Funded by
the European Union

Business Model Training

20 May 2025, 10:00 – 13:00h CET

Funded by the European Union

Housekeeping rules

The session is recorded

Keep your mic muted

Change your name and add your organisation

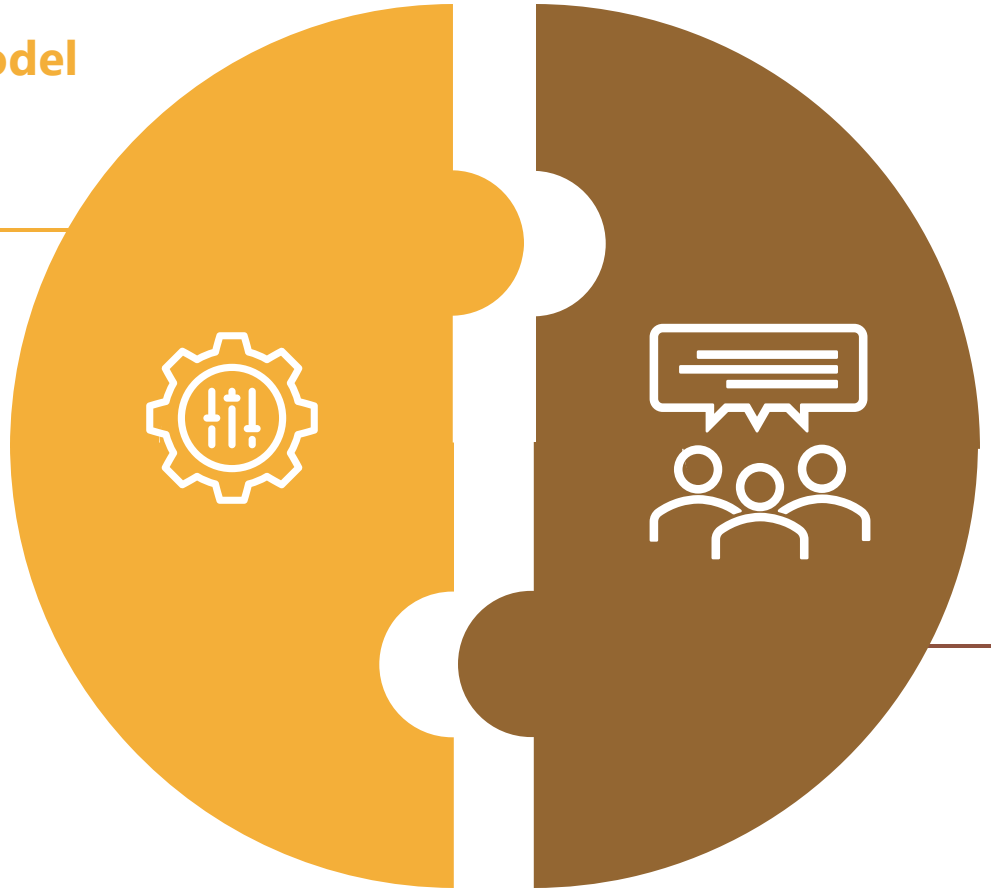
Type your question(s) in the chat

The Business Model Training

Part 1: Business Model Training

20 May

What are Business Models?
The PREPSOIL Business Model Canvas
Real-life insights



Part 2: Questions & Answers

28 May

Answer question regarding the Business Model Canvas

Who are your trainers?

Isabelle Couture
International Project Manager,
ENoLL

PREPSOIL

Mar Ylla
Junior Project Manager,
ENoLL

PREPSOIL

SOILL

Michelle Gonzalez
Junior Project Manager,
ENoLL

PREPSOIL

Korinna Varga
Head of Agricultural Policy Research Group, ÖMKi

SOILL

Today's Agenda

Part 1: Business Model Training

01

What are Business Models?

Understanding what are Business Models and the context of LLs

02

PREPSOIL's Business Model Canvas (BMC)

Understanding the systemic approach to Soil Health Living Labs

03

Real life example: OMKI

Presentation of the Business Model Canvas from OMKI's Living Lab

04

How to complete the BMC

Step-by-step process to complete the BMC

05

Tools and real-world insights

06

Support from SOILL and next steps

What is **PREPSOIL**?

= Preparing for the 'Soil Deal for Europe' Mission

Creating **awareness and knowledge** on **soil needs** among stakeholders in **European regions**

Soil Needs	Monitoring	Web portal	**Living Labs**
Soil needs assessments in 20 European regions	Harmonization and imporvement of monitorning approaches in Europe	Knowledge Hub, LL atlas, promotion of best practices, knowledge exchange	Business models, mapping of Soil Health LLs, classification

Close collaboration with:

SOILL

NATIOONS

What is **SOILL**?

Support Structure for Soil Living Labs

Framework Partnership Agreement 2024-2030

SOILL aims to set up and run an **effective**, **agile**, **transdisciplinary**, **diffuse**, **open** and **fair** one-stop-shop structure to coordinate, support, enlarge, and promote the network of 100 living lab and lighthouses funded under the Soil Deal Mission and ensure their **co-created user-centred**, **harmonized**, **reliable**, **impactful**, **replicable**, and **sustainable** lead of the transition towards healthy soils.

SOILL-Startup aims to co-design and launch the SOILL one-stop structure for coordination, support, enlargement, and promotion of the network of 100 SHLLs/LHs in participatory collaboration with the first waves of SHLL/LHs and key stakeholders and initiatives.

What is your mindset for today?

Select a reaction or emoji!

Introduction to the Mission ‘A Soil Deal for Europe’

UNHEALTHY SOILS

- Soils degraded by human activities, including anthropogenic climate change;
- Concerns about 2/3rd of European soils: agricultural, natural and rural;

- **100 Living Labs and Lighthouses** across all land uses: agricultural, forestry, natural, industrial and urban sites;
- To give visibility to soils as a crucial, yet widely “unrecognized” societal asset and public good;
- To pioneer, showcase and accelerate the transition to healthy soils.

Mission Soil Objectives

1. Reduce desertification
2. Conserve and increase soil organic carbon stocks
3. Stop soil sealing and increase re-use of urban soils
4. Reduce soil pollution and enhance restoration

5. Prevent erosion
6. Improve soil structure to enhance soil biodiversity
7. Reduce the EU global footprint on soils
8. Improve soil literacy in society

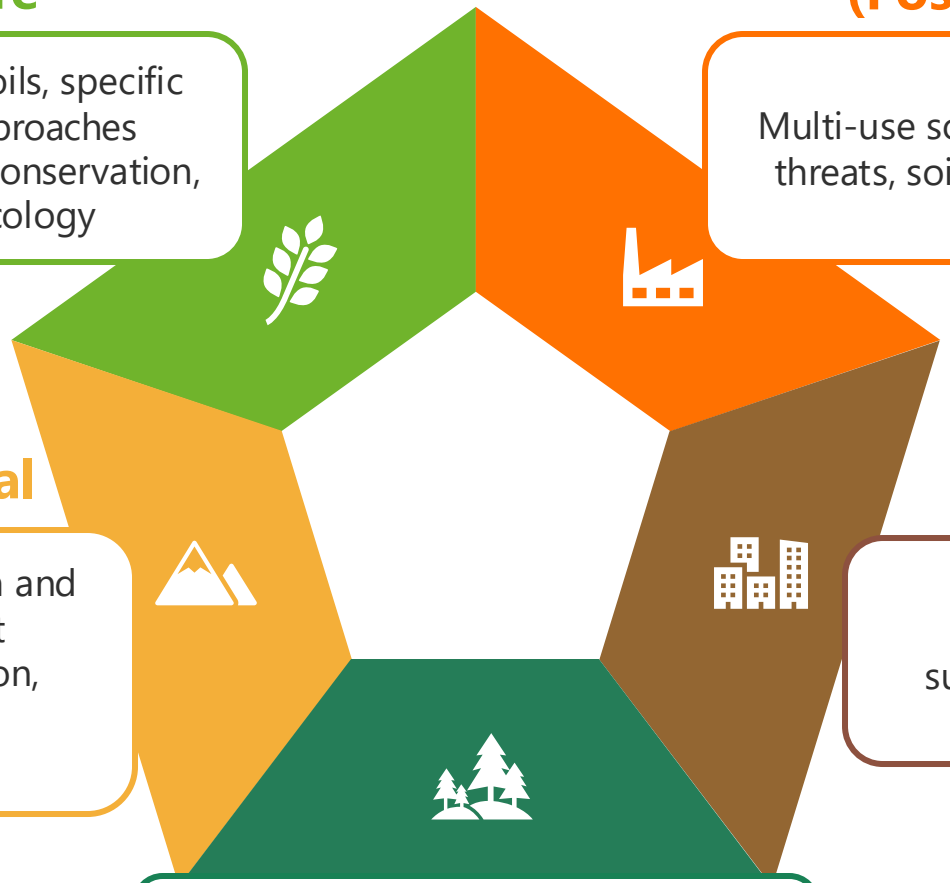
Land-use types

Agriculture

Organic and mineral soils, specific farming systems approaches (organic, regenerative, conservation, precision), agroecology

(Post-)Industrial

Multi-use soils, soil restoration, soil threats, soil sealing and pollution



Natural and semi-natural

Natural soils, specific conservation and restoration approaches (forest management, wetland restoration, erosion control, biodiversity conservation).

(Peri-)Urban

Multi-use soils, soil threats, sustainable urban planning, etc.

Forest related measures (Forest Strategy 2030), land fragmentation, abandonment, landscape planning.

Forestry

What are **Soil Health Living Labs**?

Soil Health Living Labs

Collaborative initiatives to co-create knowledge and innovations

"User-centred, place-based and transdisciplinary research and innovation ecosystems, which involve land managers, scientists and other relevant partners in systemic research and co-design, testing, monitoring and evaluation of solutions, in real-life settings, to improve their effectiveness for soil health and accelerate adoption."

Multi-stakeholders
Quadruple helix model

User-centred
Involve all relevant partners in co-design, testing, monitoring and evaluation of solutions

Real-life environment
Real life setting

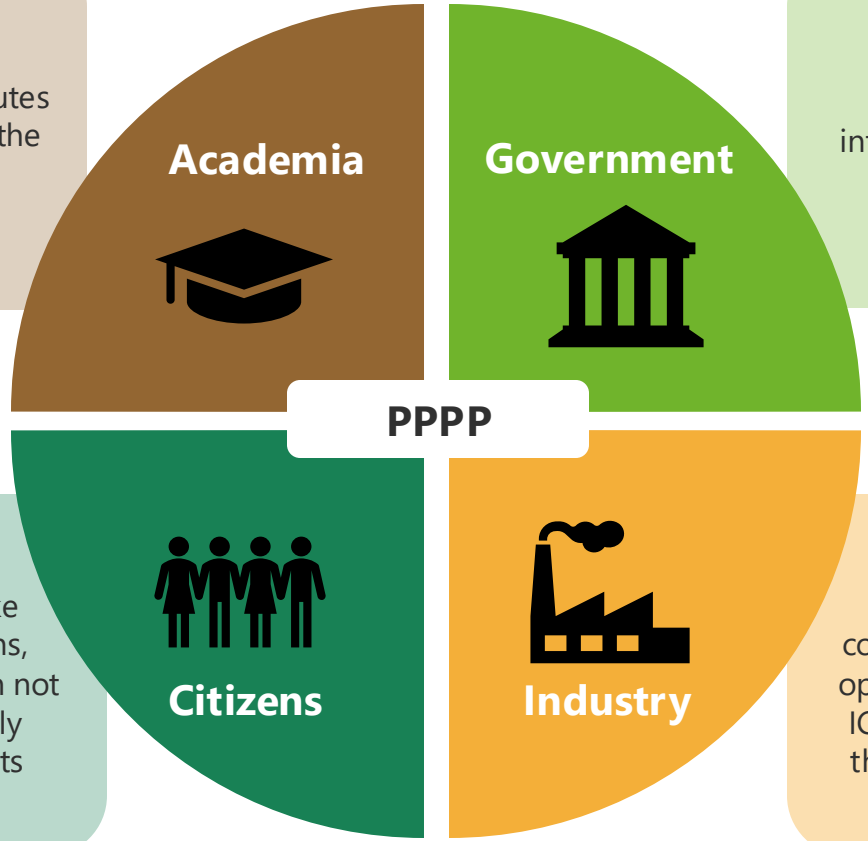
Several sites
e.g. farms, forest exploitations, city parks at **regional** or **sub-regional** level.

Alignment to Mission goals and strategies (SOILL)

Stakeholders in Living Labs

Academia
Schools, colleges, universities, research insitutes and innovation labs of all types, whether in the public,
private or civil sectors

Government & Public sector
Central, regional & local governments, intergovernmental organizations, government entities like ministries & agencies, public administrations & other publically-owned entities



Citizens, civil society & users
Both non-profit formal organizations like NGOs, charities, foundations, associations, trades unions & social entrepreneurs when not profit-seeking & more informal & loosely organized communities, citizens, interests groups & movements

Industry
Firms, companies, entrepreneurs, SMEs, corporates, other profit seeking organizations operating in the market, including commercial ICT & technology sectors, representatives of these stakeholders like employers' and trade organizations

Types of **Living Labs in soil**

Mission Soil Living Labs

Living Labs that are **specifically funded** under the dedicated topics of the **Mission Soil**. Fully compliant with eh criteria of the Mission Soil.

European Living Labs

Living Labs that exist within the **broader European landscape** that are fully aligned to the Mission Soil criteria but **do not receive direct funding** form the dedicated Mission Soil topics

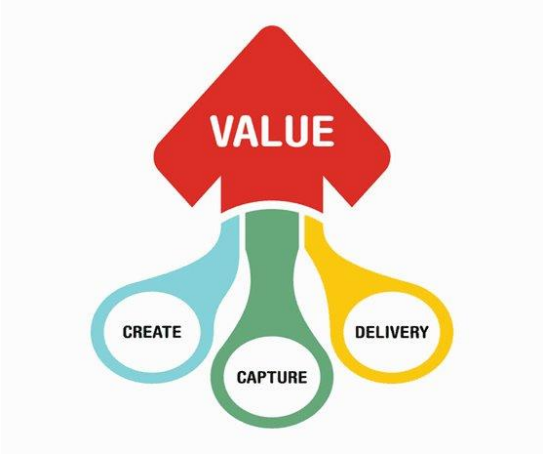
Emerging Living Labs

Potential and emerging Living Labs including **on-the-ground experiments and pilot projects**, they have **not yet fully aligned to the Mission Soil Criteria**

Why Business Models?

What is a Business Model?

A business model is how an organisation **creates**, **delivers**, and **captures value**."



Business model is a term used to define a company or organisation's plan for **making a profit.**

The plan defines:

What the company will sell

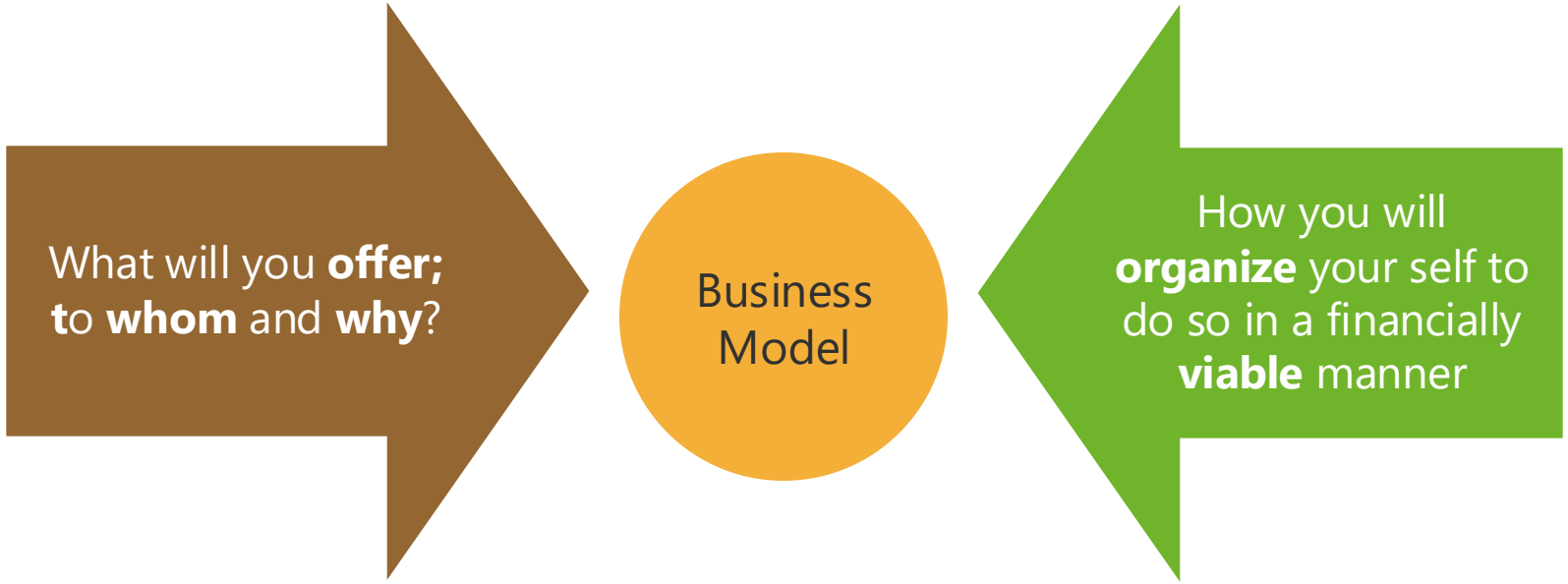
Who it will sell it to

and how much it will cost to make its products or services

Business models are designed to help companies in attracting investments whilst navigating internal managerial structures.

In other words…

A business model is a **set of decisions** that defines…



Terminology - Business Plan & Business Model

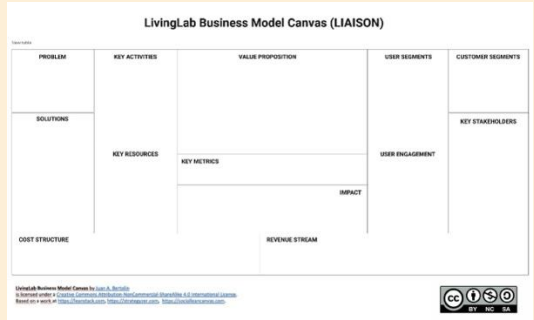
BUSINESS PLAN

- Rigid and detail-specific strategies and tactics
- Useful for outlining detailed operational and financial strategies
- Less adaptable to changing circumstances and unique environments of LLs.

BUSINESS MODEL

- Flexible conceptual frameworks that evolve with changing conditions.
- Allow LLs to respond to new opportunities and challenges, fostering innovation, strategic agility, and long-term sustainability.

Business Model Canvas (BMC)
A practical tool to build your business model, (widely recognised and extensively utilised in innovation management)



Why Business Modelling?

1. **Sustainability**. Coping with the complexity of partnership, after the (initial) project financing has ended

2. **Value creation**. Analysing, stimulating and protecting it's created value within the partnership

3. **Business creation**. Ensuring market for products/services and the role out to market, also no economic value (upscaling)

4. **Growth/exploitation**. Build out of the ecosystem and new strategic lanes to take

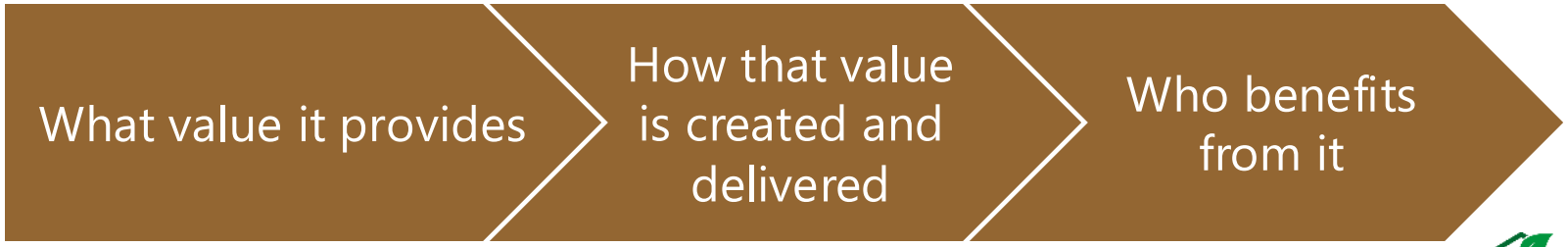
Business models of Living Labs

Creating a **viable business model** that offers **value** to all different types of new and/or involved stakeholders is **key to the sustainability of a Living Lab.**

Critical elements to be considered are, for example, *funding sources, value proposition, impact, purpose, and key metrics*.

- Most Living Labs in Europe currently depend on **public grants and subsidy programs**.
- The **biggest challenge** is generating revenue from **private markets**.

- To move toward **financial independence**, a Living Lab must begin by clearly defining:



The development of the PREPSOIL Business Model Canvas

Approach and key steps

Webinar: Smart Financing and Sustainability of Soil Health Living Labs & Lighthouse

UNDERSTAND

- Literature review
- Co-creation
- Analysis
- Ideas on financing and sustainability of Soil LLs & LHs from current research, services in place and real cases

Workshop with mature LLs
Discuss the concept of BMs and BPs and their utility to ensure long-term financial sustainability.

