



## Green Business Models

Final P2P Meeting

7-Feb-2024, Online Activity



# Agenda



**Water and Environment Support**  
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Time	Topic	Speaker	Description
10h00-10h05	Introduction to the meeting's technical settings and rules	WES team	Waiting for everyone to join; technical guidance on the smooth running of the on-line session.
10h05-10h20	Opening and welcome remarks	<ul style="list-style-type: none"> <li>Anis Ismail (WES Key Environment Expert)</li> <li>Dr. Emad Adly (WES Stakeholder Engagement and Impact Assessment NKE)</li> </ul>	Updates on WES and its final year of activities, including its impact assessment process. Speed 'tour de table' presentation of the participating Peers and WES experts.
10h20- 10h30	Workshop Content and Essential Concepts	<ul style="list-style-type: none"> <li>Marta Junquera (WES NKE)</li> <li>Antoine Karam (WES NKE)</li> </ul>	P2P process overview, defining the goals and objectives of the workshop, presenting the foundational concepts of the workshop.
10h30- 11h05	The Green Business Canvas	Antoine Karam (WES NKE)	Presentation covering the Green Business Canvas concepts with concrete examples: value proposition, customer relationships and channels, customer segments, key stakeholders, key activities and resources, cost and revenue streams. Q&A.
11h05-11h45	The Green Business Plan	Antoine Karam (WES NKE)	Presentation covering the Green Business Plan structure: operations and management plan, market and marketing plan, financials and legal plan. Q&A.
11h45- 11h55	Reflections of Peers and Discussion	All Discussion will be moderated by Anis Ismail/ Marta Junquera	Peers who wish to, can request to briefly take the floor.
11h55-12h00	Evaluation of the final P2P meeting and Closing Remarks	<ul style="list-style-type: none"> <li>Anis Ismail (WES Key Environment Expert)</li> <li>Dr. Emad Adly (WES Stakeholder Engagement and Impact Assessment NKE)</li> </ul>	Wrap-up of the final P2P session, including a short meeting evaluation survey.





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## Opening and welcome remarks





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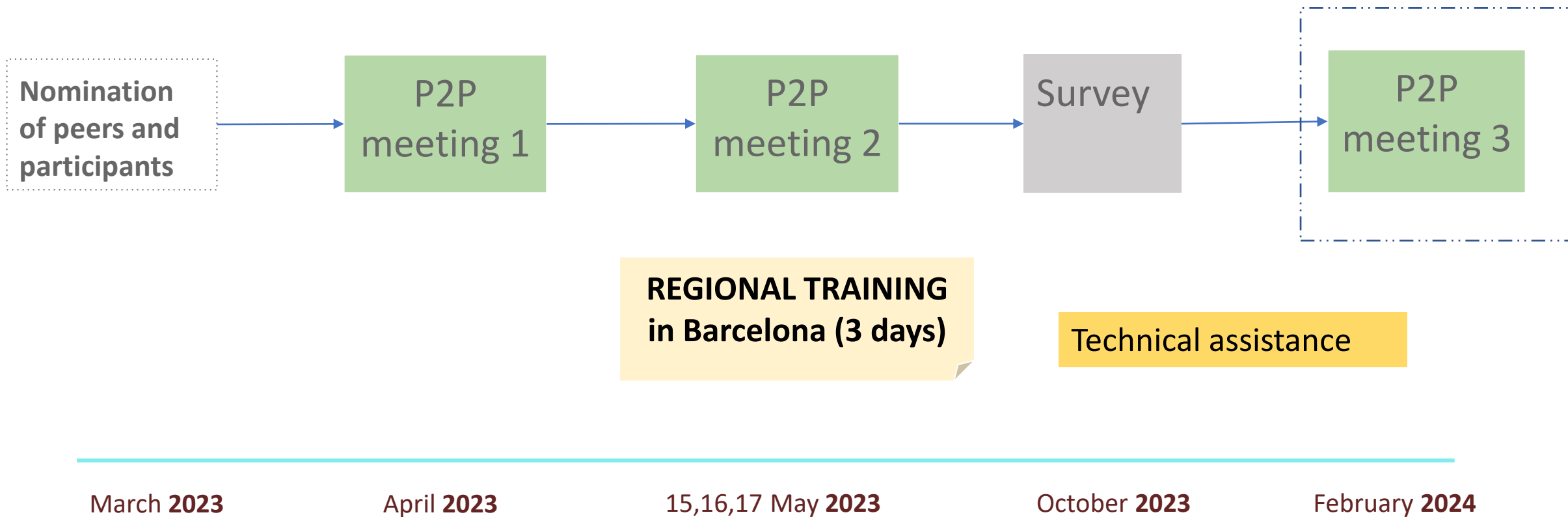
## Workshop Content and Essential Concepts



