"My suggestion is to start with the overview."

"I have a proposition: We will..."

Justify

"The following reasons support my position: ..."

"This can be clearly derived from the following points..."

Disagree

"I completely disagree, because..."

"I would like to allow myself to doubt this, because..."

Demand

"This factual situation makes it necessary for us to act in this way..."

"I want you to do it like this..."

Evaluate

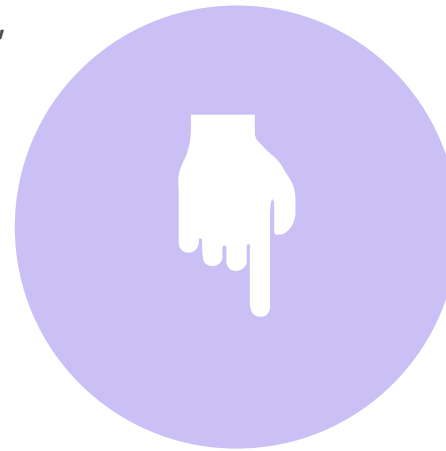
"That is not enough."

"Your approach is not reasonable."

Threaten

"Only if you meet me halfway can we find a solution."

"If you go on like this, then I'll have to..."



Determine



Different impact styles can be applied to convince your negotiation partner

Impact classes and styles

Agree

"I think that's a very good idea."

"That's right."

"You have my full support in this topic."

Enquire

"What is your opinion?"

"Could you please explain your position again?"

"I am interested in your ideas and how you would deal with it?"



Invite

Highlight shared ground

"We both have an interest in finding a solution."

"We all want as little inconvenience as possible."

Draft the future

"The solution will bring you great benefits."

"You will experience the positive effects very quickly."

Self-disclosure

"I don't feel comfortable with the progress we've made so far."

"I feel comfortable with that."



Different impact styles can be applied to convince your negotiation partner

Impact classes and styles

Liberate

"I didn't mean it as harshly as you are reacting to it now."

"Let us return to this point a little later."

"I don't want to get into that now."

Change topics

"The point here is quite different..."

"Couldn't we just talk about something else now?"

"What I find interesting in this context as well..."



Avoid

Distract

"Would you like a coffee too?"

"Can we open the window, please?"

"What a weather/football match/election result yesterday..."

"I need to make a call."

Story telling

"This reminds me of a similar situation I experienced..."

"The following story comes to mind. May I briefly share it?"

Different impact styles can be applied to convince your negotiation partner

Impact classes and styles

Moderate

“Holding once, we have the following positions...
Are there any comments on this?”

“Let's get an overview of what we already have...”



Explain

Summarise

“What do you think if we summarise what has happened so far?”