Workshop: PREPSOIL - SoilValues (M22) to enhance and validate results for BMs.

SoilValues

EVALUATE

- Validation
- Analysis, enhancement of inputs and further classification (spheres of intervention for each of the elements)

CO-DESIGN

- Tailor-made BMC for Soil LLs & LHs
- Filled BMCs according to land use type
- Classification of elements across the various levels

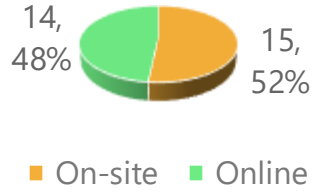
PREPSOIL Partners

Business Model Canvas development

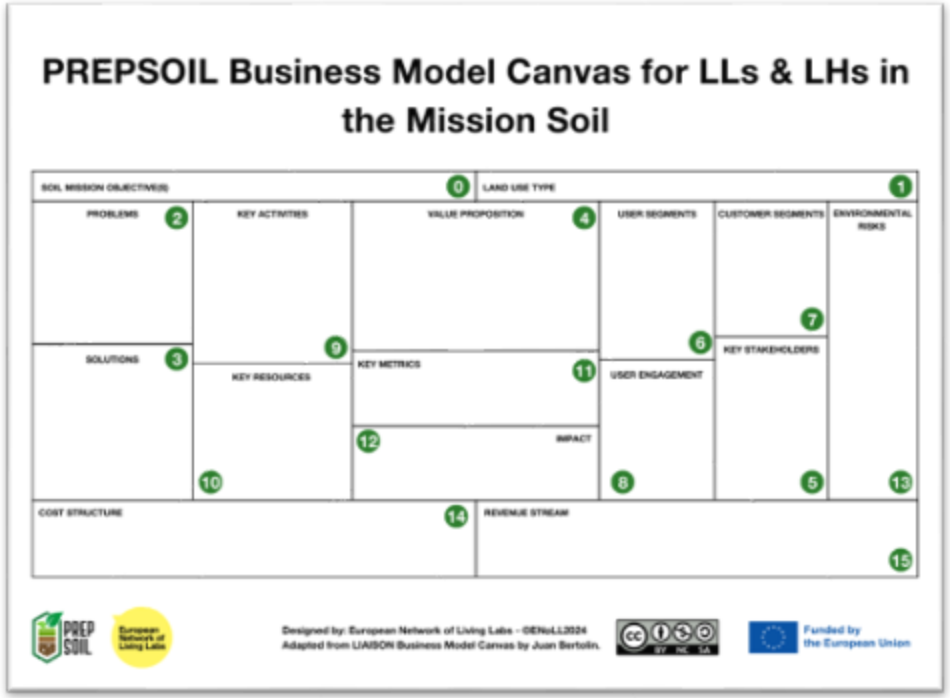
Analysis & desk research

- Literature on LL business models
- Identification of mature LLs
- Identification of LL BM experts

Workshop with mature LLs



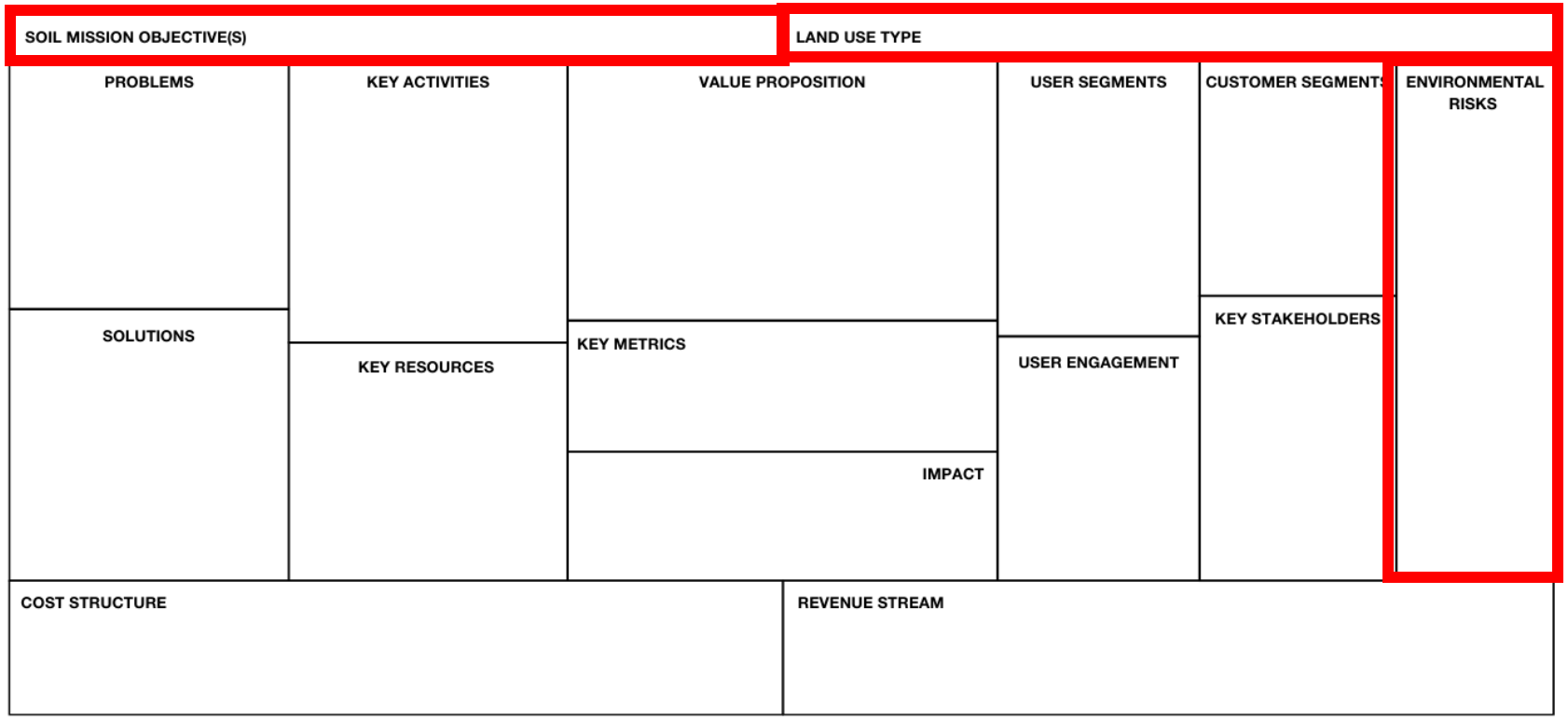
Workshop with Soil Values



SoilValues

The PREPSOIL Business Model Canvas

The Business Model Canvas (BMC) for LLs & LHs contains 2 overarching components (Soil Mission Objectives and land use types) , and 14 elements.



New

PREP SOIL

European Network of Living Labs

Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

CC BY NC SA

Funded by the European Union

Click here for a higher resolution image.

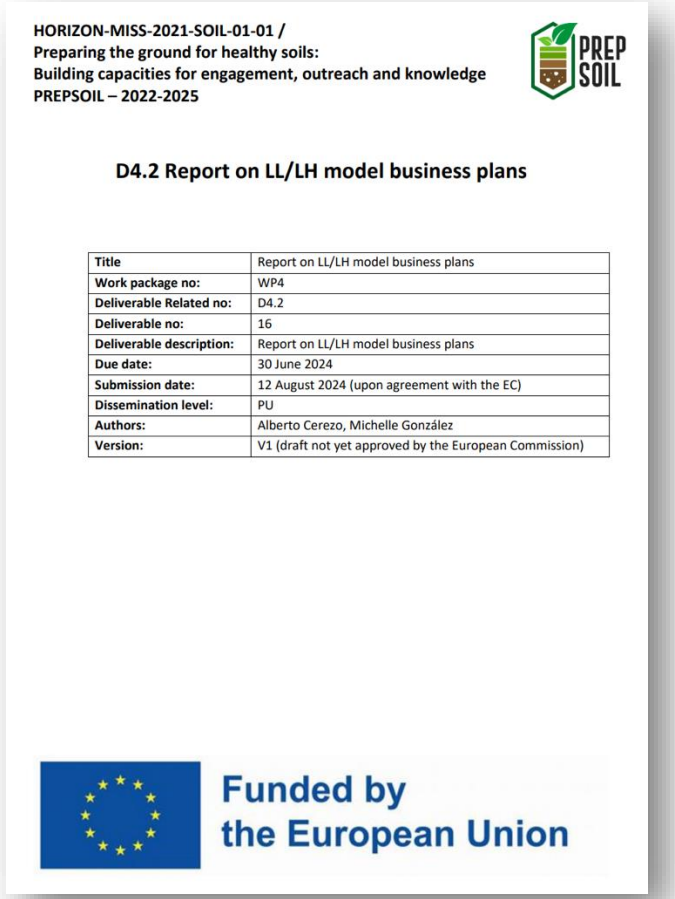
PREP SOIL

SOILL STARTUP

Report on LL/LH model business plans

PREPSOIL - Business Model Canvas for Soil Living Labs and Lighthouses:
https://zenodo.org/records/12819107

PREPSOIL Report on LL/LH business model plans (D4.2): https://zenodo.org/records/12919420



HORIZON-MISS-2021-SOIL-01-01 /
Preparing the ground for healthy soils:
Building capacities for engagement, outreach and knowledge
PREPSOIL – 2022-2025

D4.2 Report on LL/LH model business plans

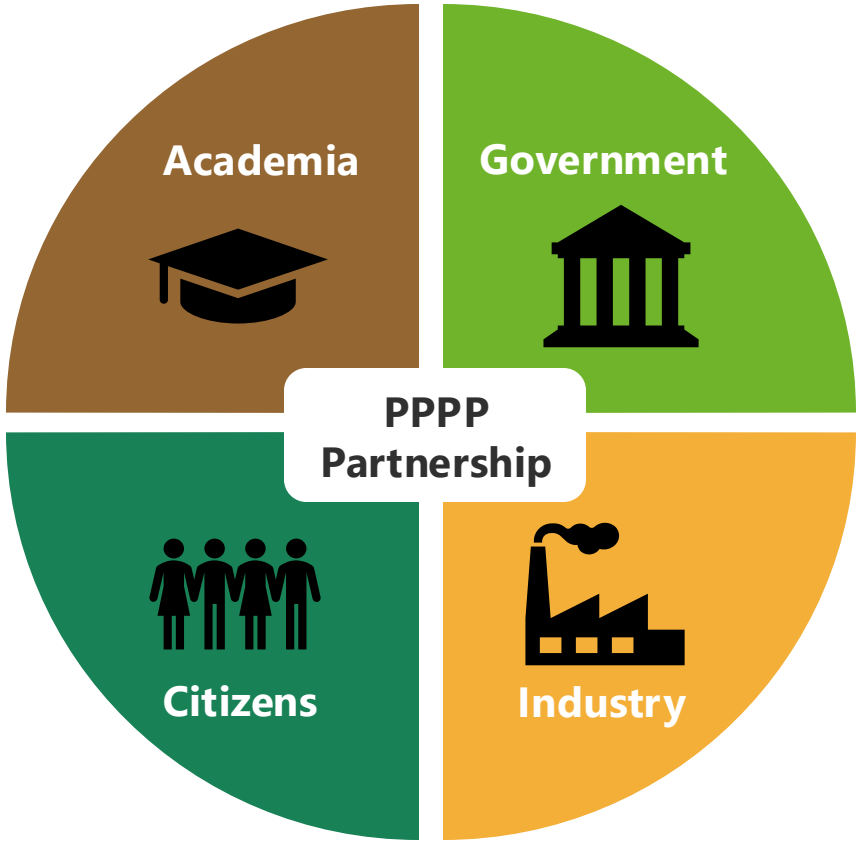
Title	Report on LL/LH model business plans
Work package no:	WP4
Deliverable Related no:	D4.2
Deliverable no:	16
Deliverable description:	Report on LL/LH model business plans
Due date:	30 June 2024
Submission date:	12 August 2024 (upon agreement with the EC)
Dissemination level:	PU
Authors:	Alberto Cerezo, Michelle González
Version:	V1 (draft not yet approved by the European Commission)

Funded by the European Union

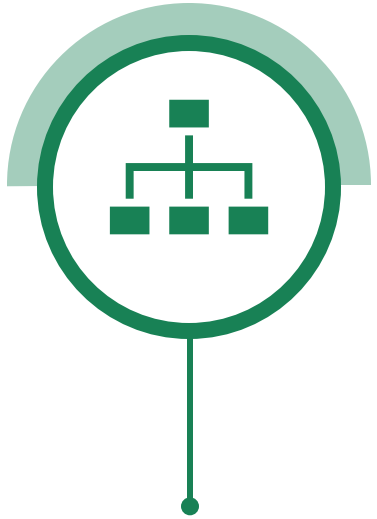
Who to involve in the BMC?

Who to involve?

The development of a business model for Living Labs should actively involve all stakeholders of the **Quadruple Helix Model** who have a **vested interest in the success and impact** of the Living Lab, and **who contribute directly to its activities.**



Stakeholders needed

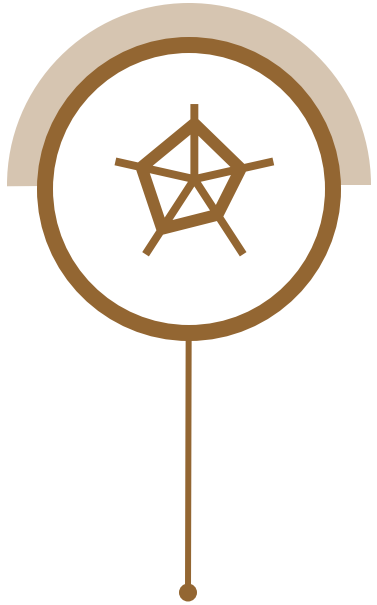


Organisational contributions

Offering **infrastructure**, **expertise**, or **operational support** to enable implementation and experimentation.

Financial contributions

Providing **funding** or **resources** essential for the Lab's sustainability



Strategic contributions

Participating in **governance** and **decision-making** processes to guide the Lab's vision and priorities.

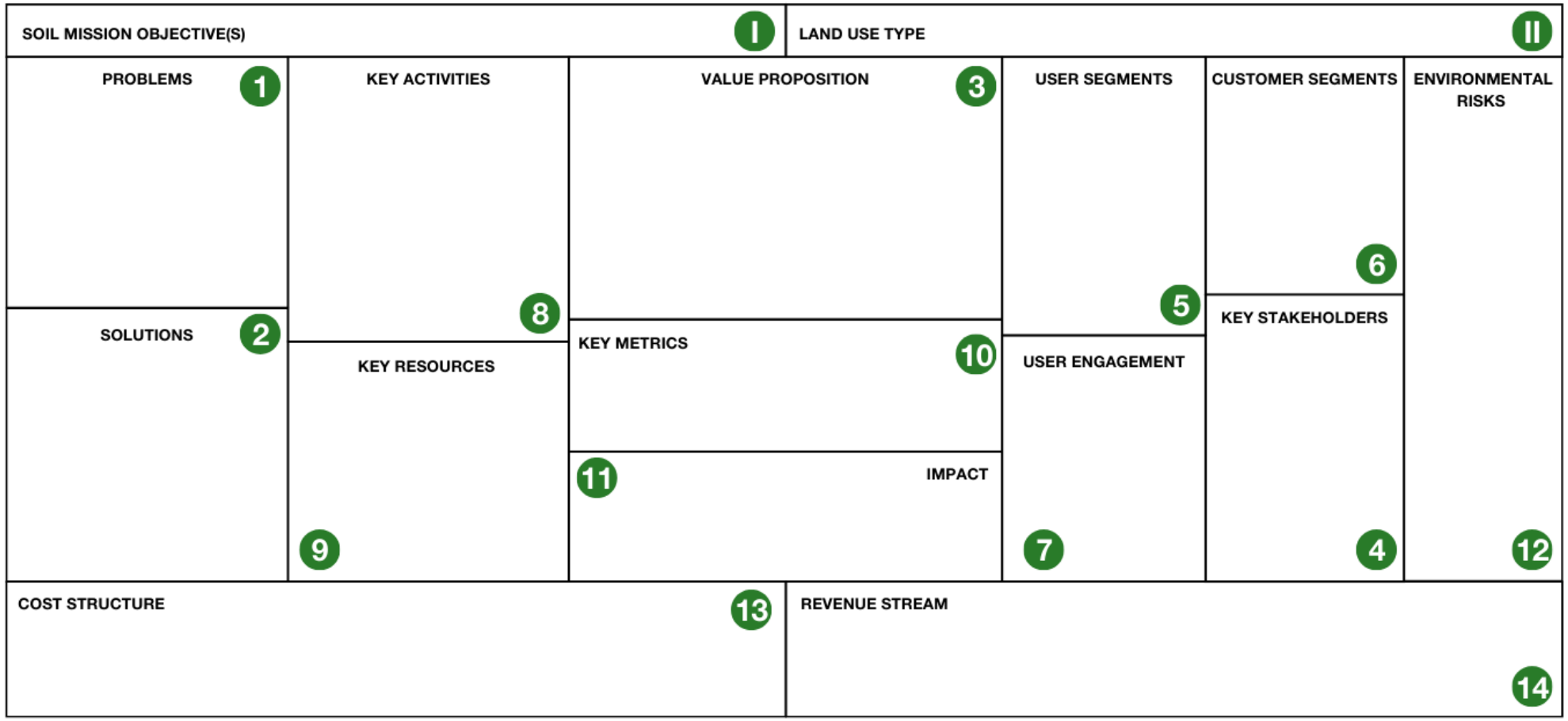
Living Lab's core management team

Central role in **synthesizing** and **aligning** these inputs into a coherent and actionable BM.

Ensure that the **collaborative effort reflects** the **shared objectives** and **values** of all stakeholders involved.

How to complete the PREPSOIL BMC

Steps to complete the BMC



Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

Click here for a higher resolution image.

Steps to complete the BMC

STEP 0.1

Mission Soil Objectives

The objective(s) pursued by the soil LL according to the Mission Soil Implementation Plan

STEP 0.2

Soil Use Type

Specify the land-use type the LL will address

STEP 1

Problems

Specific soil health issues the Living Lab aims to address, along with challenges faced by users and stakeholders

STEP 2

Solutions

The LLs response to the identified problems, outlining the approaches and innovations to be implemented

STEP 3

Value Proposition

The unique benefits the LL offers to users and stakeholders.

STEP 4

Key Stakeholders

Crucial actors for success, such as partners, funders, regulators, and community groups.

STEP 5

User Segments

Those who benefit from and interact with the Living Lab.

STEP 6

Costumer Segments

Those who may pay for the Living Lab's products, services, or solutions.

Steps to complete the BMC

STEP 7

User Engagement

Strategies to attract and retain users and stakeholders in the Living Lab.

STEP 8

Key Activities

Essential actions to deliver the value proposition and solutions.

STEP 9

Key Resources

Tangible and intangible assets needed to carry out activities effectively.

STEP 10

Key Metrics

Indicators linked to value and activities, used to track progress and measure short- and long-term impact.

STEP 11

Impact

The broader environmental, economic, and social outcomes aligned with the Living Lab's mission.

STEP 12

Environmental Risks

Potential external threats to activities and goals. Mitigation strategies are essential for resilience.

STEP 13

Cost Structure

Overview of fixed and variable costs for budgeting and planning.

STEP 14

Revenue Stream

How the Living Lab will generate income or funding to ensure sustainability.