# ACTIVITY OVERVIEW



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# Questionnaire



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12/29 peers

40% replied

## Results:

1. The majority accessed the open innovation platform and used the tool. Also used the Policy hub, the switchers, WES, or the resources shared.

3. Do you wish for us to establish a Communication/meetings channel? **100% yes**

23 knowledge questions

2.

Que souhaiteriez-vous pour les prochaines/dernières sessions ?



What would you like for the next/final sessions?





## Water and Environment Support in the ENI Southern Neighbourhood region

# Policy makers support to Green Entrepreneurs.

### Regional Measures targeting mainly Entrepreneurs/ start-ups/SMEs

#### REGIONAL MEASURE E1

Create and/or support long-term national and regional programmes for sustainable business development.

#### REGIONAL MEASURE E2

Nurturing, growing and managing a Mediterranean community of eco-entrepreneurs, facilitating business opportunities, peer learning and participation in decision-making processes.

#### REGIONAL MEASURE E3

Promoting Open Eco-Innovation and facilitation of market deals along specific value-chains to scale up SCP and Circular Economy.

#### REGIONAL MEASURE E4

Regional Monitoring and Evaluation framework to measure and demonstrate the impact of Green and Circular Economy entrepreneurship in delivering social, economic and environmental value.

#### REGIONAL MEASURE E5

Regional exchange programme for entrepreneurs and companies for Circular Economy.



Addressing sectors of relevance  
for the Barcelona Convention

### Regional Measures targeting mainly Policy-makers/ public authorities

#### REGIONAL MEASURE P1

Regional Policy Hub to support peer learning, exchange and inform on policy instruments to foster the development of green and circular businesses (including a Mediterranean Sustainability Award).



#### REGIONAL MEASURE T1

Tackling Single-Use Plastic Items to reduce marine litter and stimulate sustainable alternatives.

#### REGIONAL MEASURE T2

Creating an enabling framework for sustainable and inclusive businesses within sectors of the Blue Economy.

### Regional Measures targeting mainly Business Support Organisations (BSOs)

#### REGIONAL MEASURE B1

Creation of a Mediterranean Network of Networks of Business Support Organizations (BSOs) for Sustainable Business Development (Including the promotion of a toolkit for BSOs for the assessment of the integration of sustainability and circular economy approaches into their business development services).



#### REGIONAL MEASURE D1

Strengthening access to sustainable products and services / sustainable consumption.

### Regional Measures targeting mainly Financial actors

#### REGIONAL MEASURE F1

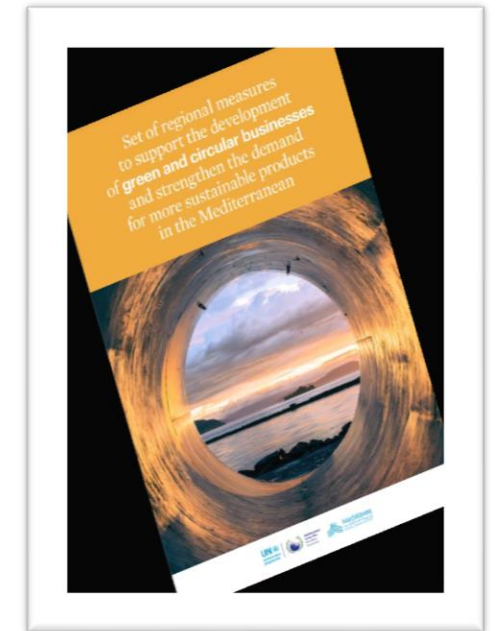
Establishing the Sustainable Finance MED Observatory gathering regional experts and investors.

