

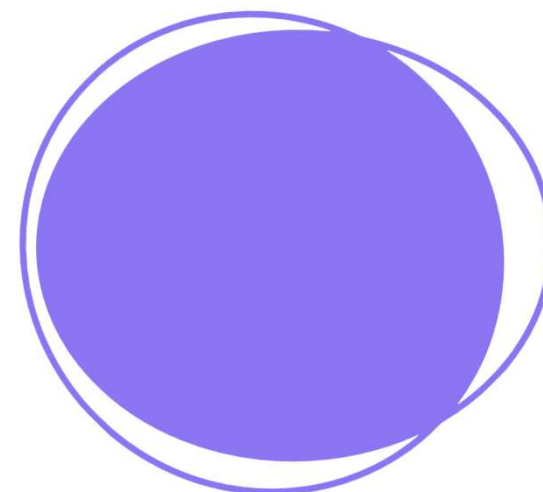


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Target groups

August 28th, 2025

Identifying your target groups



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Recap



Identification of Target groups

Looking at the market side of stakeholders will mostly provide a complete new view on your research and the innovation potential

Who is my customer? Who am I partnering up with?



Who benefits by applying your offering?
Who would “pay” for your offering?

Those are fundamental questions, and yet relatively difficult to answer with great clarity

TEAM UI



You can't do it all on your own!

Who supports your project?



Why you?

Who is offering alternative solutions?

One key question for the business model: „which type of market is my technology going to address?“

B2B vs. B2C

Business-to-consumer (B2C)

Scores of customers scattered across vast regions

(typically) Small transactions

Short decision cycles

Addressing mass markets through advertising (e.g. TV)

Few strict product standards (except medical/pharma)

Business-to-business (B2B)

Few customers, often with a regional focus

(typically) Large purchasing decisions

Long decision cycles

Focus on personal sales

Very strict product standards

B2B or B2C?



A distinction between B2B and B2C proves to be very useful for market segmentation

Typical criteria for market segmentation

Business-to-consumer (B2C)

Geography	Country, Region, urban, rural, ...
Demography	Socio-economic group, age, gender, occupation, ...
Behaviour	Willingness to buy, use rate, loyalty, ...
Psychographics	Personality, lifestyle, attitude, ...

⋮

⋮



Business-to-business (B2B)

Demography	Industry, company size, location, ...
Operations	Technology, user status, capabilities, ...
Purchasing approach	Purchasing decision path, KPC, relationship type, ...
Customer state	Urgency, project size, application, ...
Personal characteristics	Loyalty, willingness to take risks, ...

⋮



⋮

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Especially in B2B, a „customer“ is not just a customer

The many „faces“ of a customer

Consider?

Avoid?

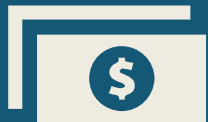
The Focus?