Business Model Canvas ÖMKi On-farm Living Lab

ÖMKi

ÖMKi On-Farm Living Lab Business Model Canvas

Korinna Varga, Head of Agricultural Policy Research Group, Hungarian Research Institute of Organic Agriculture (ÖMKi)

Funded by the European Union

ÖMKi On-Farm Living Lab in a nutshell

ÖMKi On-Farm Living Lab

Agroecology-focused nationwide participatory experimentation network that includes variety of field trials and technology tests **co-designed and co-implemented with farmers with the aim to improve and/or develop new organic/agroecological practices, products, technologies.**

Participating farmers gain feedback directly from their own production experiences, creating space for open innovation and dynamic knowledge co-creation between stakeholders

Research

Living Lab Ecosystem

Arable cropping research

- **Regenerative organic soil cultivation methods**
- Adapting protein crops to organic farming conditions
- Climate adaptation of ancient cereals and value chain creation
- Variety test of cereals for organic farming

Horticulture research

- Replacement of peat in seedling growing practice
- **No-till practices in horticulture**
- Improvement of N-cycle in organic horticulture
- **Impacts of diverse cover crops in vineyard interrows to production and landscape**

Precision farming solutions for animal husbandry

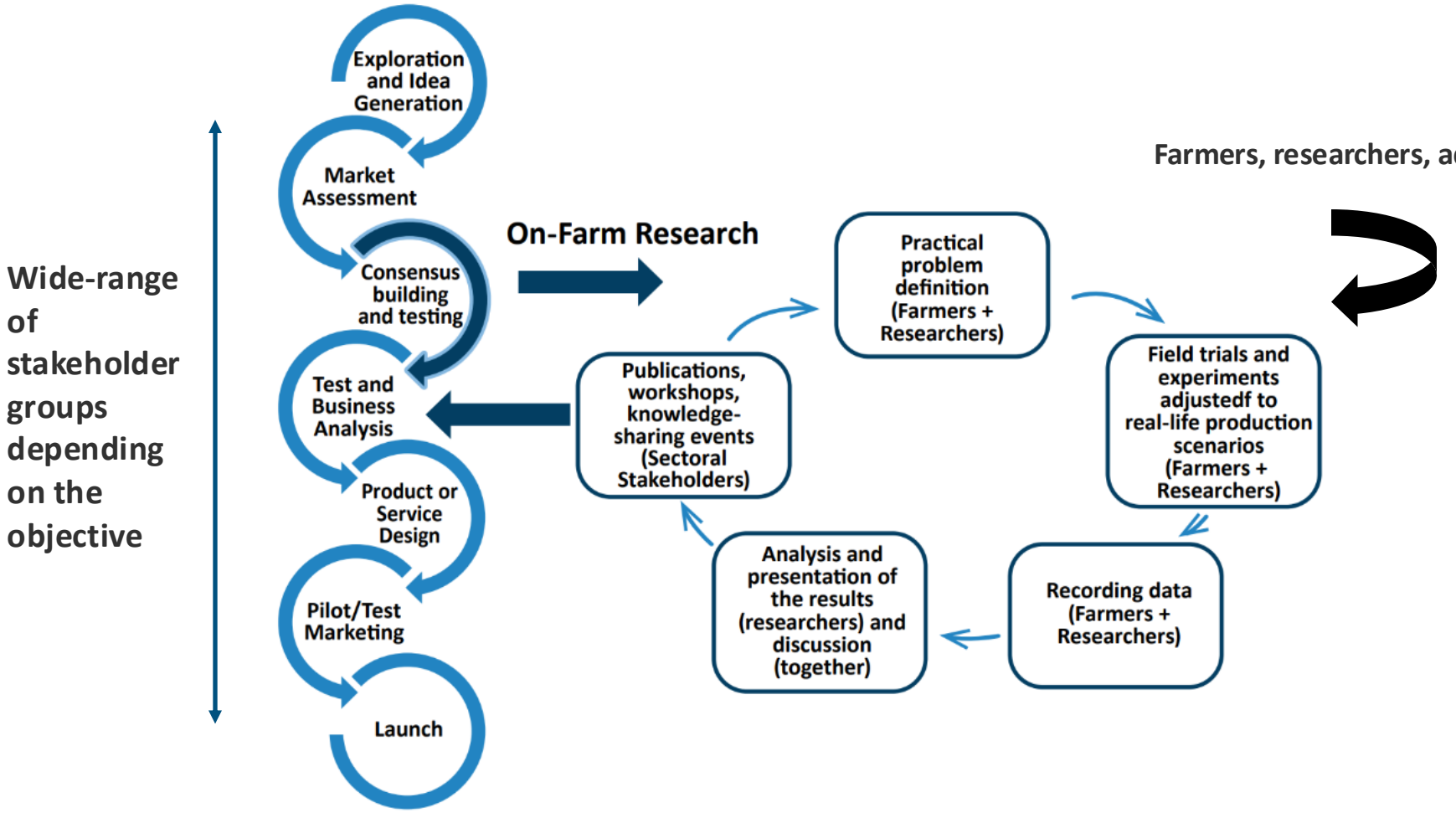
- Enhancing animal welfare in the pasture with the help of digital sensors
- Estrus detection and calving prediction using sensors
- Optimizing pasture use based on rumination values
- Behavioral studies using artificial intelligence

Socio-economics of organic farming

- Exploring the economic aspects and cost-effectiveness of organic conversion
- Systematic collection of domestic retail sales data and consumption trends of organic products
- Impact assessment of ÖMKi on-fam LL

Soil health research

On-farm methodology + product development



Living Lab Achievements

Living Lab Products/Services on the Market:

1. **ÖMKi Living Interrow**: Species rich seed mixture developed for interrows.

2. Landrace Tomato Seedling: Re-introduction of landrace tomatoes as seedlings

3. Organic Landrace Flour (Einkorn, Emmer) (PILOT) Reintroduction of ancient cereals in arable cropping

4. Advisory service for organic and agroecological farmers

ÖMKi On-Farm LL - Financial Sustainability

Background

ÖMKi
Ökológiai Mezőgazdasági Kutatóintézet
Research Institute of Organic Agriculture | Forschungsinstitut für biologischen Landbau
ÉLVONALBELI KUTATÁS. ÖKOLÓGIAI SZEMLÉLET. FENNTARTHATÓ JÖVŐ.

Host organization: Hungarian Research Institute of Organic Agriculture (ÖMKi)

Aim: Fostering scientific research of organic agriculture and agroecology in Hungary on an international level.

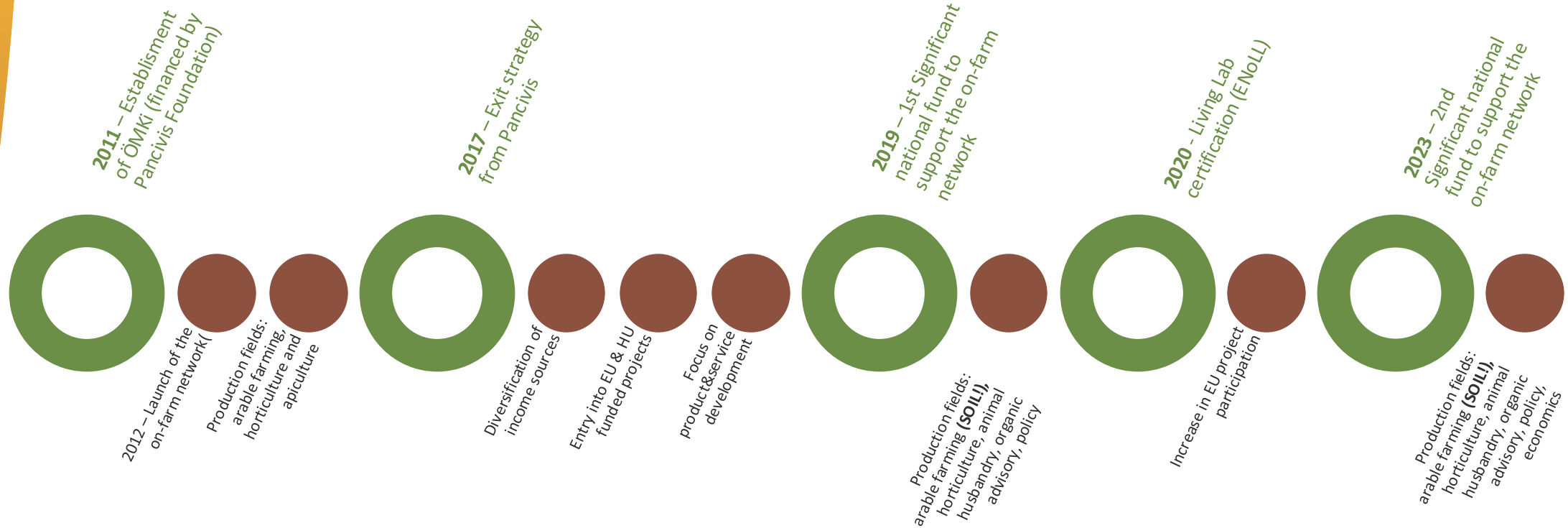
Legal form: non-profit LLC (SME)

→ certain restrictions regarding the type of income may be gained

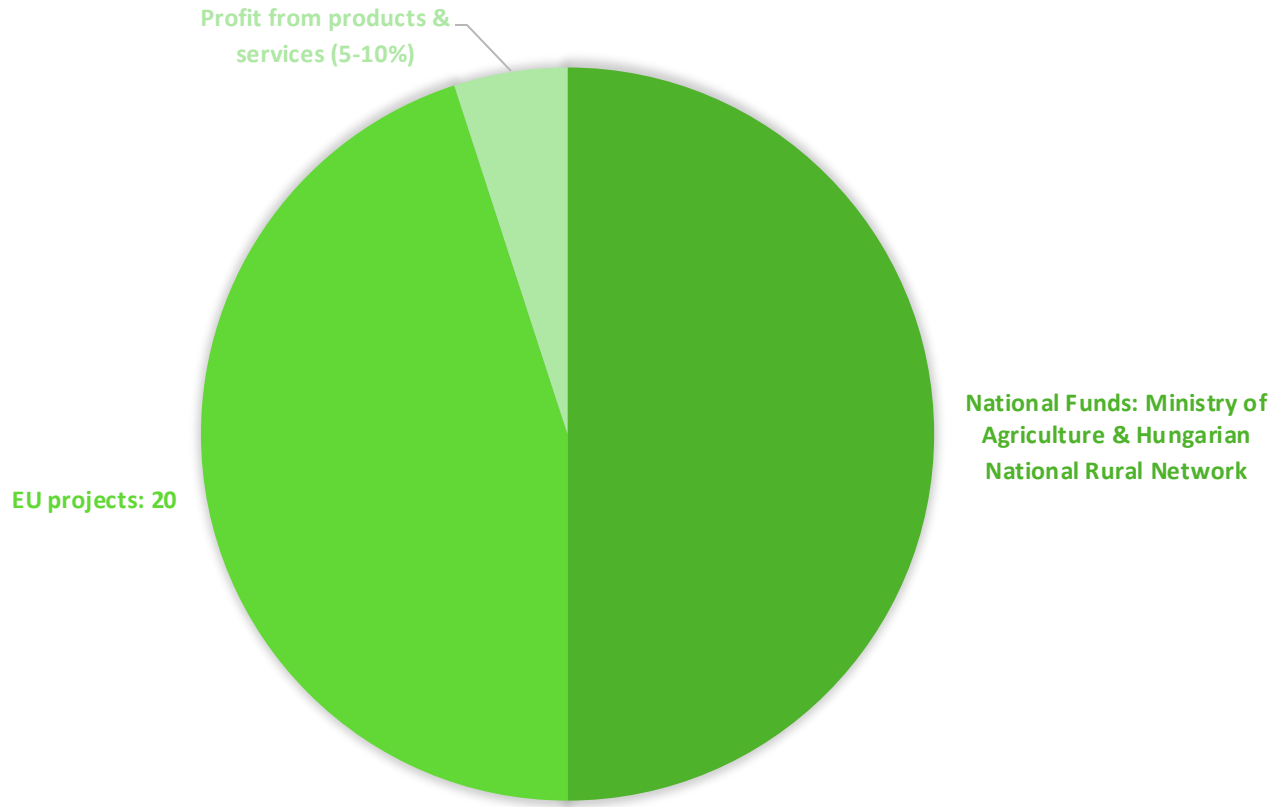
PREP SOIL

SOILL STARTUP

Road to Financial Sustainability



Current income sources



Regenerative LL BMC

Soil Mission Objective:
1. reduce land degradation relating to desertification
5. prevent erosion
6. improve soil structure to enhance soil biodiversity

Land use type: Agriculture

The PREPSOIL Business Model Canvas

The Business Model Canvas (BMC) for LLs & LHs contains 2 overarching components (Soil Mission Objectives and land use types), and 14 elements.

SOIL MISSION OBJECTIVE(S) I			LAND USE TYPE II		
PROBLEMS 1	KEY ACTIVITIES 8	VALUE PROPOSITION 3	USER SEGMENTS 5	CUSTOMER SEGMENTS 6	ENVIRONMENTAL RISKS
SOLUTIONS 2	KEY RESOURCES 9	KEY METRICS 10	USER ENGAGEMENT	KEY STAKEHOLDERS 4	
		IMPACT 11	7		12
COST STRUCTURE 13			REVENUE STREAM 14		

Click here for a higher resolution image.

Funded by the European Union

Problems

- Drought and other extreme weather events.
- Yield reduction and instability.
- Reduction of soil organic matter and soil biodiversity.
- Increasing soil temperature during summer months.
- Lack of knowledge of the stakeholders on the complexity of soil health related issues (biological process) .
- Lack of municipal, regional and national support/understanding to address the problem.
- Some practices are known in theory that can help overcome these problems but their adaptation to the region and to farms are not yet available.

Solutions

- Combining and applying the principles and practices of regenerative and organic agriculture.
- Co-designing and experimenting practical solutions with farmers on their farms.
- Involving and co-creating with local citizens, authorities, policymakers, and researchers.
- Improving the understanding (scientific knowledge and public literacy) on soil health and the usage of regenerative organic practices – thus contributing to the reduction of desertification.

Value proposition

*„**Regenerative soil practices LL** builds a network of dedicated farmers, researchers and other value chain actors for finding soil solutions to reduce the region's vulnerability to desertification and to improve soil health (retaining moisture in soils, improving soil structure, finding high nutrition value crops for food and feed) and the economic livelihood of farmers through cost reduction and increase in farm sustainability, to provide spaces of dialogue among the stakeholders for exchanging experiences and peer-to-peer learning and to collect region-specific, proven practices which can be potentially replicated/adapted by other farmers."*

PREP SOIL

SOILL STARTUP

Key stakeholders

- organic farmers, conventional farmers interested in organic and regenerative practices,
- CAP and farm advisors,
- researchers,
- policy makers, regional water management authority,
- universities,
- Dongér-Kelőér Association

User & Costumer segments

- farmers (applying practices, not only the ones taking part in experiments),
- educators, researchers,
- farm advisors,
- NGOs,
- authority and policy makers to check compliance with legislation and modify legislation if needed.

User engagement

- **Farmers – Farm advisors – researchers, universities:** co-creation workshops to design experiments, choosing practices to be tested, determining experimental setup (on-farm method) that is feasible for farms to do. Experimentation and sharing results and interpretation through workshops, farmer's days, field visits.
- **Educators, authority, policy makers:** occasionally surveys, but mainly workshops, public conferences, field days.

Key activities

- Conceptualisation and co-design of the research topic with the users through workshops.
- Real-life testing: Setting up experiments, managing experiments on the farms with the users.
- Data collection, data evaluation and visualization with researchers, universities.
- Discussion, validation and evaluation of the results with the users and other stakeholders through workshops, farmer days, field visits.
- Demonstration of good practices through site visits.
- Communication of results to different stakeholders and the wider agricultural/research community outside the LL through conferences, field visits, publications, webinars, podcast, videos.
- Engagement in EU projects.

Key resources

- Knowledge and human capacity in designing and managing on-farm research, data collection and evaluation.
- Knowledge in managing LL and in network-building.
- National research funds available to cover laboratory expenses, data collection and working hours of research staff for 3 years on a limited number of research sites.
- Experience in running and developing EU research projects.
- Participating farmers have equipment, experience in managing farm operation and dedicate human capacity to the extra effort needed to manage an experiment and they provide the sites.
- Tools and equipment to conduct simple plot experiments and collect data.

Key metrics

- Improvement of soils, soil quality and health properties for example infiltration rate, organic carbon content, biological activity, aggregate stability.
- Reduction of costs in farms, increased efficiency.
- Number of farms participating in the research and applying the proven practices.
- Number of farms interested in the adaption of results.
- Increased awareness on the importance of soil health.
- Number of legislations changed, number of successful recommendations to change the applicable measures of the CAP.
- Number of new cooperation with regional actors.

Impact

- If practices work on experimental plot and used in all relevant plots in the farm, improvement of soil health is significant.
- Knowledge of farmers and other stakeholders on soil health and regenerative practices increase through exchange of experiences and discussion of research results.
- Policymakers and authorities have an evidence-base, independent and trusted information on performance, challenges and benefits of certain soil building practices and on co-creation with multiple stakeholders.

PREP SOIL

SOILL STARTUP

Environmental risks

- Extreme weather events may destroy experiments and have no data.
- Failure of sampling and measuring equipment.
- Failure in managing experiments (not the planned treatments happen on the experimental plot).
- Unforeseen new regulations that may negatively impact farmer's attitude toward changing practices.

Cost structure

- **Fixed costs:** monthly salary of LL staff, office utilities, equipment depreciation.
- **Variable costs:** Most costs are related to research activities and management of the experiments. Costs of data collection, sampling and laboratory analysis and data evaluation. Farm machinery costs and input material costs of managing experiments on the field. Costs of workshops, field days and events to communicate results and costs of meetings for LL members. Advertising and publicity. Travel costs.

Revenue streams

- Dedicated public funding
- EU projects
- Fees from conferences

Experiences of using the BMC

- Multiple filtering options should be available
- Static – does not allow to collect&upload ideas to different elements
- Visually the downloadable guide supports the understanding more than the tool on the PREPSOIL website

- Easy to use and filter
- Comprehensive - provides additional ideas for developing your BMC
- Supports structuring your activities
- Easy to adapt to collaborative co-design environment with users & stakeholders

Thank you

Korinna Varga, Hungarian Research Institute of Organic Agriculture (ÖMKi)

korinna.varga@biokutatas.hu

Funded by the European Union

Questions?

Type your question(s) in the chat or raise your hand

Health break

STEP 0.1

Mission Soil Objectives

STEP 0.2

Land use type

SOIL MISSION OBJECTIVE(S) I	LAND USE TYPE II				
PROBLEMS 1	ACTIVITIES	VALUE PROPOSITION 3	USER SEGMENTS 5	CUSTOMER SEGMENTS 6	ENVIRONMENTAL RISKS 12
SOLUTIONS	KEY RESOURCES 9	10	USER ENGAGEMENT 7	KEY STAKEHOLDERS 4	
		11 IMPACT			
COST STRUCTURE 13			REVENUE STREAM 14		

1. Reduce desertification
2. Conserve soil organic carbon stocks
3. Stop soil sealing and increase re-use of urban soils
4. Reduce soil pollution and enhance restoration
5. Prevent erosion
6. Improve soil structure to enhance soil biodiversity
7. Reduce the EU global footprint on soils
8. Improve soil literacy in society

PREP SOIL

European Network of Living Labs

Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

CC BY NC SA

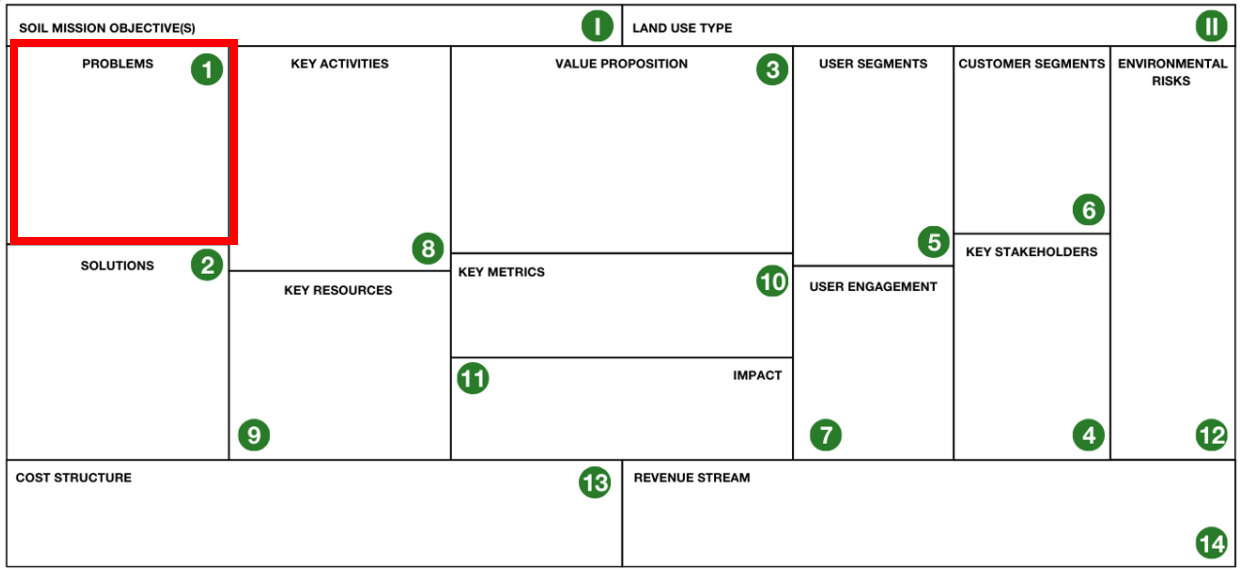
Funded by the European Union

PROBLEM Element

STEP 1

Definition

The problem element identifies the main problems that the LL would like to address. This section helps ensure the LL is tackling a real and significant issue. By understanding, addressing, and leveraging problems effectively, LLs can unlock new opportunities for growth and create sustainable value for stakeholders.



QUESTIONS TO ADDRESS

What are the main soil health problem(s) or related one(s) that your LL would like to address? These are specific problems within the territory your LL operates.