#### REGIONAL MEASURE F2

Designing and implementing a public-private fund facility, attracting and channelling funds to eco-innovative business ventures for circular economy in the Mediterranean.



Addressing demand and visibility  
of products and services on the market



# Addressing challenges



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In general, green and circular entrepreneurs face a variety of **structural obstacles in all countries**. The **most immediate** obstacles that impact green and circular businesses in all sectors are the following (ranked according to direct relevance for small entrepreneurs):

- Challenges to establish a viable business case and access credit/ funding: impact-driven circular projects in the start-up phase often experience difficulties in developing a robust **economic business case** under the current linear conditions, while access to financing and (philanthropic) funds is limited.
- Insufficient knowledge (support services): Improved knowledge and skills are necessary to redesign production processes and develop sustainable alternatives. New entrepreneurs and existing companies are insufficiently aware of the possibilities presented by new circular business models. **They often lack of methodologies, tools, support to apply ecoinnovation and eco-design into business development**. Likewise, most Business Support Organizations lack that knowledge and cannot offer it.





# What are the measures that are needed?



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Promote national partnerships aimed at supporting green and circular business development.

National Partnerships should be set up bringing together Public and Private Business Development Service Providers (BDSP) providing various **support services to Green and Circular Entrepreneurs (training, mentoring, incubation, technical assistance, etc.)**. Those national partnerships could be voluntary association of public and private actors that cooperate on green business development services to achieve a mutually agreed-upon objective which can potentially benefit all the involved parties making available resources, skills and knowledge. In that sense the BDSP should be comprehensively strengthened **to provide business support services for the creation, incubation and acceleration of green and circular businesses**. **Develop sustainable product policies and stimulate the application of circular design:** stimulate the application of eco/circular design in national manufacturing industries and imported goods, extending product lifespan, design for reuse, repair, remanufacturing and recycling e.g. through a ban on planned obsolescence, mandatory percentage of recycled material in products. In the EU Mediterranean this can be done through extension of the Ecodesign Directive (which currently focuses mostly on energy-efficiency). In other regions this would require developing new legislation.





## Capacity-building & knowledge dissemination:

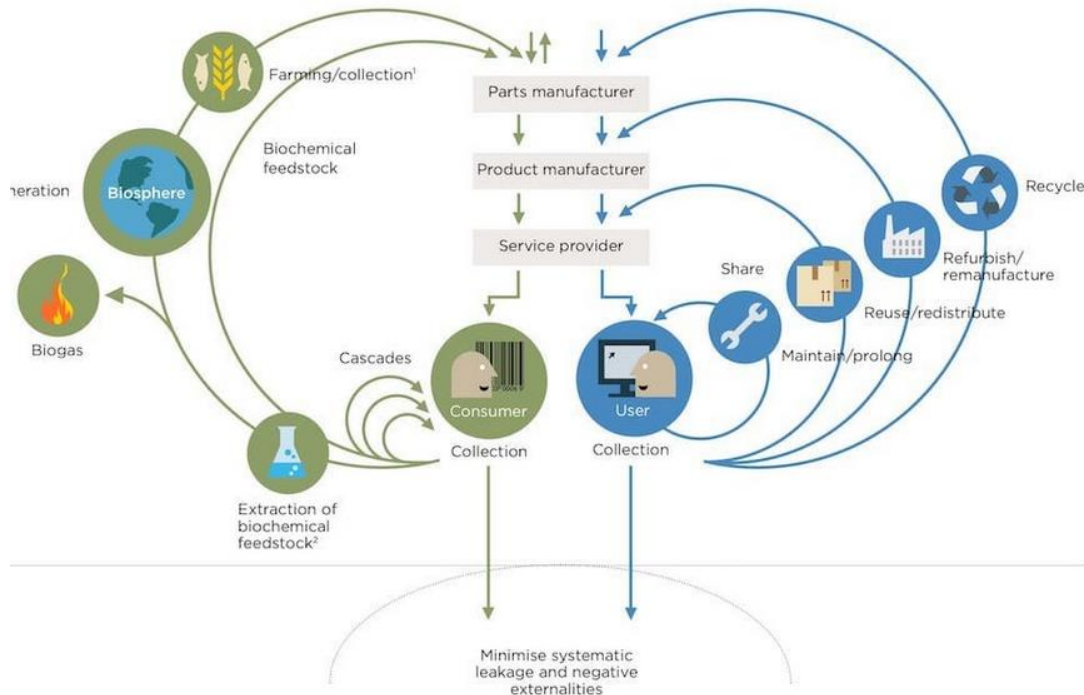
- Create or support incubation and acceleration programs for new entrepreneurs or existing businesses to develop green and circular business models with a focus on youth and women. These should incorporate modules specifically focusing on circular and eco design, as well as guidance to strengthen their **business plan**. Such a program could include access to business mentors and partners from established companies looking for synergies. This could be based on the Switchers Support Programme that works to create an enabling ecosystem for entrepreneurs and SMEs for green and circular economy in the Mediterranean. Such programme has developed the only existing training methodology for the creation of green and circular entrepreneurs in the Mediterranean pursuing Circular Economy business models.