The user



The experts



The purchaser



The saboteur



The recommenders



The decision maker



The outsiders



The influencers



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Avoid



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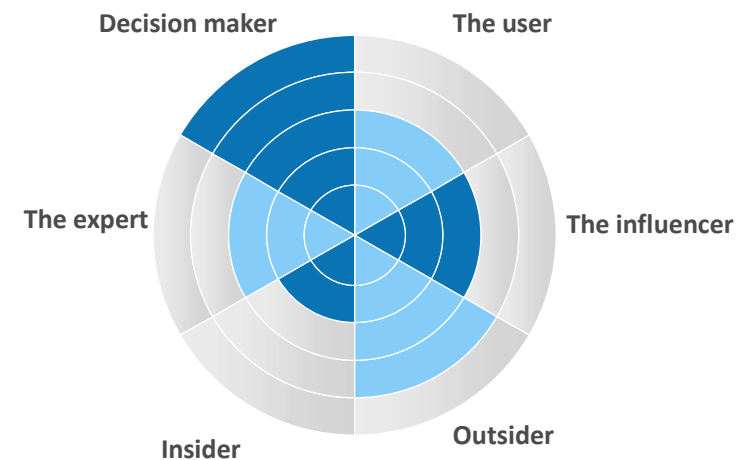
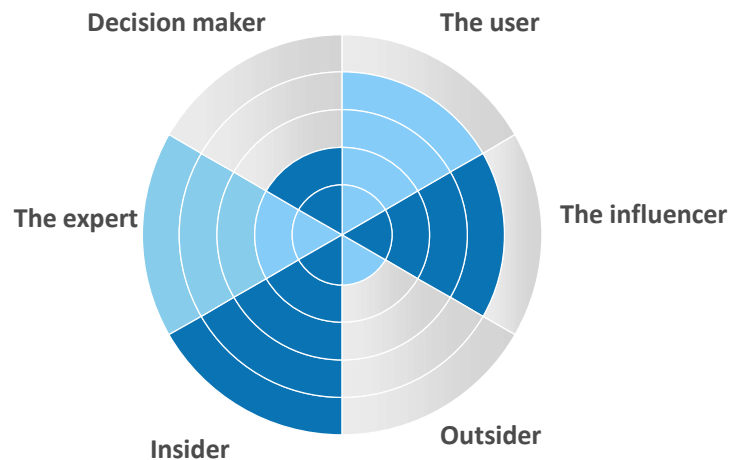


The saboteur



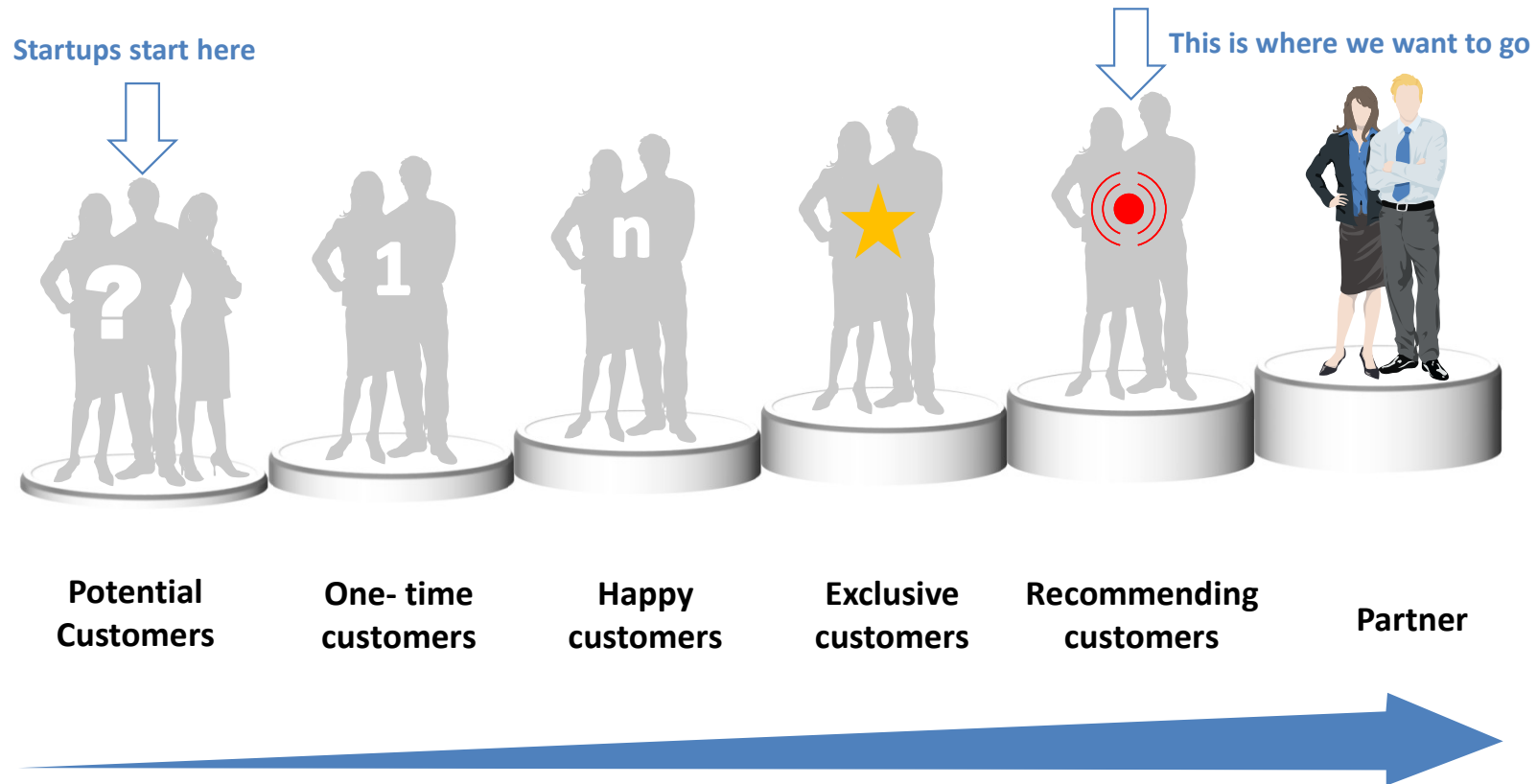
Especially in B2B, a „customer“ is not just a customer