SPHERES OF INTERVENTION

- Economic, Policy & Regulatory Barriers
- Research & Knowledge Gaps
- Environmental Factors
- Social & Behavioural Factors

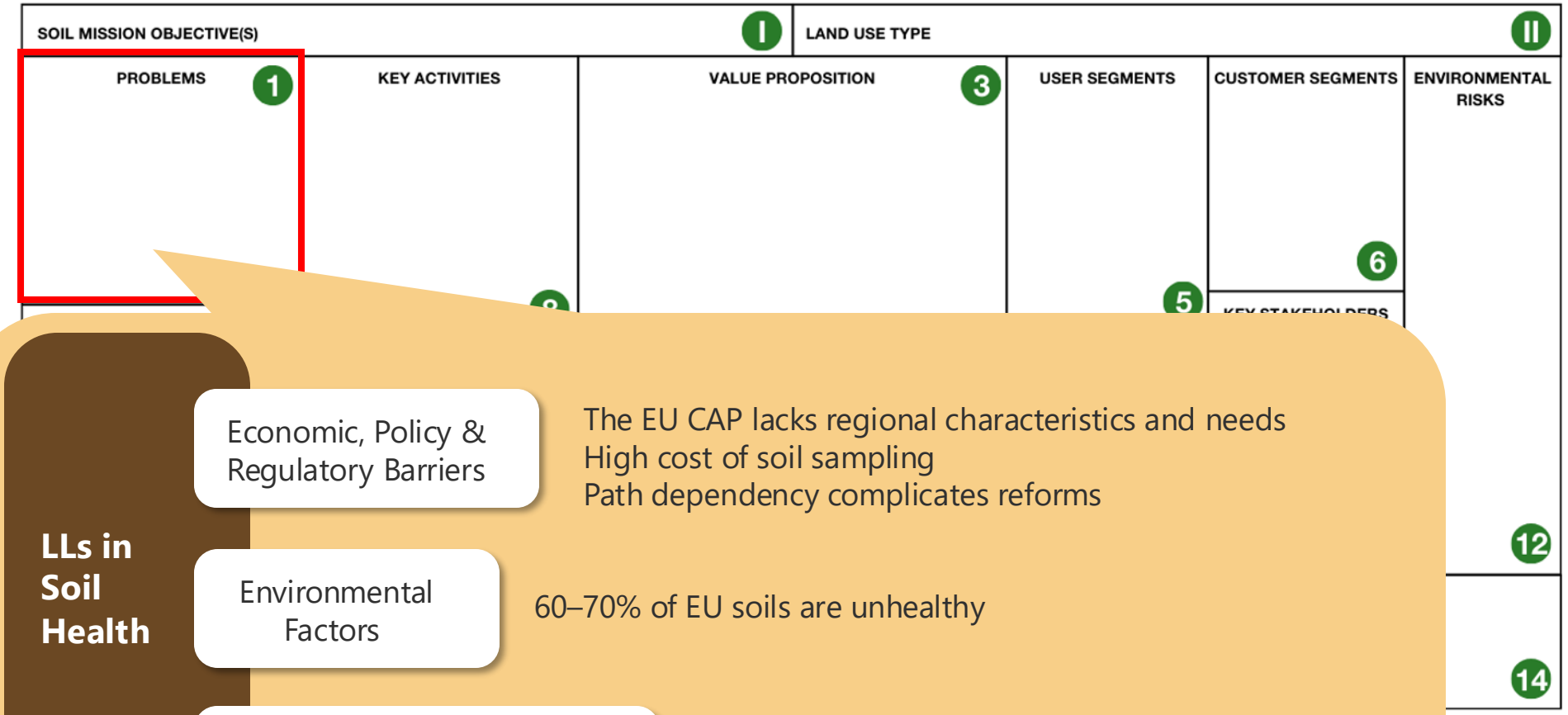
Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

PROBLEM Element

Example of how to complete the problem element

STEP 1



LLs in Soil Health

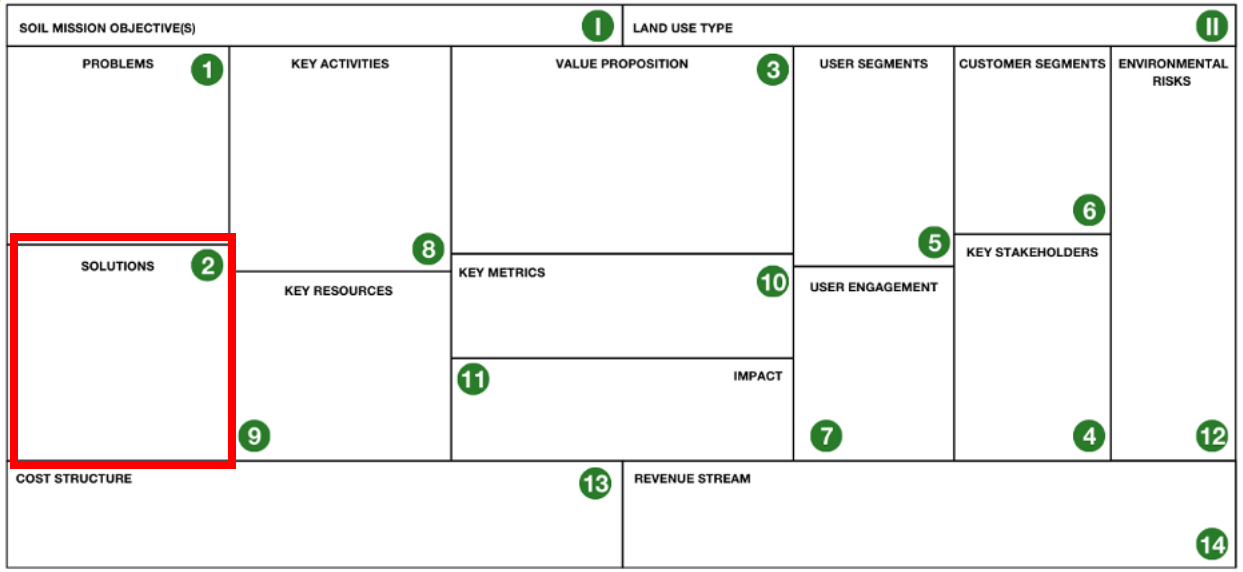
- Economic, Policy & Regulatory Barriers
  - The EU CAP lacks regional characteristics and needs
  - High cost of soil sampling
  - Path dependency complicates reforms
- Environmental Factors
  - 60–70% of EU soils are unhealthy
- Social & Behavioural Factors
  - Hard to shift habits that harm soil health

SOLUTIONS Element

STEP 2

Definition

The co-creation processes, experimentation, and innovative approaches are used to solve the identified problem.



Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

QUESTIONS TO ADDRESS

What **solutions** does your Living Lab put forward to this problem?
On your **Living Lab level**, what are your services/products/ interventions?

SPHERES OF INTERVENTION

- Research & Development
- Environmental Sustainability
- Collaborations & Partnerships
- Education & Awareness Raising
- Economic, Policy & Regulatory Support

SOLUTIONS Element

Example of how to complete the solutions element

STEP 2

LLs in Soil Health

Collaborations & Partnerships	Run a LL with experimental set ups which include nature-based solutions and integrating mixed production
Environmental Sustainability	Tackle soil issues through circular economy solutions Climate adaptation to flood, erosion, fire, and landslide risks. Prevent hazards by reducing pollution and enhancing soil structure and biodiversity.
Education & Awareness Raising	Raise awareness and use of effective soil health practices. Improve soil literacy across society.
Economic, Policy & Regulatory Support	Shift in market demand: higher prices for near-organic, welfare-friendly animal products. Balance land use: prevent overuse near towns and abandonment in remote areas. Broaden market access to diverse customer segments

Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

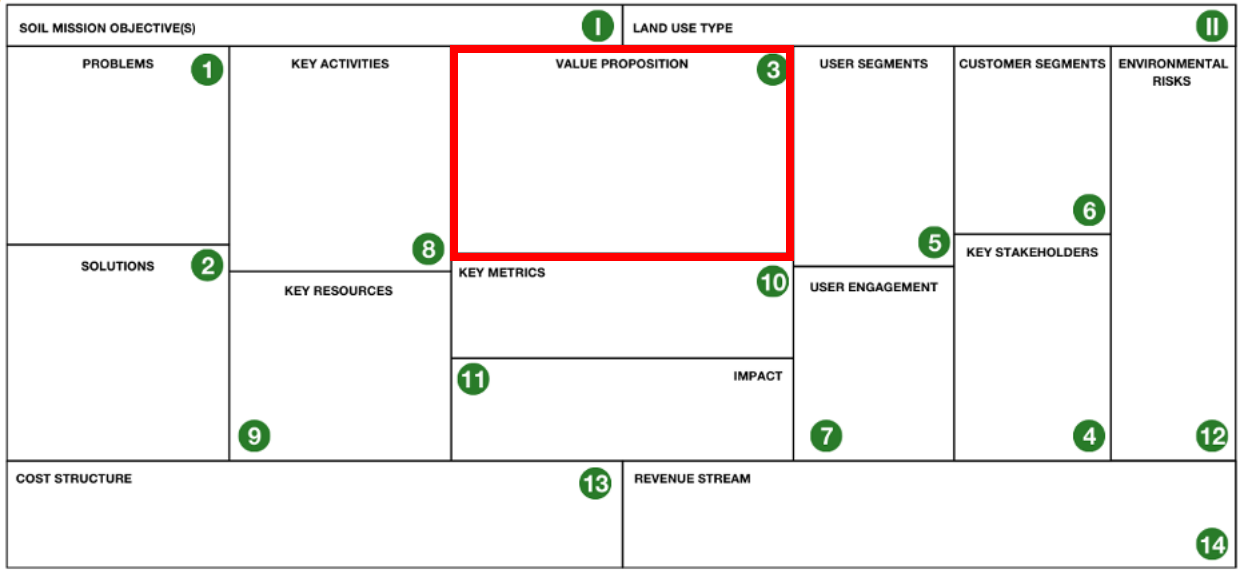
Funded by the European Union

VALUE PROPOSITION Element

STEP 3

Definition

A value proposition is the LL's promise of value to stakeholders, highlighting unique benefits that meet their needs, solve problems, and drive engagement.



Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

QUESTIONS TO ADDRESS

What value proposition does your LL deliver to its stakeholders, users and customers?
Which of their needs is your LL satisfying?
How does your product/service/solution benefit the stakeholders?
Why should customers and stakeholders choose your LL over competitors?

SPHERES OF INTERVENTION

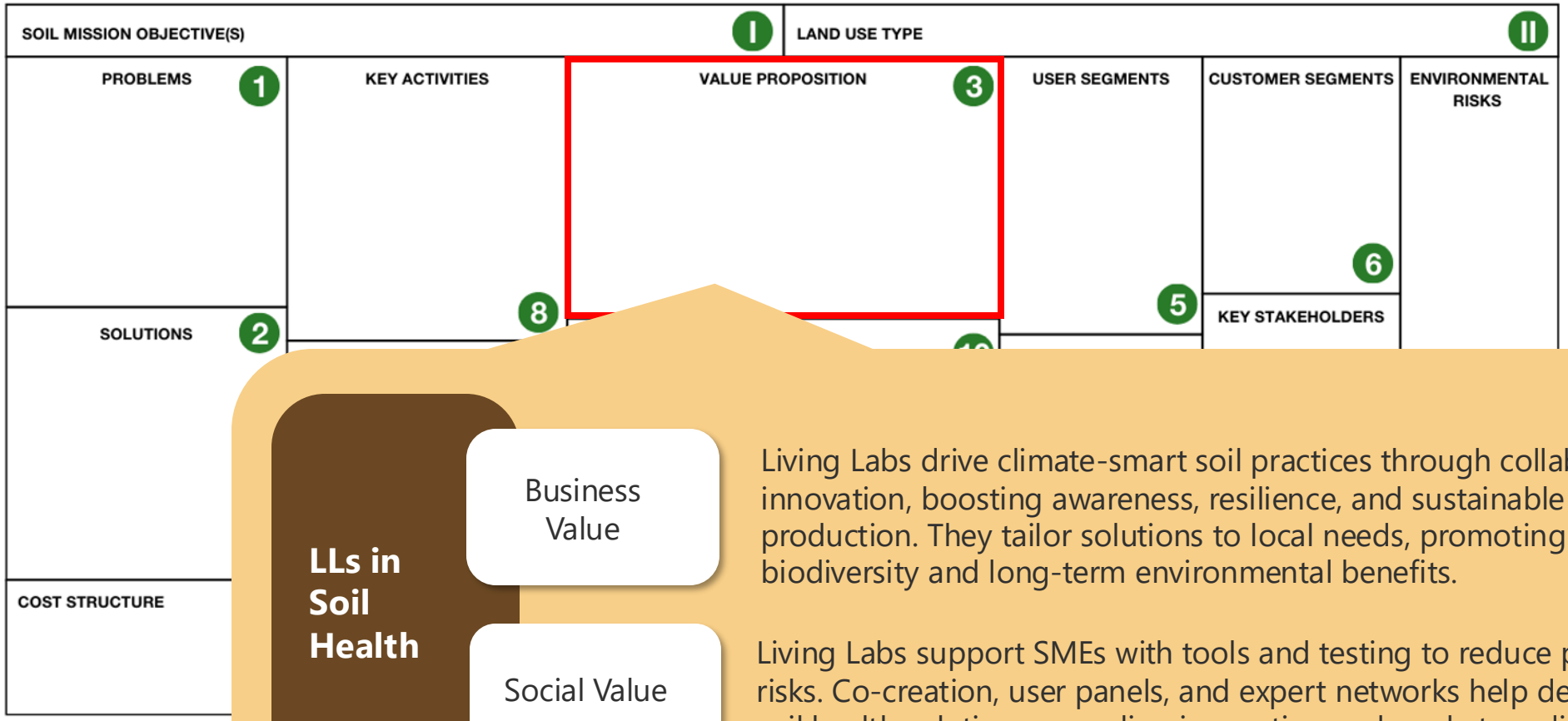
Business Value

Social Value

VALUE PROPOSITION Element

STEP 3

Example of how to complete the problem element



LLs in Soil Health

Business Value

Living Labs drive climate-smart soil practices through collaborative innovation, boosting awareness, resilience, and sustainable food production. They tailor solutions to local needs, promoting soil biodiversity and long-term environmental benefits.

Social Value

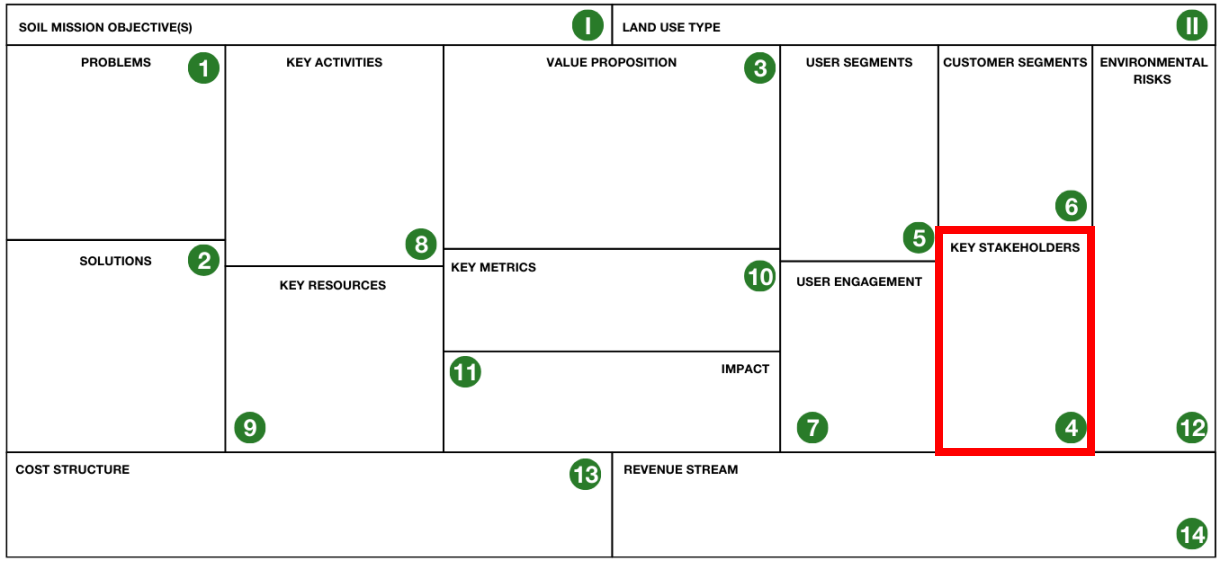
Living Labs support SMEs with tools and testing to reduce prototype risks. Co-creation, user panels, and expert networks help develop robust soil health solutions, speeding innovation and market readiness.

STEP 4

KEY STAKEHOLDERS Element

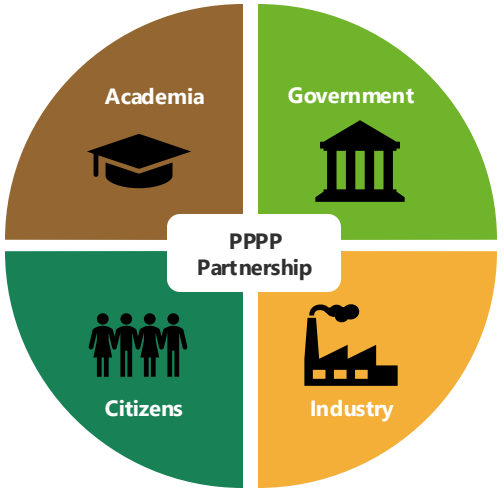
Definition

Key stakeholders are individuals or groups with a **vested interest in the LL's success**. Managing these relationships builds trust, supports collaboration, reduces risks, and ensures decisions reflect diverse needs—creating value for both the LL and its ecosystem.



QUESTIONS TO ADDRESS

Who are the individuals or organizations that have an interest in your LL? How does each stakeholder impact your LL? What role could they play in the LL activities?



Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.
Funded by the European Union

KEY STAKEHOLDERS Element

Example of how to complete the "Key Stakeholders" element

STEP 4

LLs in Soil Health

Research institutions, Academia	Researchers from environmental, social and economy sciences; soil advisors.
Public Sector	Decision-makers at local/regional level; health authorities; trade unions; disaster/risk and environmental experts.
Private Sector	Land owners and managers; investors; agribusiness companies/ forest owner associations/construction professionals/urban planners
Civil Society	Citizens groups & representatives; informal interest groups; NGOs.

PREP SOIL

European Network of Living Labs

Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

CC BY NC SA

Funded by the European Union

PREP SOIL

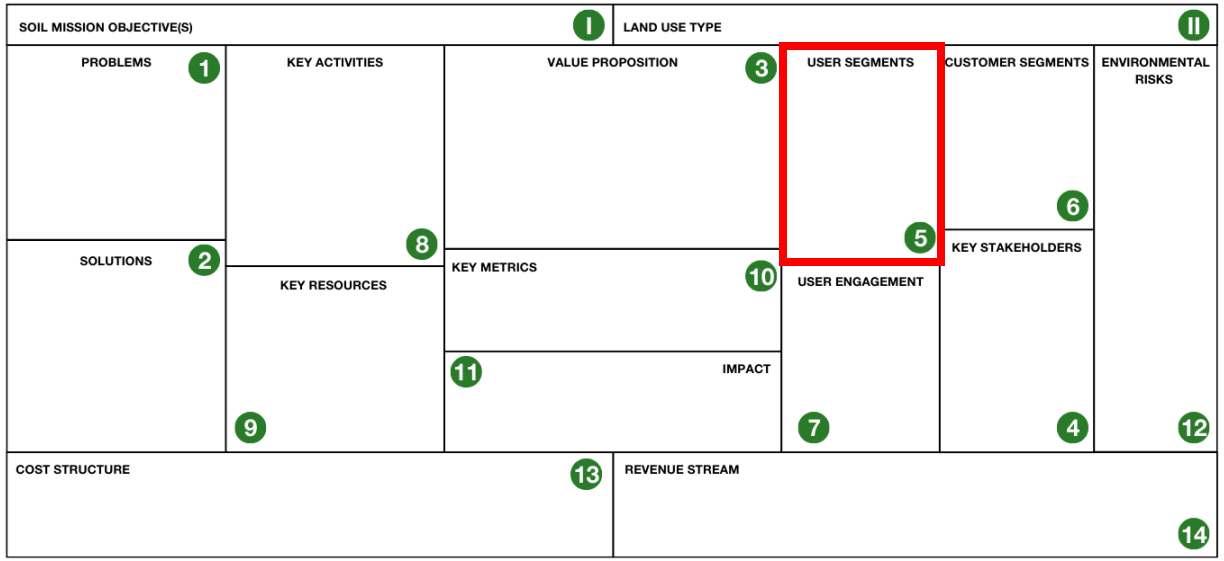
SOILL STARTUP

USER SEGMENTS Element

STEP 5

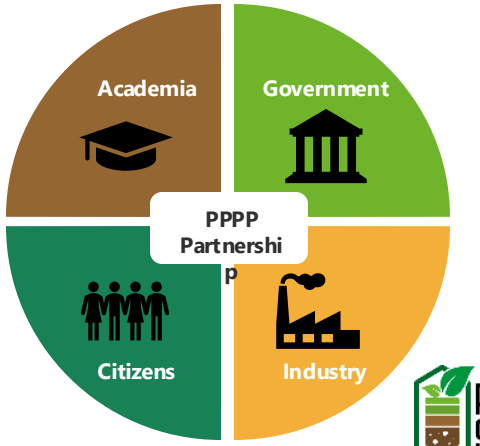
Definition

They are the specific groups of individuals or entities that the LL targets as its primary users. **Users that the LL aims to serve with its services and solutions**. Understanding the user segments is crucial for tailoring strategies and user experiences to meet the unique requirements and preferences of each group.