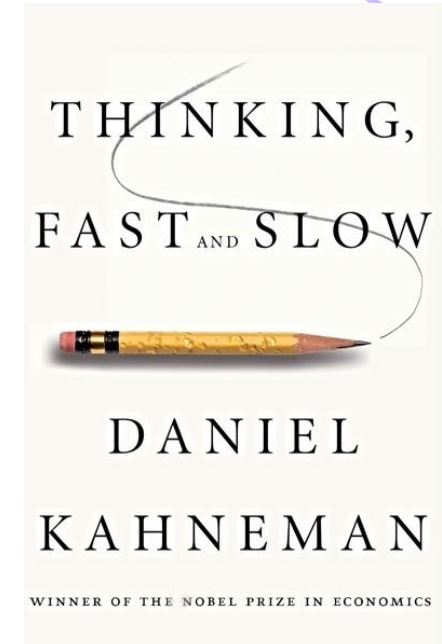
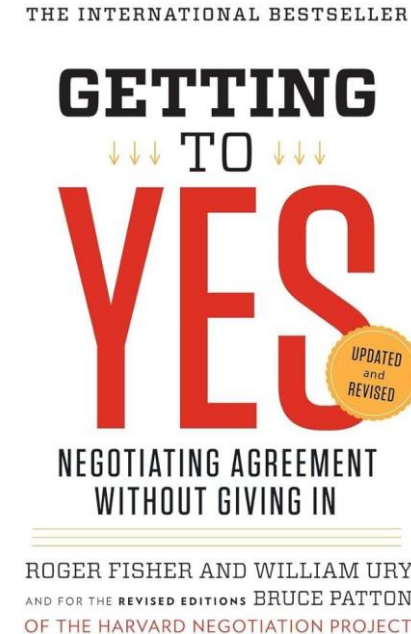
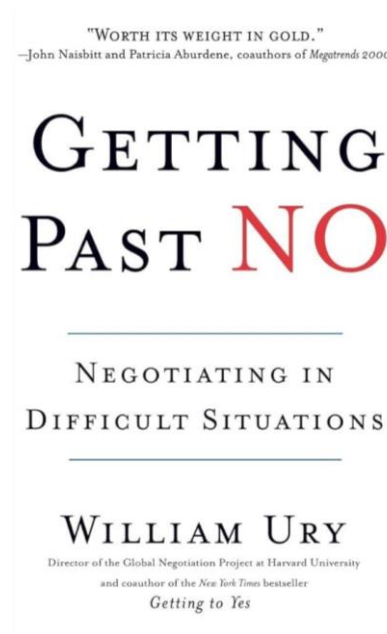
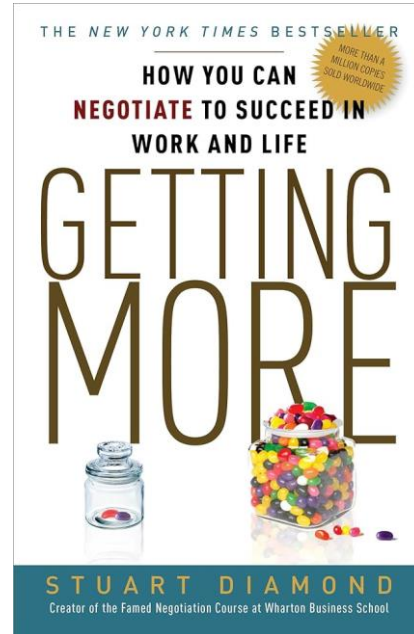
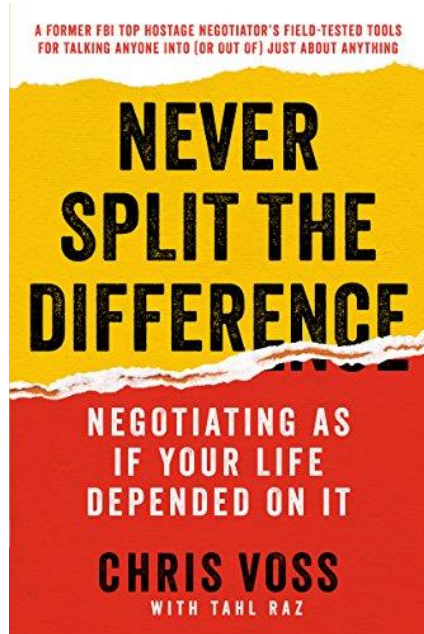
“If I may summarise your position, then you are in favour of...”

“In the meantime, we have agreed on the following contents...”

“You demand ... while I offer ... to you.”

Further reading

Books



Next Steps

Deliverable #2:
6-months Roadmap
30th September



Session 12 :
Negotiation skills (internal)
19th September
17:00 - 18:30 CET



Session 13 :
Roadmapping
24th September
17:00 - 18:30 CET



Session 14:
Funding - Public
Innovative framework of EIT
3rd October
17:00 - 18:30 CET



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Exploration: Save the Dates

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
Session #1 Kick off 13th August 17:00 - 18:30 CET	Session #3 Team Building 2: Equity distribution 20th August 17:00 - 18:30 CET	Session #5 Target Groups 27th August 17:00 - 18:30 CET	Session #7 Business model 3rd September 17:00 - 18:30 CET	Session #9 Intellectual Property 10th September 17:00 - 18:30 CET	Session #11 Negotiation skills (external) 17th September 17:00 - 18:30 CET	Session #13 Roadmapping 21st September 17:00 - 18:30 CET
Session #2 Team Building 15th August 17:00 - 18:30 CET	Session #4 Analysing markets (2nd) and finding right market niche 22th August 17:00 - 18:30 CET	Session #6 Primary research 29th August 17:00 - 18:30 CET	Session #8 Legal issues 5th September 17:00 - 18:30 CET	Session #10 Start-up creation 12th September 17:00 - 18:30 CET	Session #12 Negotiation skills (internal) 19th September 17:00 - 18:30 CET	
			Deliverable #1: Business Model and Team Canvas 9th September			Deliverable #2: 6-mts Roadmap 30th September

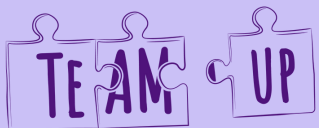


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Contact Us!

Do you have any questions?

teamup@eitfood.eu



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