The many „faces“ of a customer



**There are different types of customer relationships.
With start-ups, there is a lot of uncertainty at the beginning**

Customer types



Within each highly prioritised segment you can find primary target groups

Target groups



	Food & Beverage Packaging	Foodservice & Hospitality	Personal Care Packaging	Agriculture & Horticulture
				
Bioplastics from SCG	Coffee system components	Coffee chains & cafés	Skincare jars & caps	Plant pots
Use case	Coffee grounds collected are processed into SCG-bioplastic compounds serving as coffee capsules and dosing scoops	Café chains install SCG collection bins and buy back branded lids, stirrers, or reusable trays made from SCG-bioplastic	Cosmetic companies adopt SCG-bioplastic for cream jars, balm containers, and lids	SCG-bioplastic is injection-moulded into seedling pots, nursery transit pots, and decorative garden planters
Problem-Solution-Fit	→	↗	↗ ↗	↗
Market Potential	↗ ↗	→	↗ ↗	↗
Risk Assessment	↗	→	→	↘



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Problem-Solution-Fit				
Market Potential				
Risk Assessment				

Bioplastic producers

NatureWorks

Totolinerlogies Corbion

NOVAMONT
A Versalis Company

kaneka

BASF
We create chemistry

NaturePlast
Bioplastics Expert

Pot manufacturer

Modiform®

DESCH
Pasquini&Bini
where your roots are safe

SOPARCO
EXPERTISE ET INNOVATION

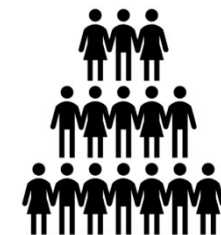
PÖPPELMANN

Lechuza®
Pflanzgefäße | Soil-Watering Planters

scheurich

elho®
with Root in Action

Final customer



...