QUESTIONS TO ADDRESS

Who are the different users of your LL product/service/solution? What are the characteristics of each user segment? What specific needs does each user segment have? How will your LL tailor its solution to each user segment?



Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

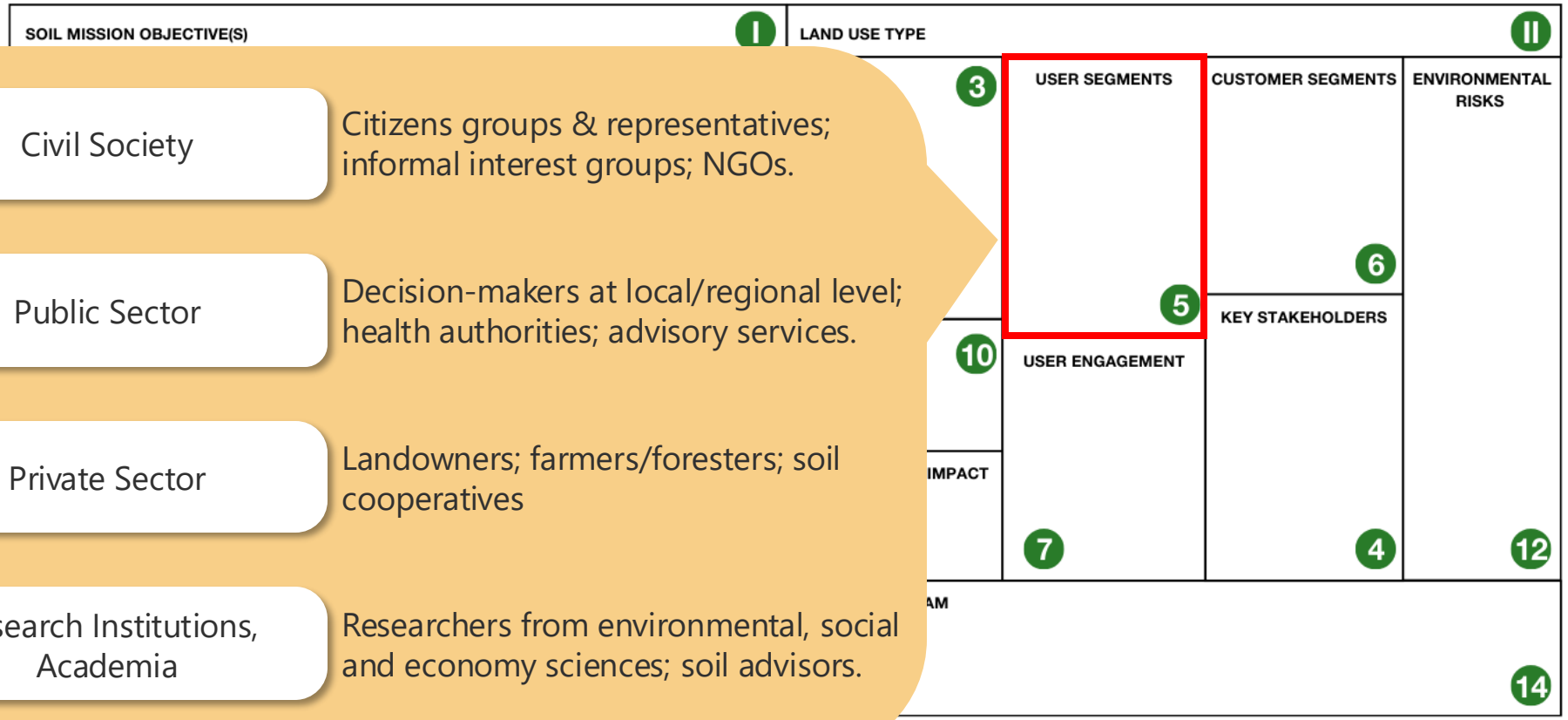
USER SEGMENTS Element

Example of how to complete the "User Segments" element

STEP 5

LLs in Soil Health

Civil Society	Citizens groups & representatives; informal interest groups; NGOs.
Public Sector	Decision-makers at local/regional level; health authorities; advisory services.
Private Sector	Landowners; farmers/foresters; soil cooperatives
Research Institutions, Academia	Researchers from environmental, social and economy sciences; soil advisors.



Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

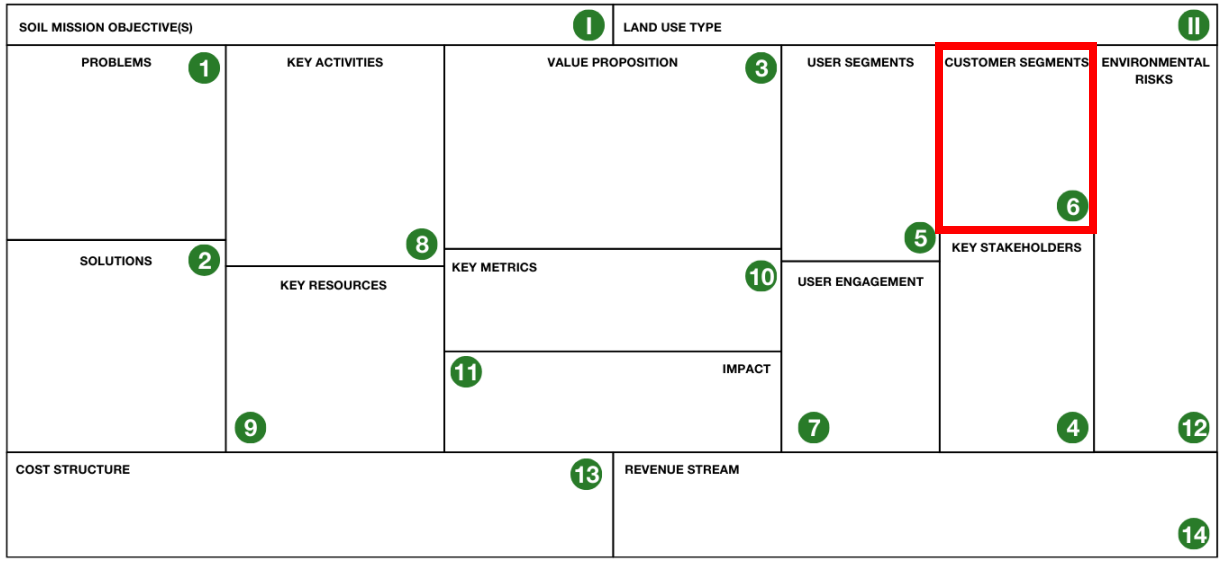
Funded by the European Union

CUSTOMER SEGMENTS Element

STEP 6

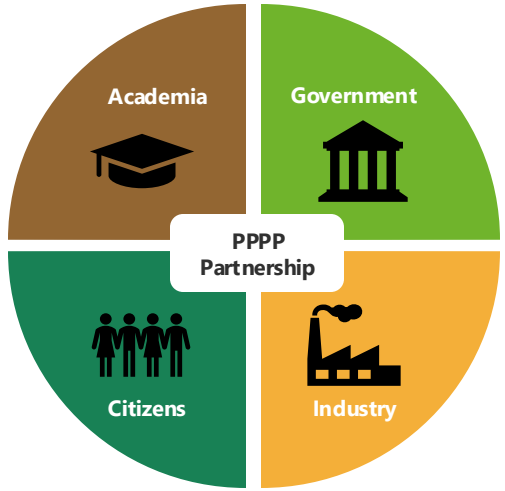
Definition

This element defines the different groups of people or organizations a LL aims to reach. It's essential to identify and understand the needs of each segment. **Customer segments are those who potentially will purchase your products or uptake your solutions**.



QUESTIONS TO ADDRESS

Who are your LL target customers? Who might be interested to purchase the product/service developed in the LL or uptake the solution?



Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

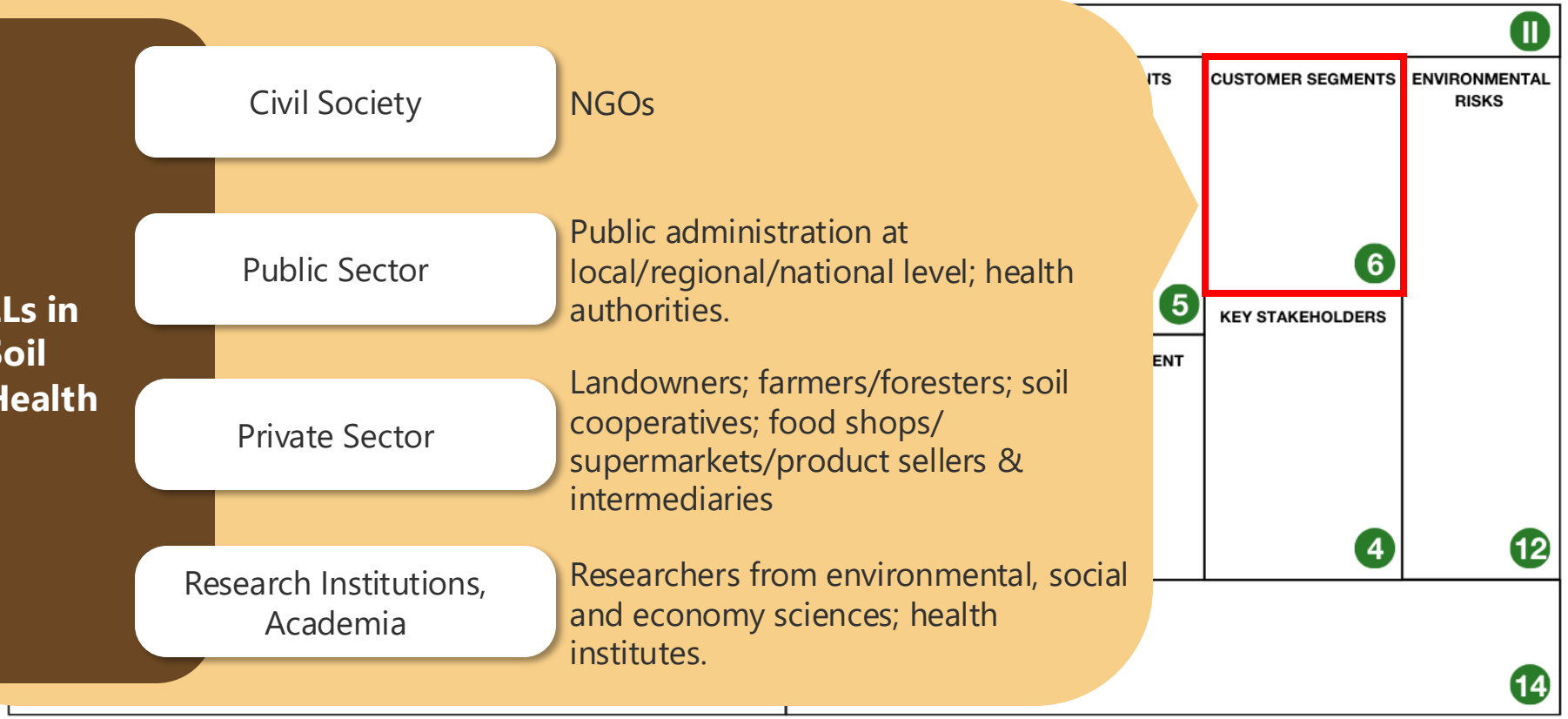
CUSTOMER SEGMENTS Element

Example of how to complete the "Customer Segments" element

STEP 6

LLs in Soil Health

Civil Society	NGOs
Public Sector	Public administration at local/regional/national level; health authorities.
Private Sector	Landowners; farmers/foresters; soil cooperatives; food shops/ supermarkets/product sellers & intermediaries
Research Institutions, Academia	Researchers from environmental, social and economy sciences; health institutes.



Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

Distinctions between key stakeholders, user segments, customer segments

Key Stakeholders

People/ organisations that are involved, interested, and influenced by the strategy and activities of the Living Lab.

User Segments

People/organizations taking part in the Living Lab co-creation projects/activities.

Customer Segments

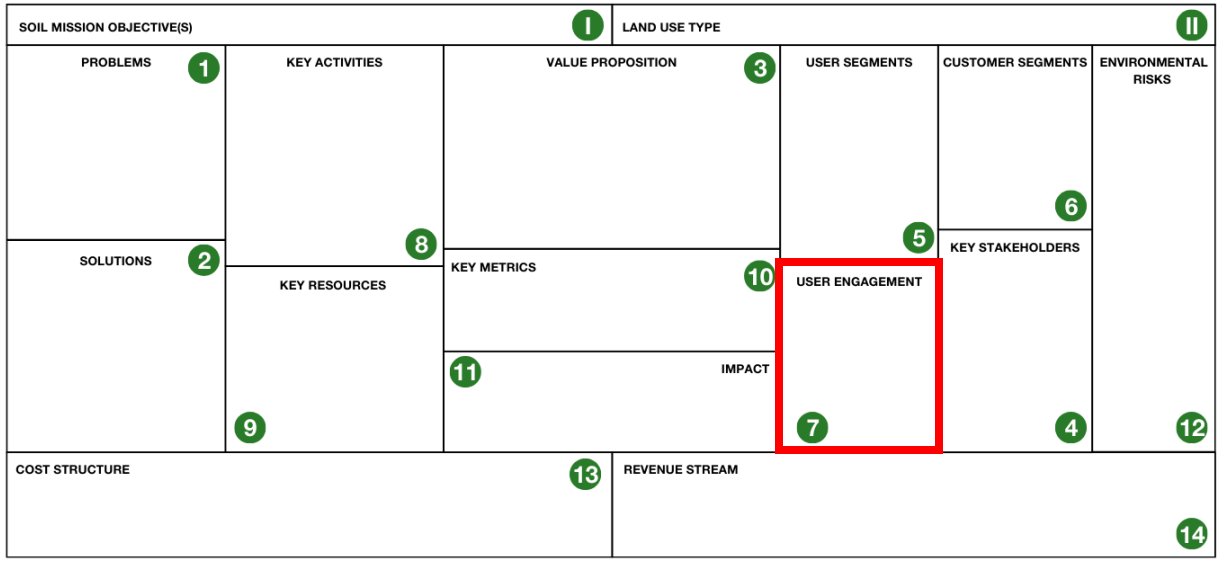
Organizations, companies paying for or receiving the Living Lab's services.

USER ENGAGEMENT Element

STEP 7

Definition

User engagement refers to the strategies and initiatives employed by a LL to interact with and involve its users. Effective user engagement fosters stronger relationships, enhances user satisfaction, and drives loyalty, ultimately leading to increased retention and advocacy.



QUESTIONS TO ADDRESS

How will your LL attract users to its activities? What channels will your LL use to reach and engage them? What strategies will be put in place to retain and grow the LL user base?

SPHERES OF INTERVENTION

- Engagement Activities
- Research & Testing
- Incentives & Compensation
- Information & Comms Sharing
- Governance & Representation

Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

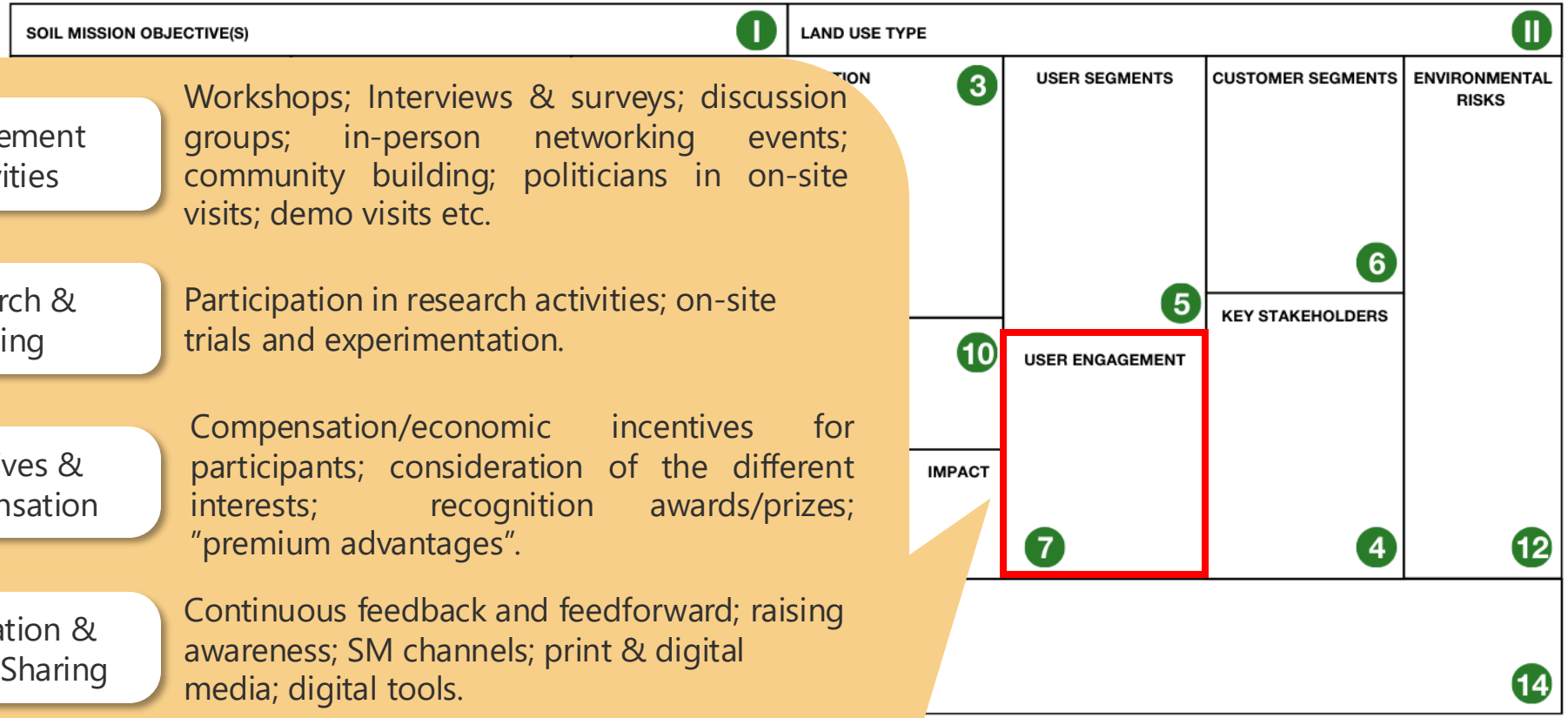
USER ENGAGEMENT Element

Example of how to complete the "User Engagement" element

STEP 7

LLs in Soil Health

Engagement Activities	Workshops; Interviews & surveys; discussion groups; in-person networking events; community building; politicians in on-site visits; demo visits etc.
Research & Testing	Participation in research activities; on-site trials and experimentation.
Incentives & Compensation	Compensation/economic incentives for participants; consideration of the different interests; recognition awards/prizes; "premium advantages".
Information & Comms Sharing	Continuous feedback and feedforward; raising awareness; SM channels; print & digital media; digital tools.
Governance & representation	Users' representatives in the management team; user panel with diverse representation.



The waterfall of confidence

“I feel more confident in identifying _____ part of the PREPSOIL Business Model Canvas”

KEY ACTIVITIES Element

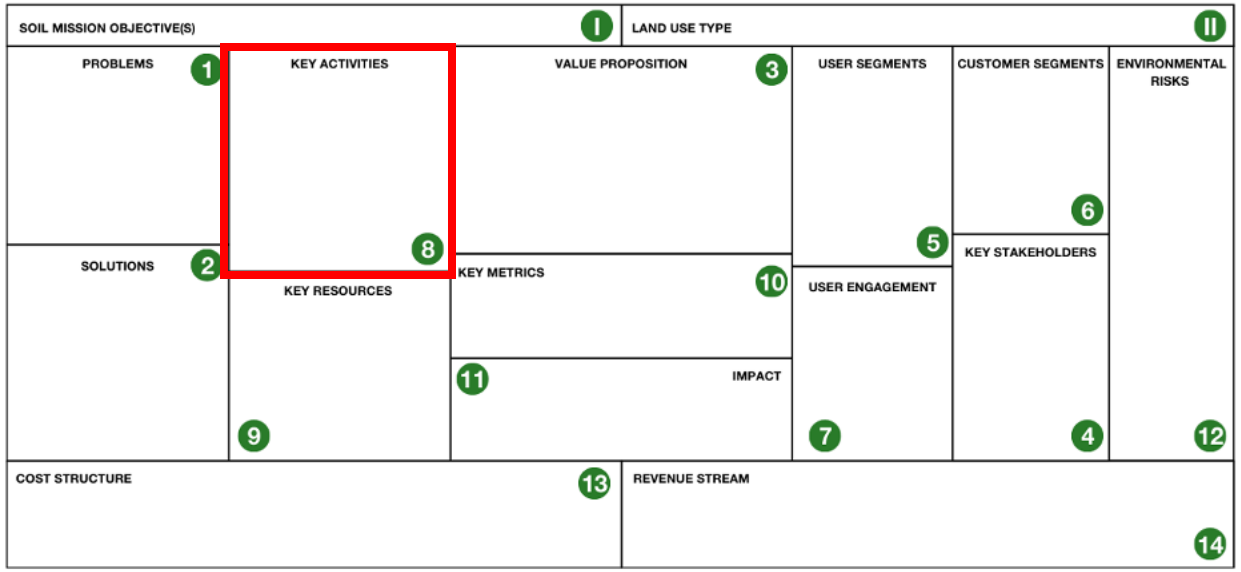
STEP 8

Definition

Key activities describes the most important actions a LL must take to operate successfully. They can include production, problem-solving, platform/network maintenance, etc.