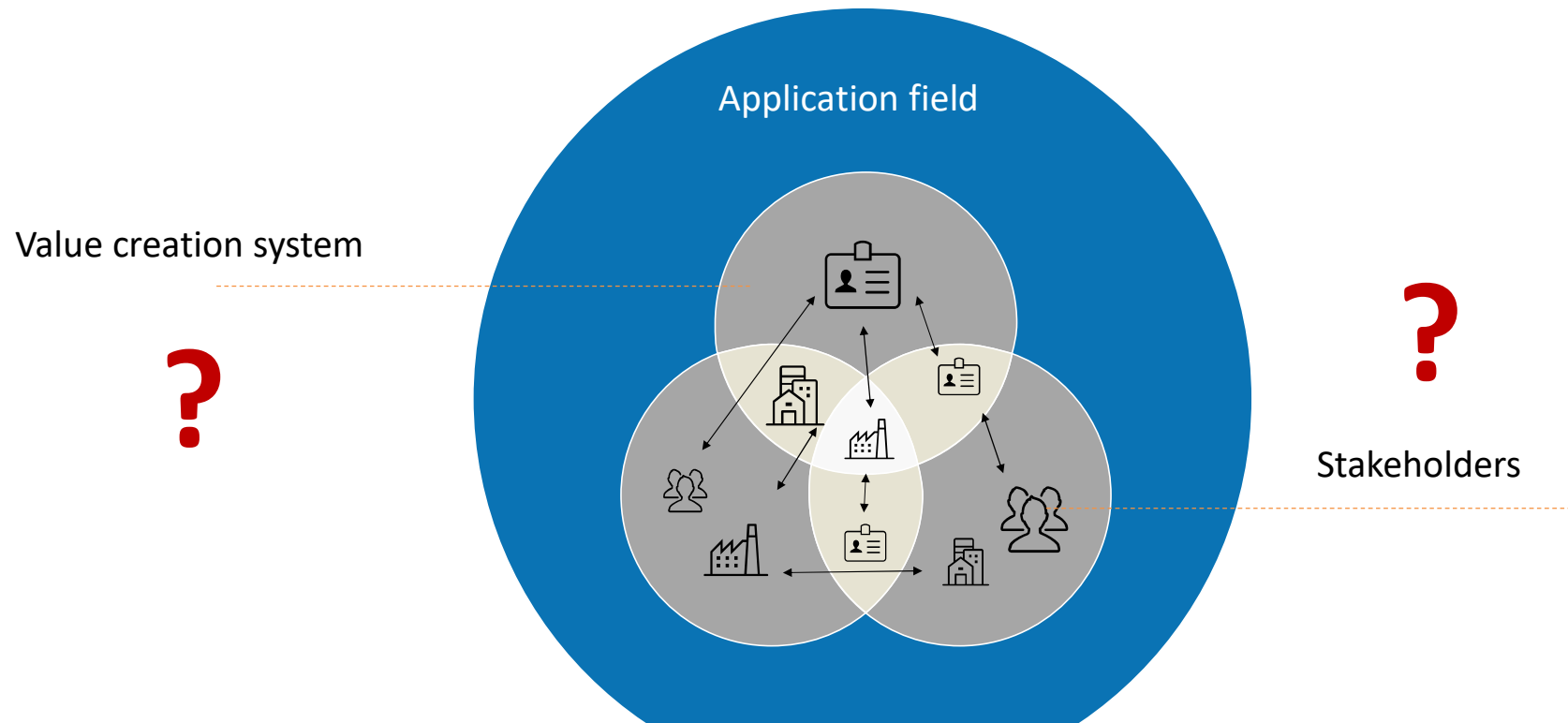
leit Food

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Looking at the market side of stakeholders will mostly provide a completely new view on your research and the innovation potential

Stakeholders and Value creation



All stakeholders interact within a value creation system within the application field with their specific roles. Identifying your role is crucial to address the right people and organisations

The value chain can help to understand your role in the market

Value chain definition



A value chain is a set of activities that one or many organisation(s) perform to deliver a **valuable** product for a market

Example:



Iron ore

121€ / ton.



Raw steel

3.631€ / ton.



Steel foil

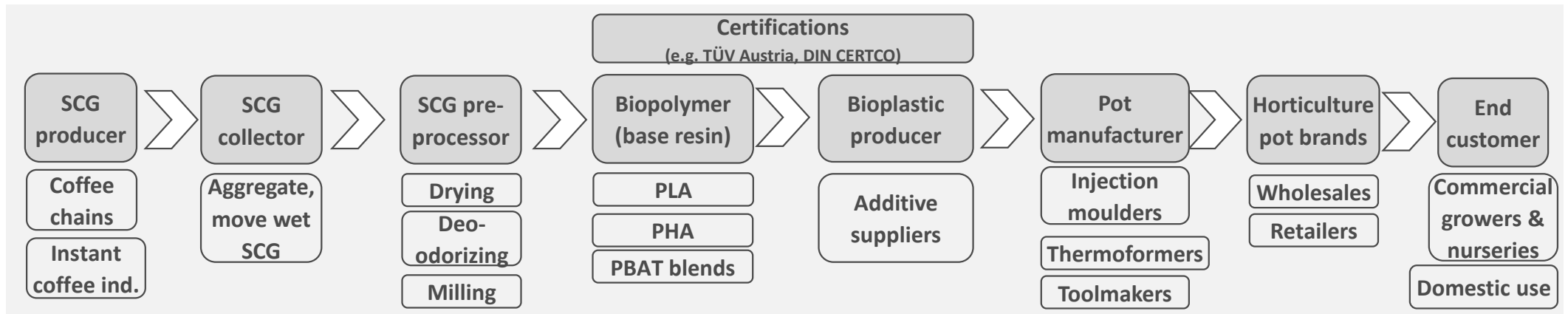
10.213€ / ton.

...



Example: SCG-bioplastic plant pots value chain

Value chain – Bioplastics from Spent Coffee Grounds (SCG)



Describe the main stakeholders and their interests in relation to your solution

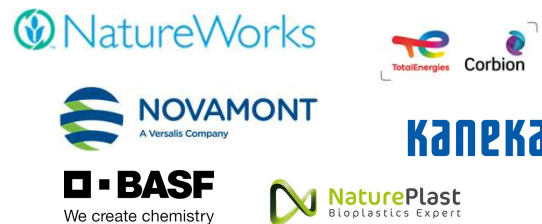
Stakeholders

SCG pre- processor



- **Role:** Turn wet SCG into consistent, odor-neutral, low-moisture, controlled-particle filler ready for compounding
- **Needs:** Steady feedstock contracts, tight QA ($\leq 5\%$ moisture, target μm range), energy-efficient operations, and guaranteed offtake
- **Fit:** We lock specs and volumes, explore co-location/heat-reuse to cut energy, and integrate QC so their output drops straight into our compound with minimal variability

Bioplastic producers



- **Role:** Provide base resins and technical support that underpin compound performance, certification, and datasheets
- **Needs:** Application pull-through, robust compoundability with fillers, clear end-of-life positioning, and LCA proof points to win OEM specs
- **Fit:** Co-develop certified compostable resins

Pot manufacturer



- **Role:** Convert pellets into nursery and decorative pots at scale
- **Needs:** Stable pellet quality, predictable flow/impact/UV performance, minimal tooling changes, tight de-stacking tolerances, and competitive €/kg
- **Fit:** SCG-bioplastic compounds run on PP/PLA-like settings, cut pigment costs via natural coffee tone, and unlock a premium “waste-to-value” story without hurting throughput