QUESTIONS TO ADDRESS

What are the main activities your LL must perform to deliver the LL value proposition? What activities are crucial to achieve the solutions proposed by your LL?



SPHERES OF INTERVENTION

- Research & Development
- Education & Training
- Comms & Dissemination
- Collaborations & Partnerships

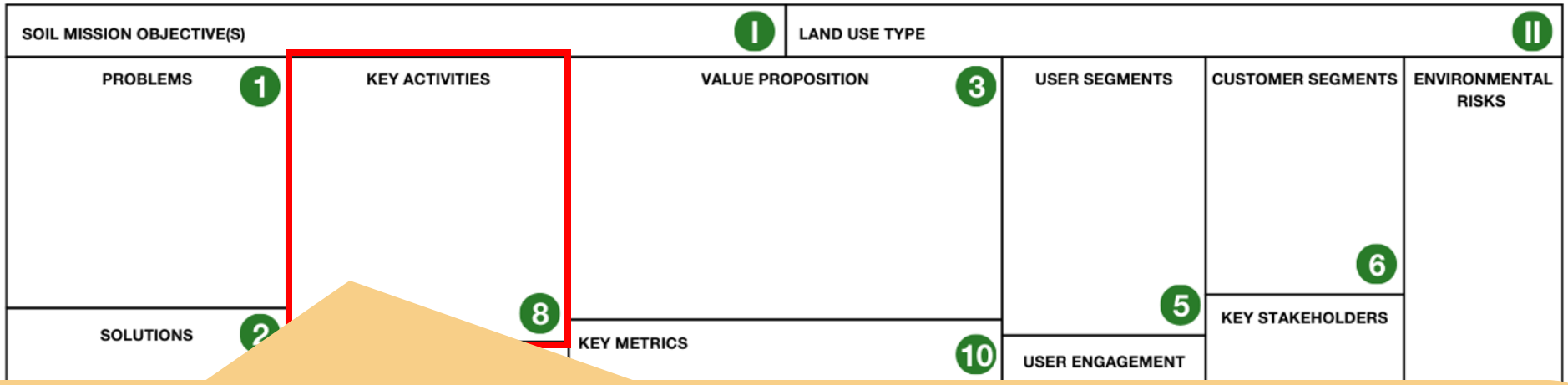
Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

KEY ACTIVITIES Element

STEP 8

Example of how to complete the problem element



LLs in Soil Health

Research & Development	Regular soil health assessments
Education & Training	Advisor training and land user cooperation Provide access to training and cooperation amongst land users
Comms & Dissemination	Creative awareness activities (e.g. demo site visits, mobile soil exhibits) Showcasing solutions to soil health challenges
Collaborations & Partnerships	Co-design sustainable, regulation-friendly solutions and expand citizen science Strengthen collaboration among landowners, managers, and researchers

KEY RESOURCES Element

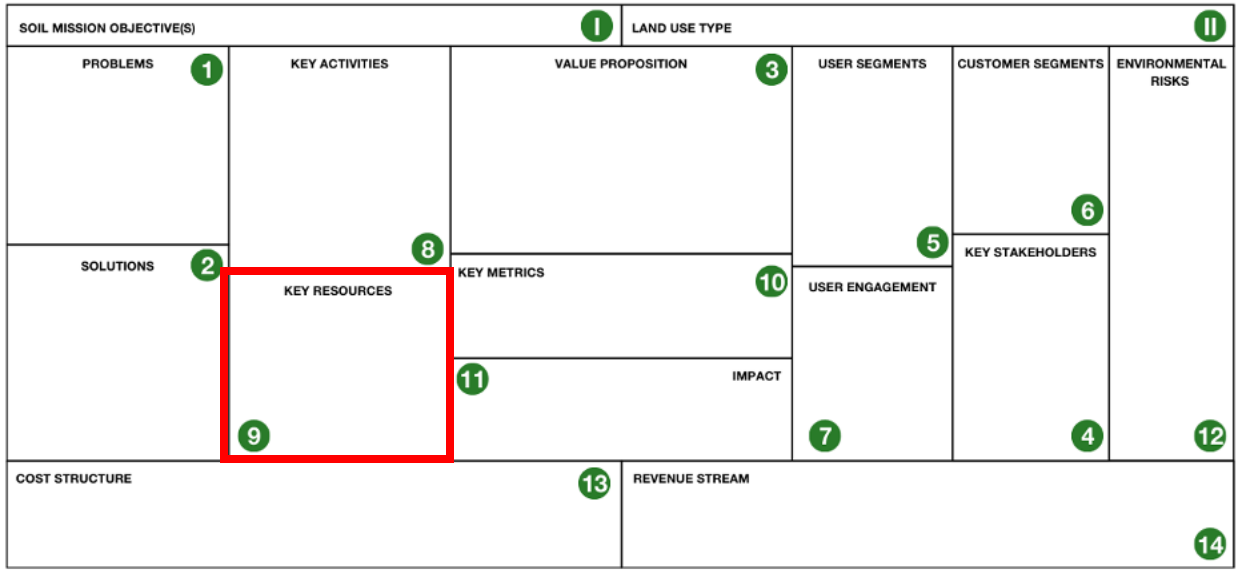
STEP 9

Definition

Key resources are Essential assets—physical, intellectual, human, and partnerships—that enable LLs to operate, innovate, and deliver value. They support product development, services, and competitive advantage.

QUESTIONS TO ADDRESS

What resources, both tangible and intangible, does your LL need to conduct the activities?



SPHERES OF INTERVENTION

- HHRR & Expertise
- Infrastructure & Equipment

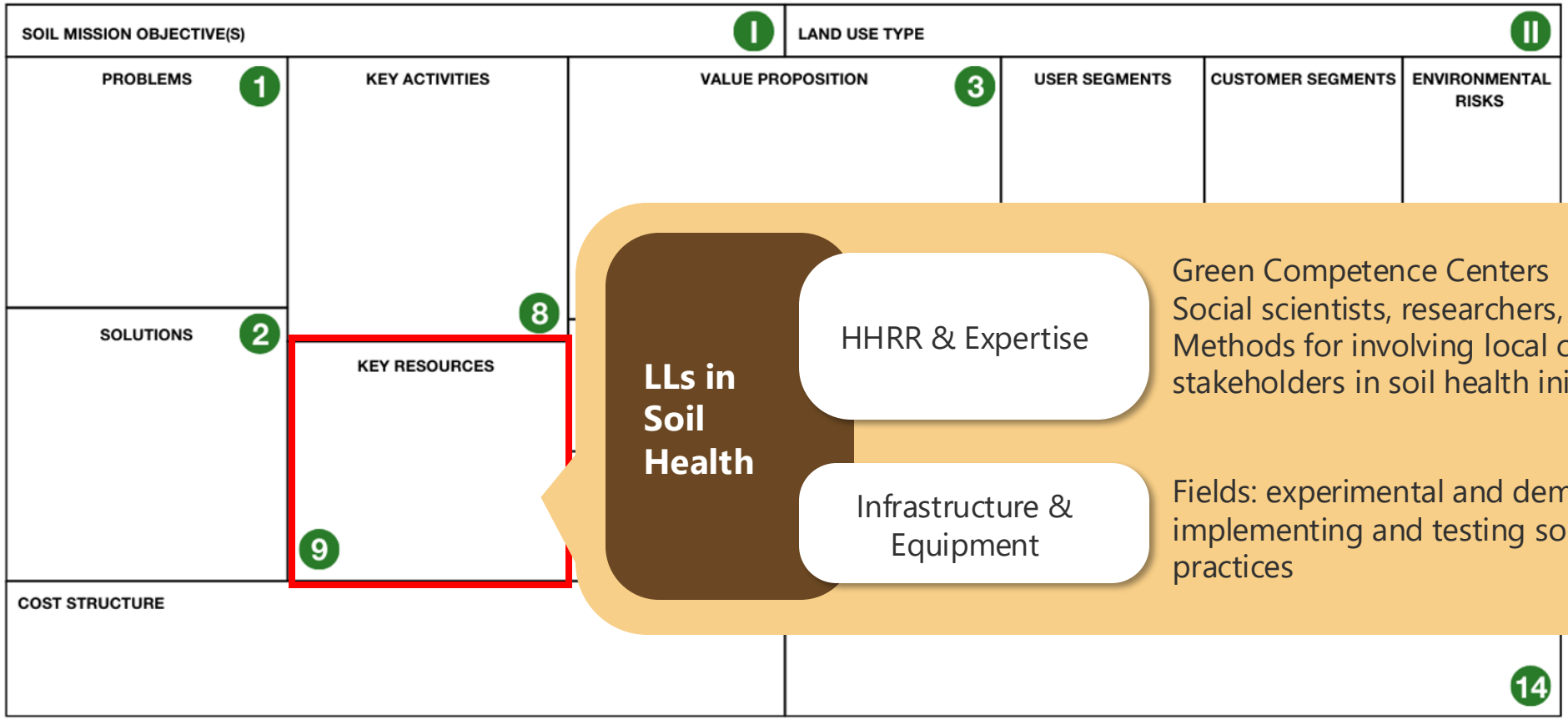
Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

KEY RESOURCES Element

Example of how to complete the problem element

STEP 9



Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

KEY METRICS Element

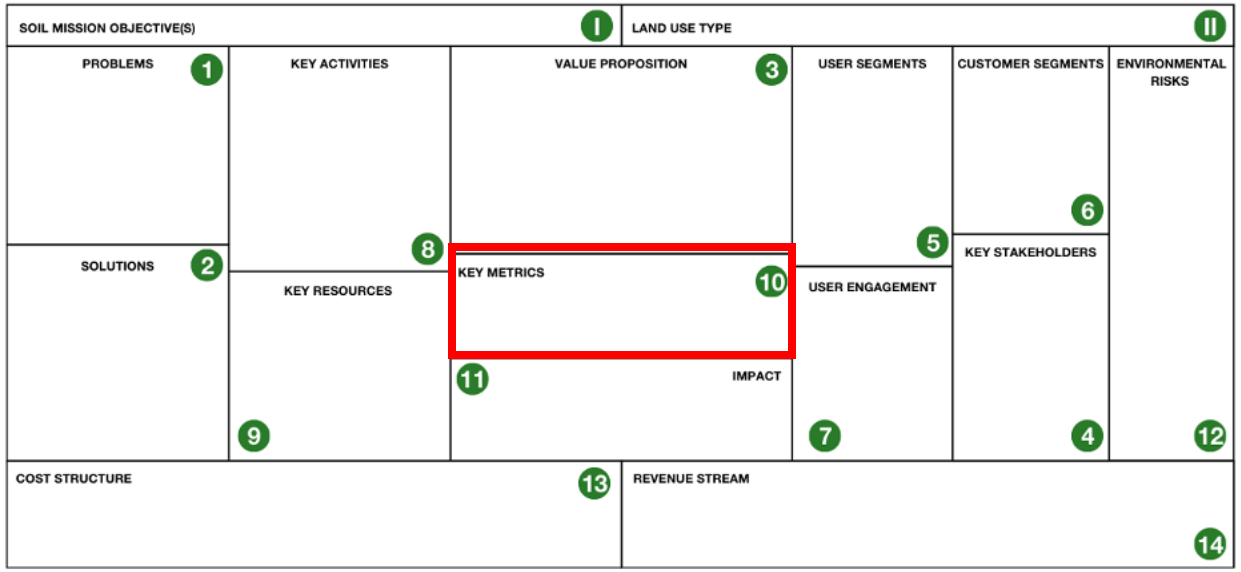
STEP 10

Definition

Key metrics relate to the **quantitative measures** used to assess the performance and success of the LL.

QUESTIONS TO ADDRESS

How will your LL measure the success of the initiative? Which metrics are most critical for understanding the performance of your LL? How will the LL track them?



SPHERES OF INTERVENTION

Environmental

Social

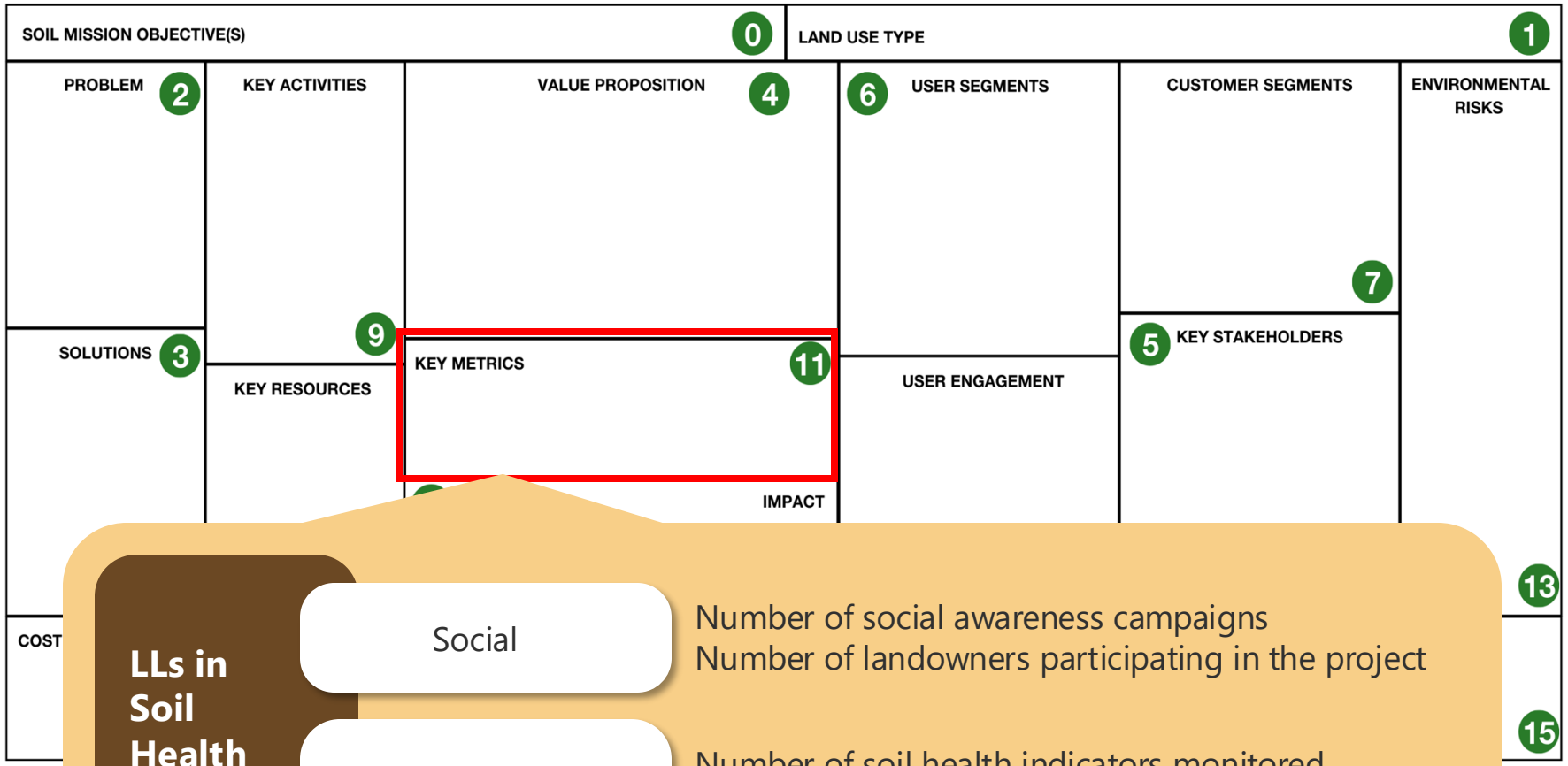
Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

KEY METRICS Element

Example of how to complete the problem element

STEP 10



LLs in Soil Health

Social	Number of social awareness campaigns Number of landowners participating in the project
Environmental	Number of soil health indicators monitored Hectares of land in healthy conditions

IMPACT Element

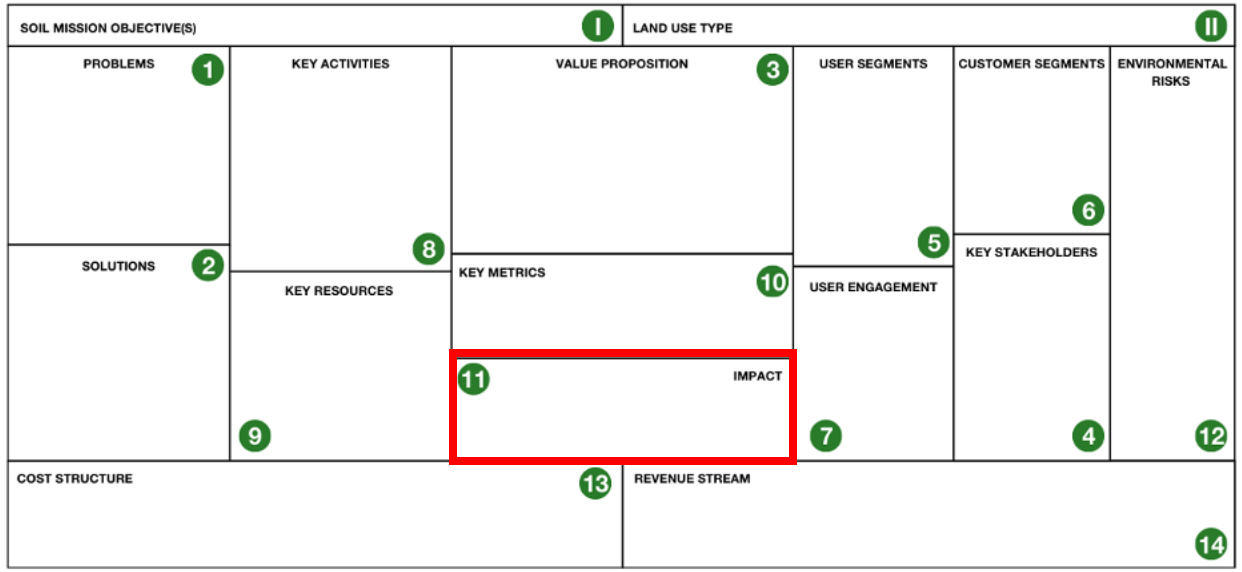
STEP 11

Definition

The broader social, environmental, and economic outcomes of LL activities. Prioritizing sustainability helps maximize positive effects and reduce negative ones.

QUESTIONS TO ADDRESS

What is the intended social, environmental, and/or economic impact of your LL?
How the key metrics you have chosen will help your LL measure the impact?



SPHERES OF INTERVENTION

Environmental

Social

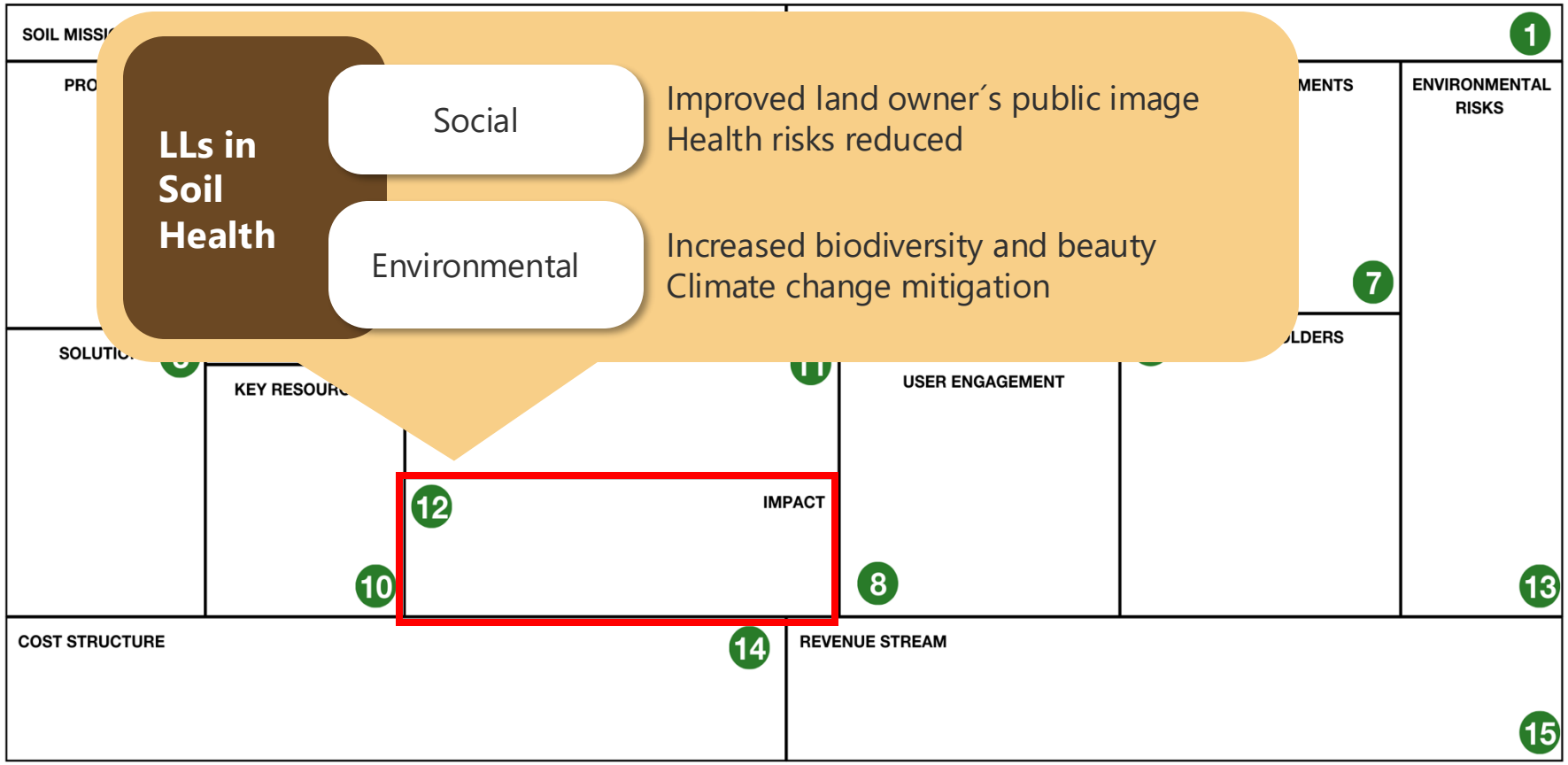
Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

IMPACT Element

Example of how to complete the problem element

STEP 11



Funded by the European Union

ENVIRONMENTAL RISKS Element

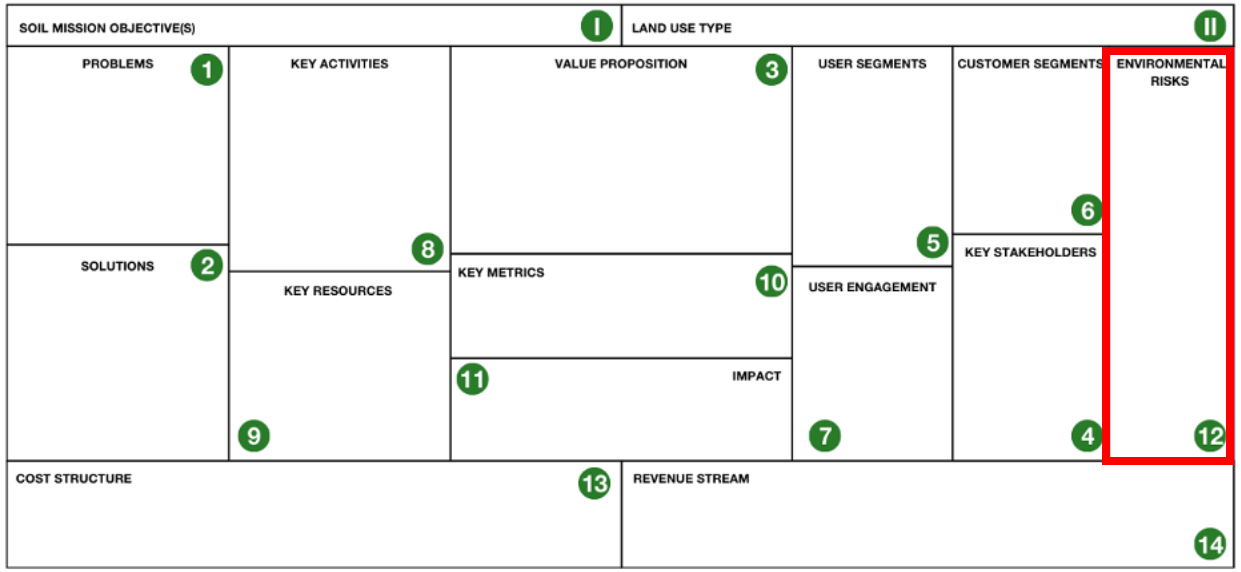
STEP 12

Definition

Natural events and external factors—like climate extremes, pollution, biodiversity loss, or regulatory changes—that may hinder LL goals. Though often beyond LL control, these risks require identification and mitigation to reduce potential impact.

QUESTIONS TO ADDRESS

What are the potential environmental risks specific to your LL location and operations?
How might these risks impact the LL soil health initiatives and overall operations?
What strategies can the LL implement or adapt to or mitigate identified environmental risks?



Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

SPHERES OF INTERVENTION

Physical Risks

Transition Risks

ENVIRONMENTAL RISKS Element

STEP 12

Example of how to complete the problem element

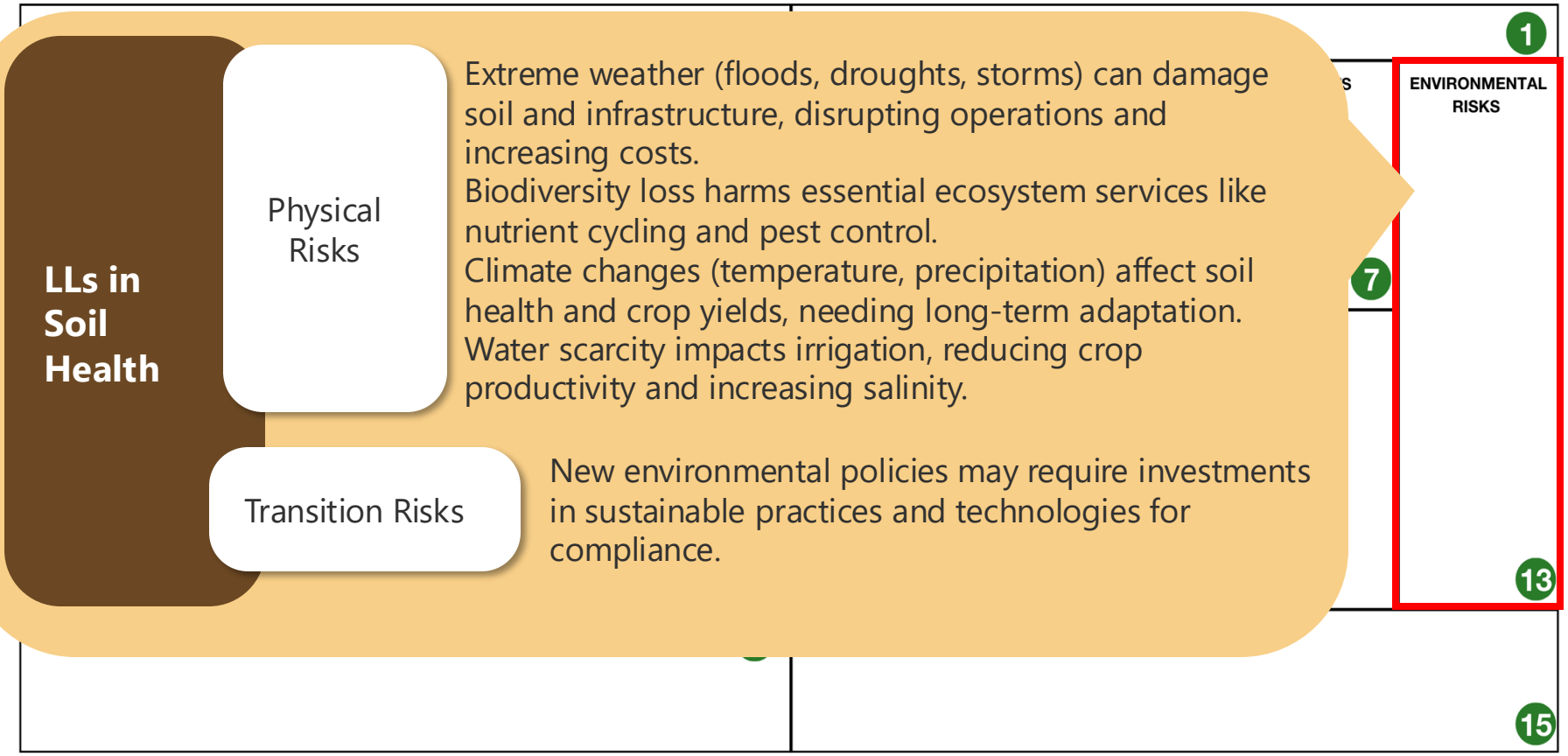
LLs in Soil Health

Physical Risks

Extreme weather (floods, droughts, storms) can damage soil and infrastructure, disrupting operations and increasing costs.
Biodiversity loss harms essential ecosystem services like nutrient cycling and pest control.
Climate changes (temperature, precipitation) affect soil health and crop yields, needing long-term adaptation.
Water scarcity impacts irrigation, reducing crop productivity and increasing salinity.

Transition Risks

New environmental policies may require investments in sustainable practices and technologies for compliance.



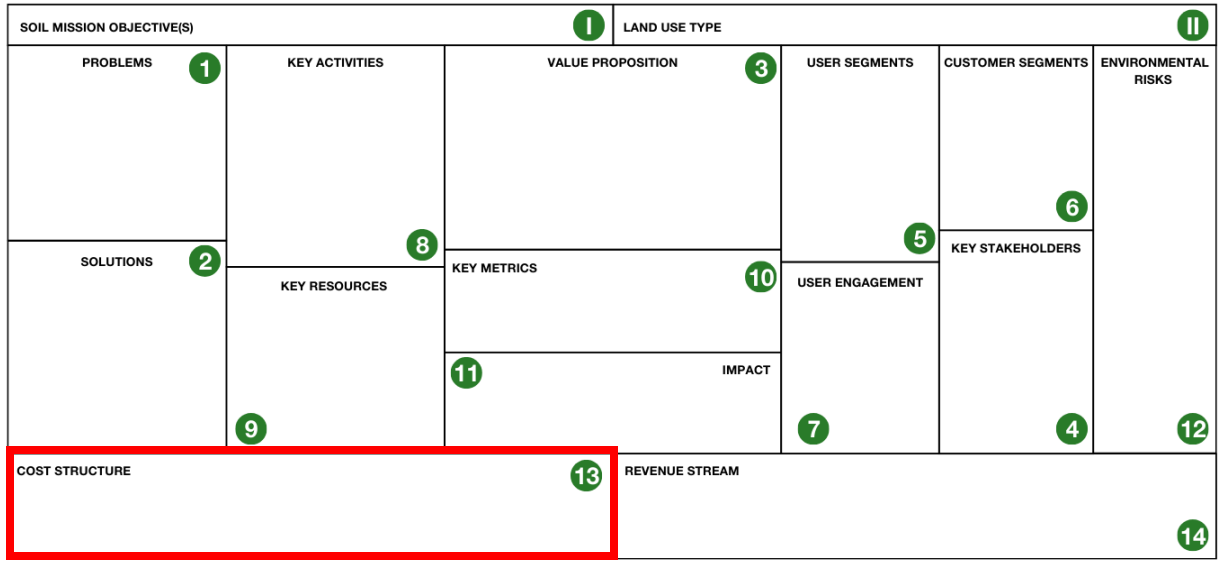
Funded by the European Union

STEP 13

COST STRUCTURE Element

Definition

Cost structure in a BM refers to the breakdown of expenses incurred by a LL in its operations. It outlines the various expenses involved in running the LL and delivering its solutions or services. These costs can include both fixed costs and variable costs. Understanding the cost structure is essential for assessing profitability, managing expenses, and making strategic decisions.



QUESTIONS TO ADDRESS

What are the most significant costs in your BM? What fixed and variable costs will your LL incur to deliver the activities?

SPHERES OF INTERVENTION

- Fixed Costs
- Variable Costs

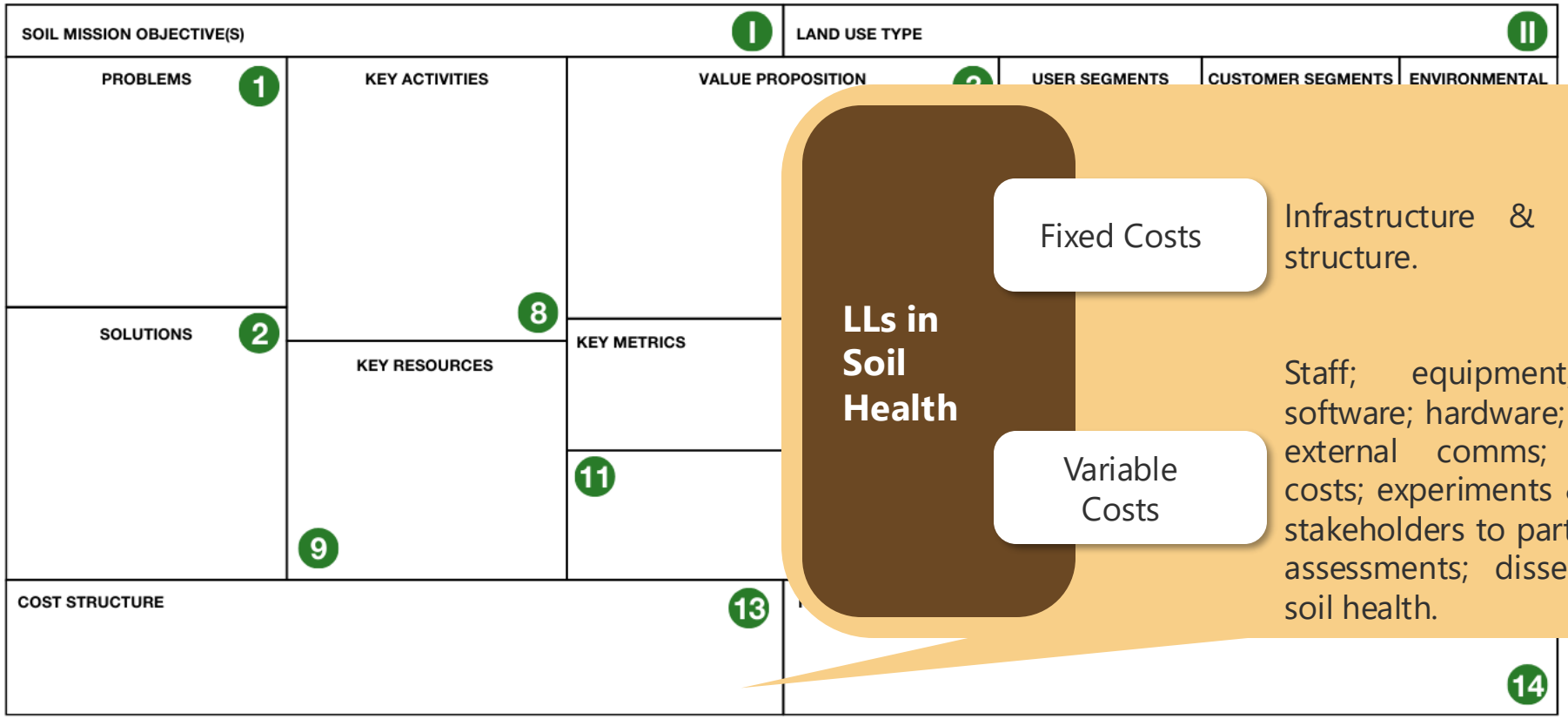
Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

COST STRUCTIRE Element

Example of how to complete the "Cost Structure" element

STEP 13



LLs in Soil Health

Fixed Costs

Infrastructure & maintenance; data structure.

Variable Costs

Staff; equipment; office facilities; software; hardware; marketing; internal & external comms; publications; travel costs; experiments & tests; incentives for stakeholders to participate; meetings; soil assessments; dissemination actions on soil health.

Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

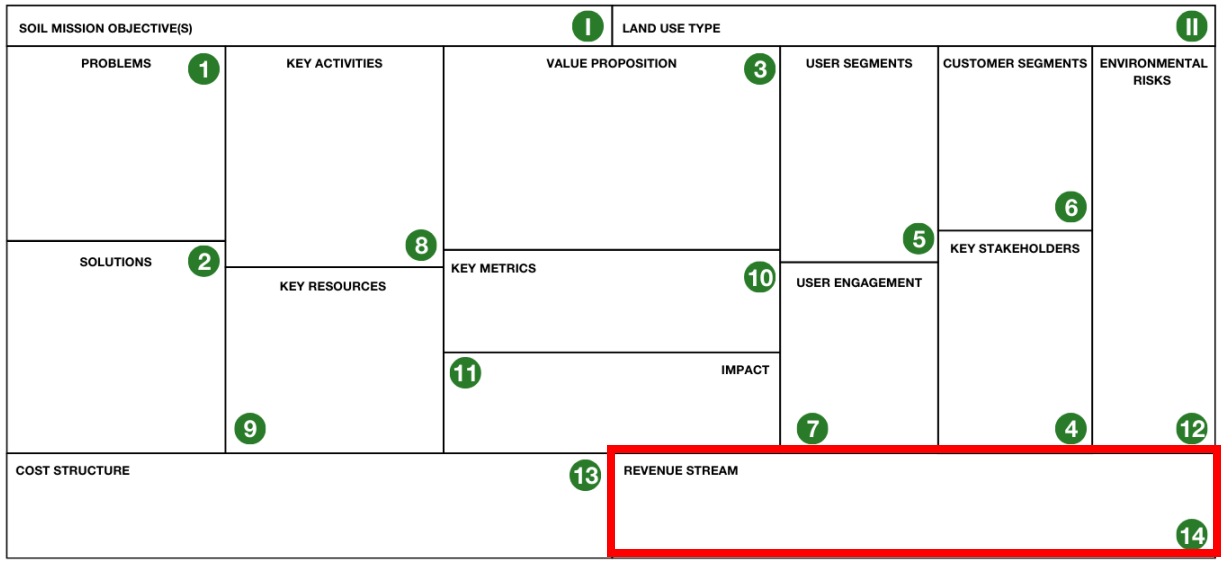
Funded by the European Union

REVENUE STREAM Element

STEP 14

Definition

The revenue stream of a BM outlines the different channels through which the LL earns revenue. This can include sales of physical products, subscription–fees, licensing, advertising, or any other monetization methods. Understanding the revenue streams is essential for determining the profitability and sustainability of the BM.



Designed by: European Network of Living Labs - ©ENoLL2024
Adapted from LIAISON Business Model Canvas by Juan Bertolin.

Funded by the European Union

QUESTIONS TO ADDRESS

How will your LL cover the cost structure and sustain its operations?

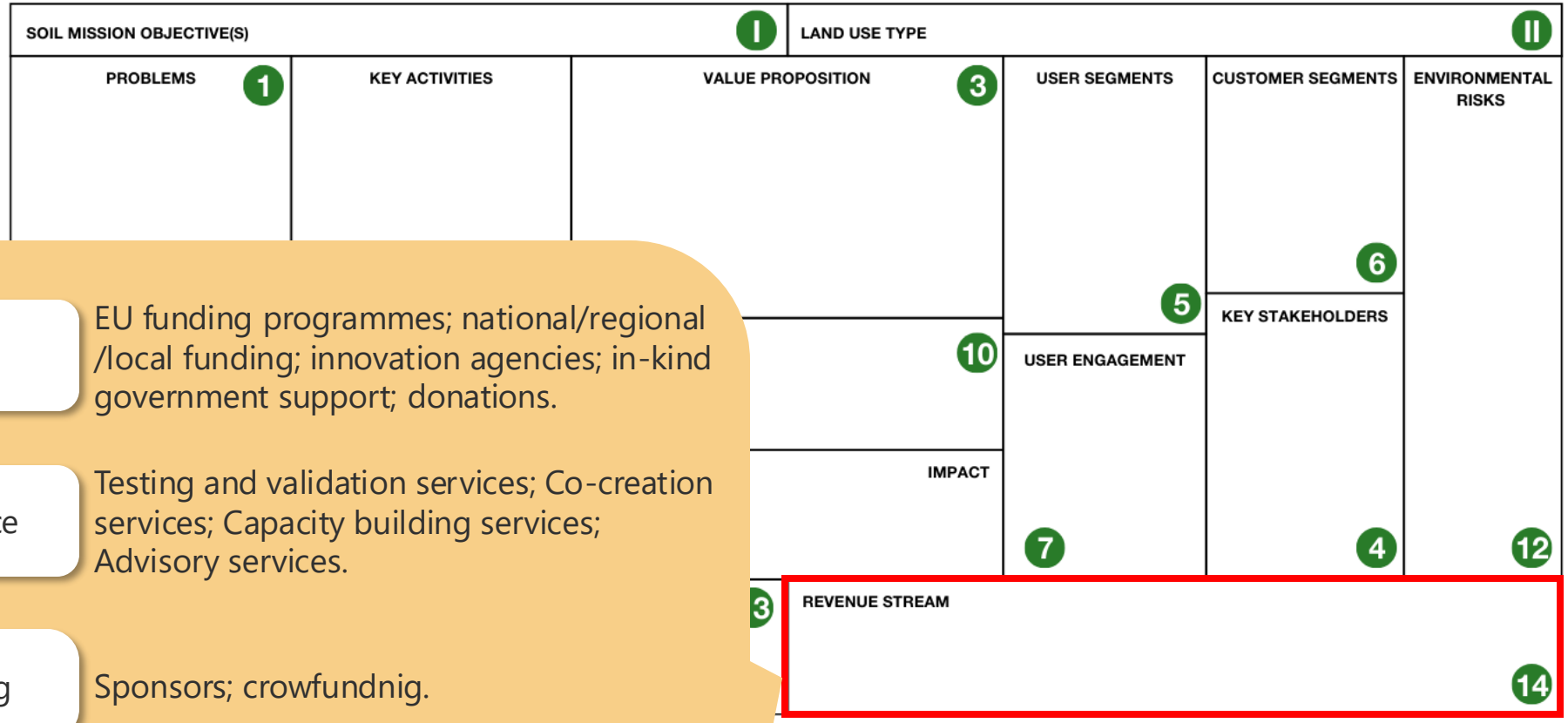
SPHERES OF INTERVENTION

- Subsidies
- Pay per Service
- Crowdfunding
- Cross Financing

REVENUE STREAM Element

Example of how to complete the "Revenue Streams" element

STEP 14



LLs in Soil Health

Subsidies	EU funding programmes; national/regional /local funding; innovation agencies; in-kind government support; donations.
Pay per Service	Testing and validation services; Co-creation services; Capacity building services; Advisory services.
Crowdfunding	Sponsors; crowfundnig.
Cross Financing	A percentage from production; Service charge to companies for using the LL (physical space, equipment)

Living Labs - ©ENoLL2024
odel Canvas by Juan Bertolin.