TEAM UP

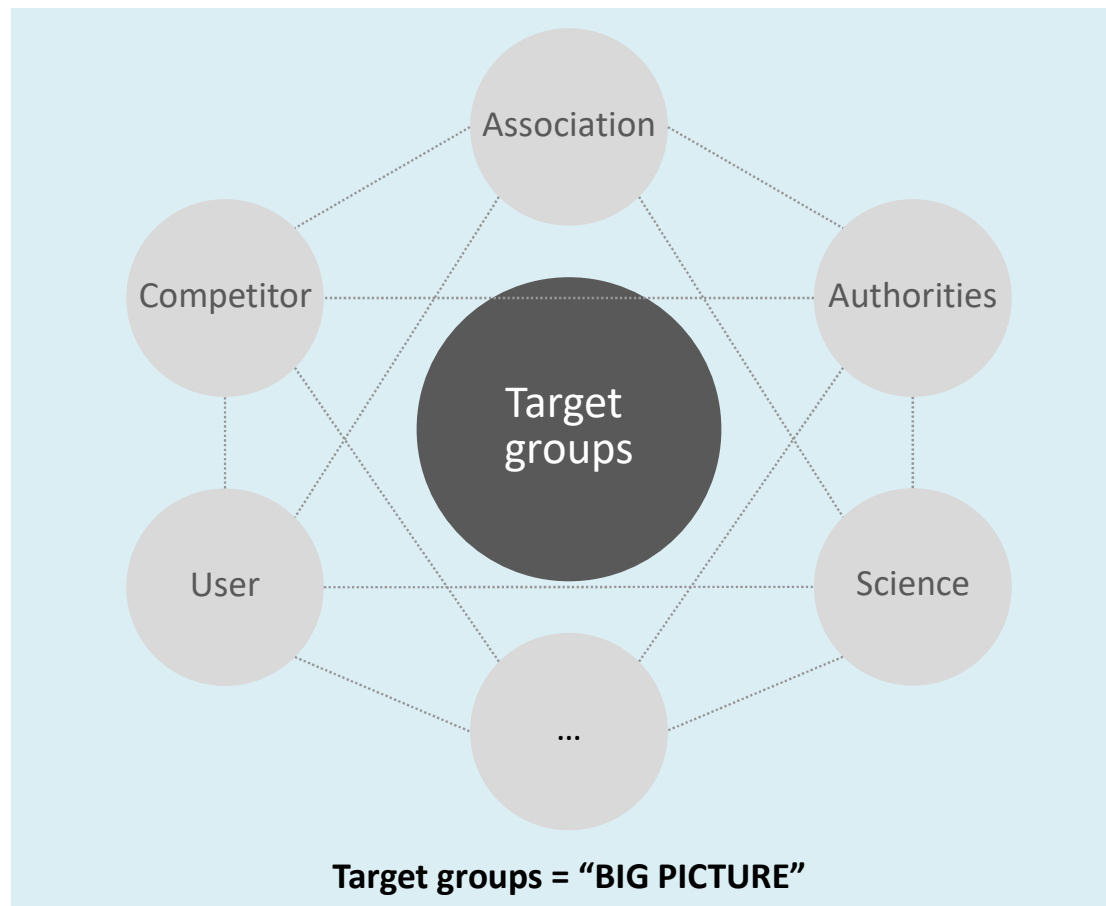


Validate innovation opportunities

Primary research : Stakeholders search



Create a list of stakeholders
(customers, suppliers, partners...)



od



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A questionnaire needs to be permanently updated and adapted during a market study

Primary research: Interview guide

Background / „Legend“

Short and to the point

Loosening

Questions about trends and general opinions as an introduction to the topic

Key questions

Ask open Questions if possible (no yes/no) and use in-depth questions / optional questions if required

Farewells

Friendly, may I call again? Do you know other experts?

Listen
carefully

A questionnaire is iterative and "lives and breaths" during a study. If new core questions arise, add them (similar to BM Canvas)

Questions that have already been answered are deleted. Keep it simple!

Protocol writing prevents a conversation. Look for alternatives!

No keyboard typing in the background!