Funded by the European Union

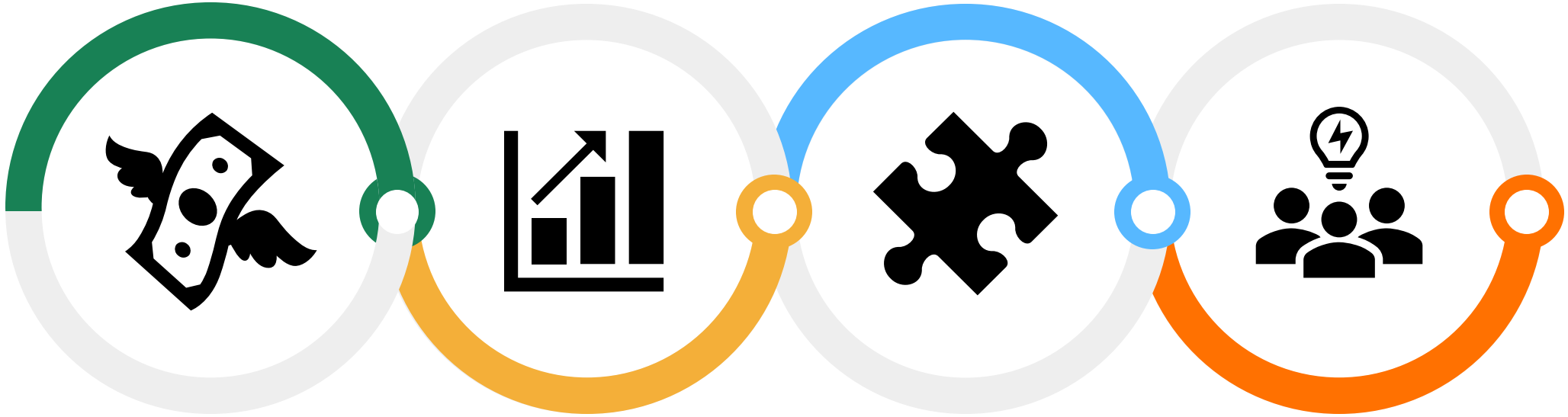
From Mission grants to long-term stability

PREPSOIL LL&LH BMC

This is a tool maps all the relevant building blocks in one visual framework.

Beyond Day 1

Start planning the long-term financial sustainability of your LL



Initial Funding

Grants, corporate sponsors, or public calls kick-start your Living Lab.

Define Your Business Model

The business-model questions are the bridge between our idea and financial reality.

The BMC with real world insights: A consultation tool

The filled PREPSOIL Business Model Canvas

They should serve as **inspiration** for the design of specific BMs according to the goals and the context in which each LL operates.

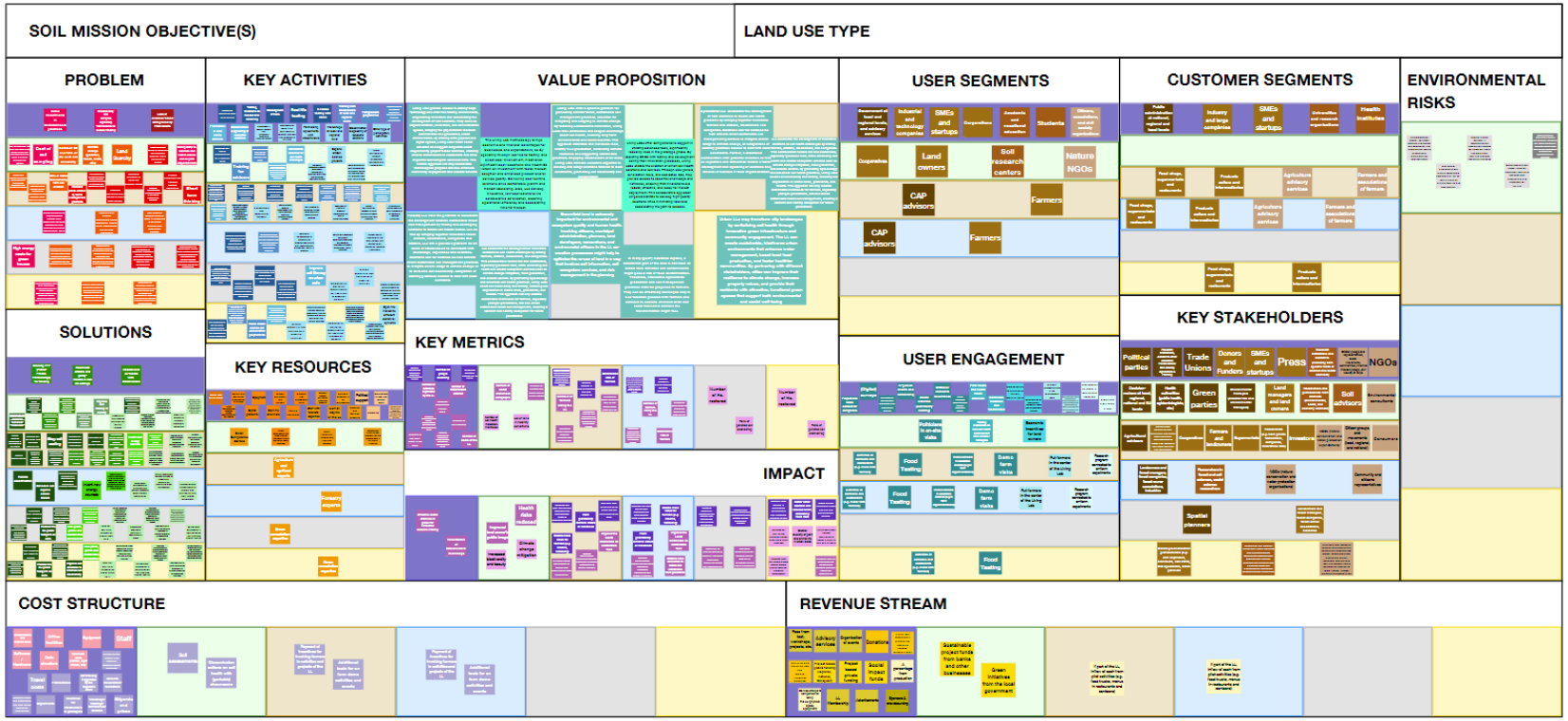
Recommended identified items can be visualized according to:

1. Elements;
2. Spheres of intervention, that can be recognized with the colour coding; and/or
3. Focus of the LL, reflected by the colour background.

Click here for a higher resolution image of the filled canvas.

Click here for a higher resolution image of the filled canvas, without the distinction among the spheres of intervention.

Click here for a higher resolution image of the filled canvas, without the distinction among the focus of the LL.



Funded by the European Union

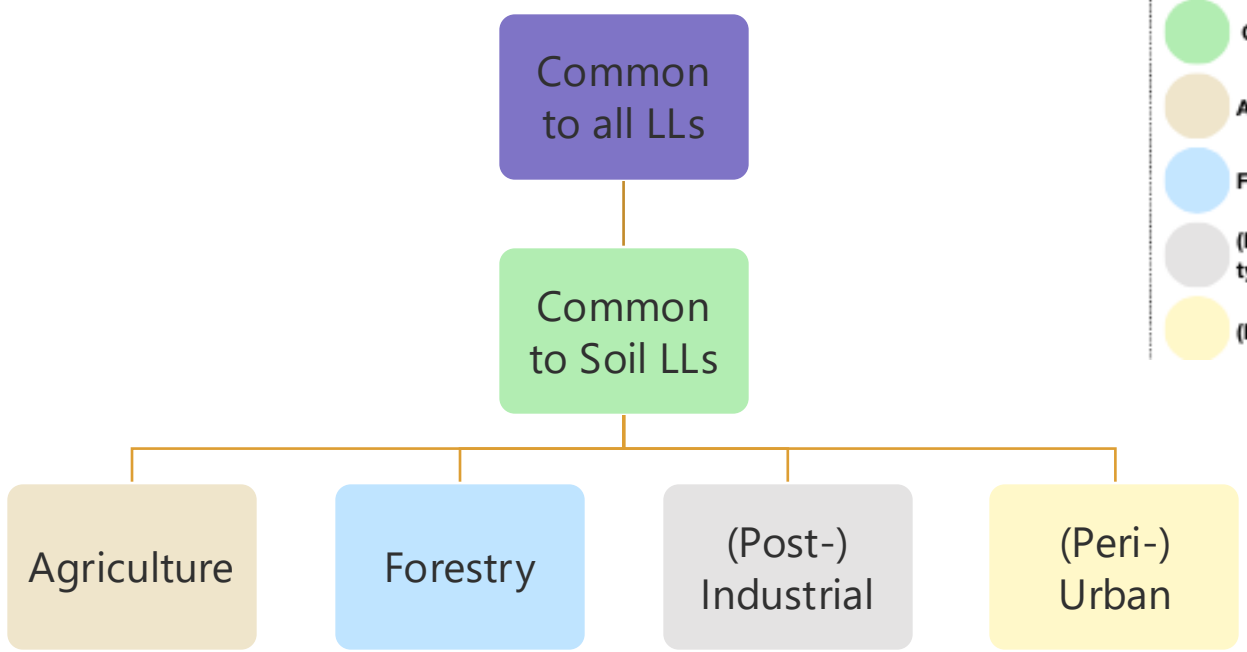
The filled PREPSOIL Business Model Canvas

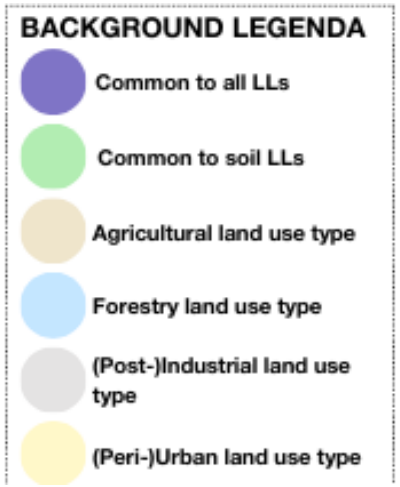
Types of inputs in the filled version:

Items that apply to any LL, regardless of the focus topic wise

Items that specifically apply to Soil LLs, regardless of the land use type they address

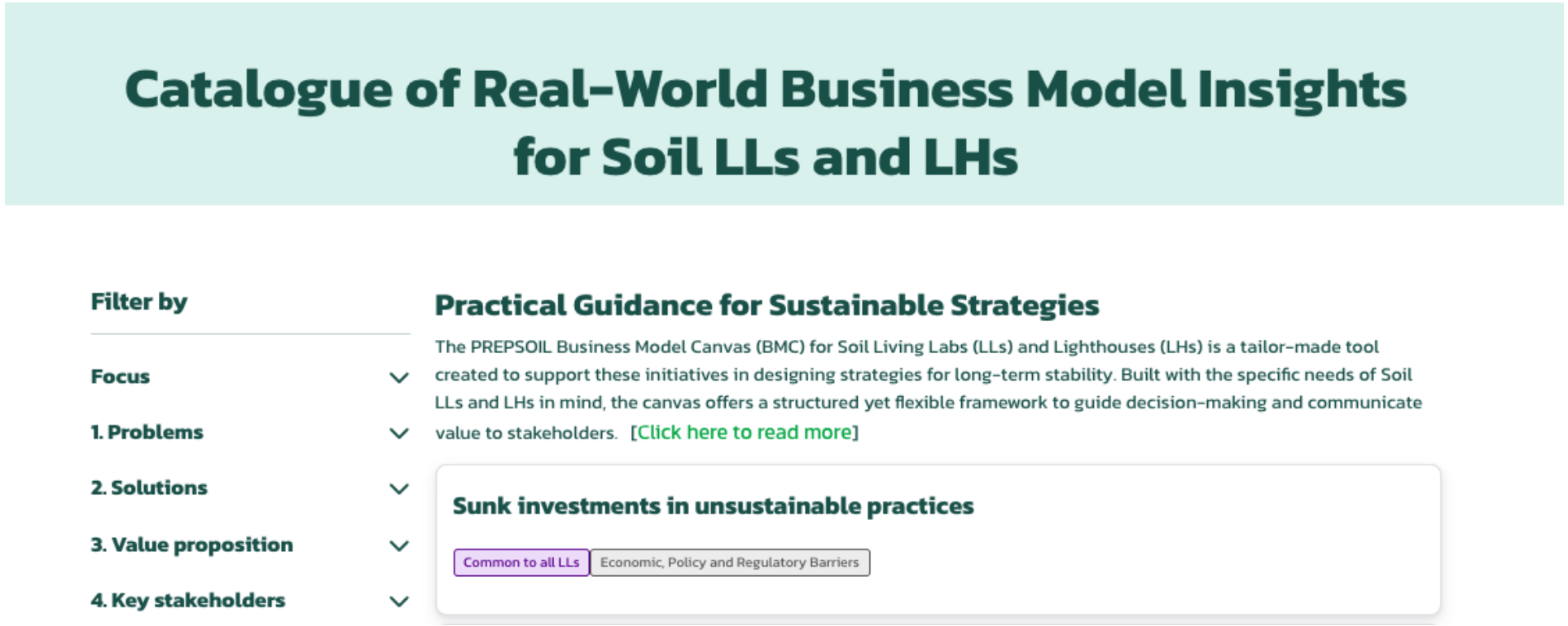
Items that are relevant to the land use type approached





In the PREPSOIL BMC for Soil LL&LH, the background colors refer at this classification.

The PREPSOIL BMC Catalogue



Explore the collection of real-world insights from the PREPSOIL's work with Living Labs

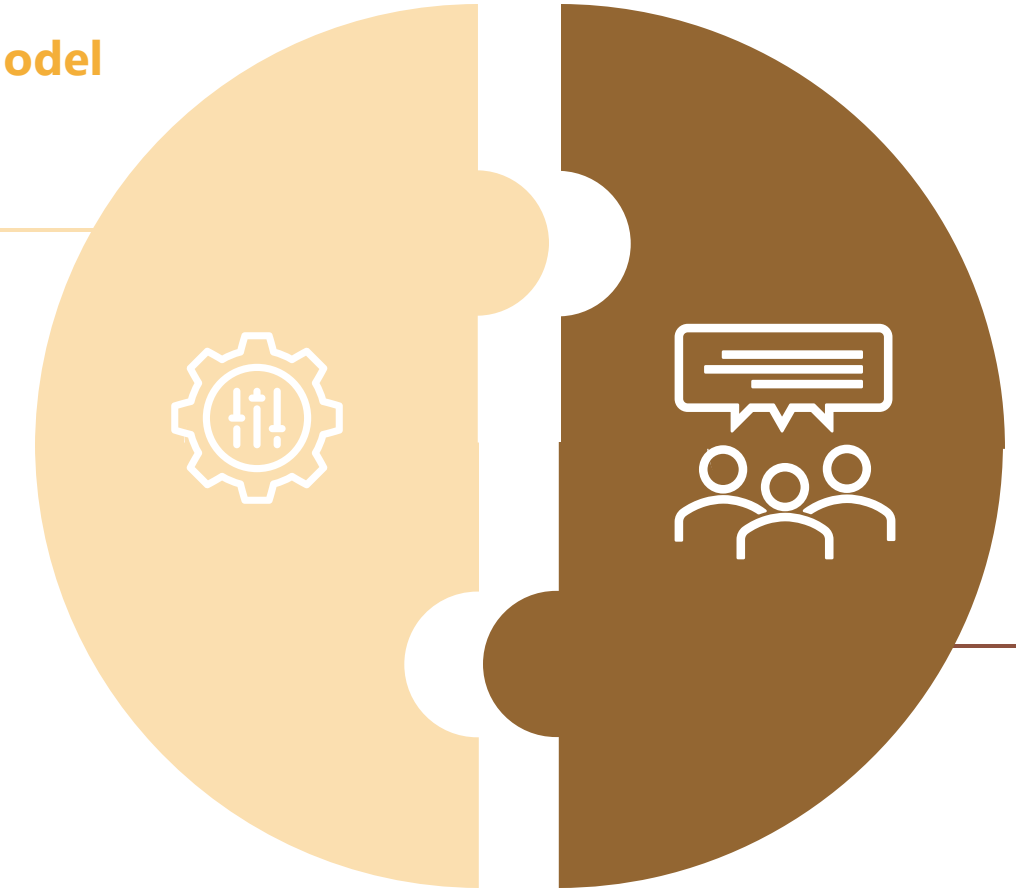
Conclusions & Next Steps

Upcoming: The Business Model Training – **Part 2**

Part 1: Business Model Training

20th of May

What are Business Models?
The PREPSOIL Business Model Canvas
Real-life insights



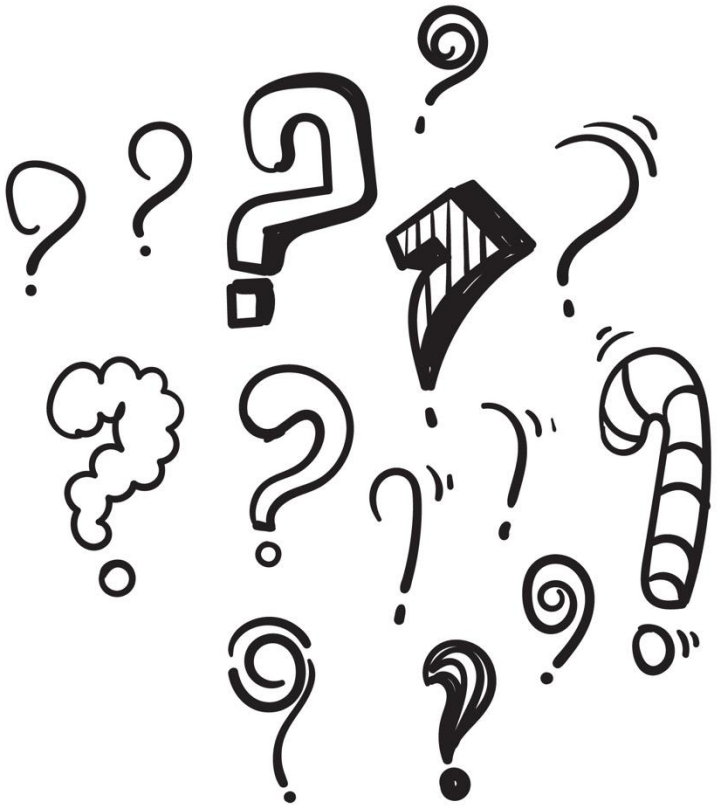
Part 2: Questions & Answers

28th of May

Answer question regarding the Business Model Canvas & discussion

Let’s collect all your questions!

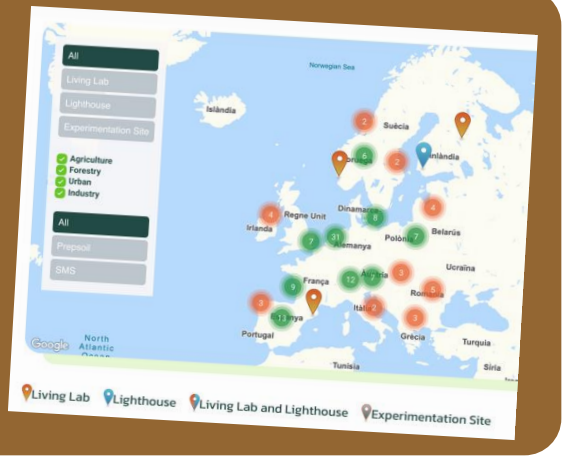
BUSINESS MODEL TRAINING -
Session 1: Business Model Canvas



The continuity of PREPSOIL by SOILL

https://prepsoil.eu/

End June 2025



SOILL

www.soill2030.eu

- ℹ Project & Mission info & updates
- 1 Events
- Interactive map of Living Labs
- Video gallery and publications
- SOILL Community platform - SOILL Hub

Visit the SOILL website