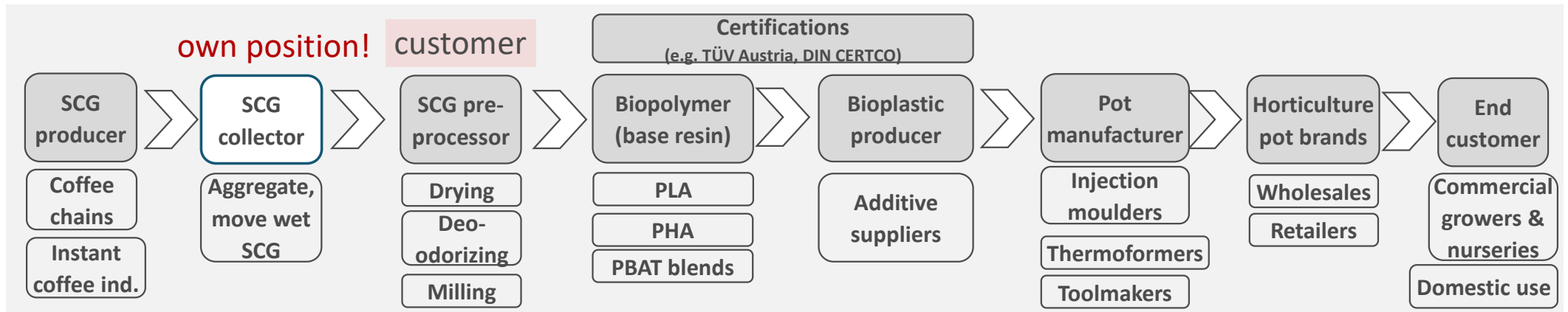
Don't despair of the secretariat. Stay friendly and be positive

Questions regarding prices / costs only at the end, unless the market enables you otherwise



Example: SCG-bioplastic plant pots value chain

Value chain – Bioplastics from Spent Coffee Grounds (SCG)



Stakeholder system (my position as SCG collector)

My role is to act as a hub of a circular chain linking coffee generators (cafés, office canteens, hotels, roasteries) to downstream materials players and, ultimately, pot makers and retailers

Upstream, I design the routine—bins/liners, clear signage, pick-up cadence—to keep contamination low and odour under control; sideways, I coordinate logistics (micro-hubs, backhauls, route density) so wet tonnes move within 24–48 hours

Downstream, I hand over predictable, traceable feedstock to pre-processors, who dry/de-odorise/mill, then to compounders and biopolymer suppliers running trials, and finally to injection moulders and brands who convert demand

Customer system (drivers, barriers, requirements)

My customer “SGC pre-processor” buy because SCG lowers material cost versus neat biopolymer, adds authentic ESG content and narrative, and can cut pigment SKUs while preserving processing speeds. These help my customer sell to their customers

What blocks adoption is variability (moisture, particle size, odour), supply interruptions, contamination risk, and any mismatch between product claims and local end-of-life infrastructure.

To proceed, they require forward volume visibility and SLAs, strict specs ($\leq 1\%$ contamination, moisture window agreed, target sieve curve), batch-level CoAs and chain-of-custody, hygienic packaging, timely delivery, and pre-acceptance with composters/recyclers where claims are made.



Use Generative AI as a starting point (!) to create the value chain in your prioritised market niche

Suggested Prompt

For the commercialisation of a new **[describe the technology/product/service]**, we are focusing on the niche of **[selected market niche]**

Please carry out a detailed value chain analysis of this niche, with the objective of identifying how to best integrate our solution. Specifically, I need:

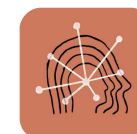
***Breakdown of Key Stakeholders:** Identify the main actors at each stage of the value chain (from raw materials, component manufacturers to end product).

***Specific Value Proposition:** For each key stakeholder (or group), clearly explain how our solution can help them solve problems, improve efficiency, reduce costs, increase revenues, or mitigate risks. Quantify benefits where possible.

Suggested response format for the analysis: Table with three columns: key stakeholder; role; brief explanation of how our solution fits.

We aim to obtain actionable insights to inform decisions on final product development and commercialisation strategy.

Finally, please mention 2–3 key international or European events (trade fairs, conferences) that are representative of the sector.



Next Steps



Homework

- ☐ Please schedule meetings with your team before each session
- ☐ Reach out to coaches and schedule appointments
- ☐ Team work on canvas
- ☐ Team work on market analysis



Next Steps

Save the Dates

August 28th
Session 6
Target
groups

September 4th
Session 8
Legal issues

August 26th
Session 5
Market
niche

September 2nd
Session 7
Business
model

DELIVERABLE
Business model
& Team Canva
8th September



Contact Us!

Do you have any questions?

teamup@eitfood.eu