# Circular Economy



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“Looking beyond the current take-make-waste extractive industrial model, a circular economy aims to **redefine growth, focusing on positive society-wide benefits**. It entails gradually decoupling economic activity from the consumption of finite resources, and designing waste out of the system.

It is based on three principles: **Design out waste and pollution; Keep products and materials in use; Regenerate natural systems”**

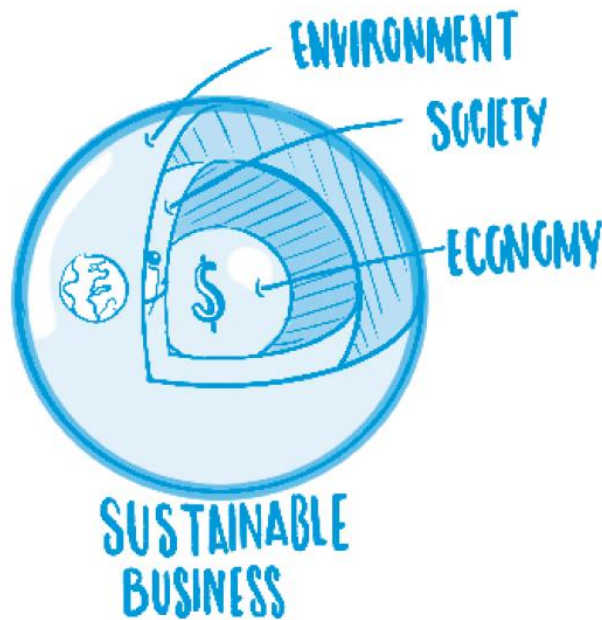
(Ellen MacArthur Foundation).



# Sustainable Business Model



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## *Brief definition:*

A sustainable business provides commercial solutions to environmental challenges which are economically viable and socially empowering.

## *Comprehensive definition:*

Based on the interdependency between the environment, society and economy, a sustainable business provides innovative viable products and services which create environmental value (addressing ecological challenges and reducing environmental impacts) and social value (addressing social needs) by applying eco-innovation, life cycling thinking and eco-design approaches.



# Eco-design



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Eco-design consists in taking into account and assess from the design stage (of a product or service and its business model) any potential environmental impact. Impacts on the environment have to be systematically evaluated at all stages of the lifecycle of the product/service: design; extraction and purchasing of raw materials; production; packaging and distribution; sales and marketing, product use; end of life management.



# From an Idea to a Business!



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Green Business Idea

**GREEN BUSINESS CANVAS**

Mission		OBJECTIVES			NAME _____
Vision					DATE _____
KEY STAKEHOLDERS	KEY ACTIVITIES & RESOURCES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS & CHANNELS	CUSTOMER SEGMENTS	
COST STRUCTURE		REVENUE STREAMS			

Green Business Canvas



Green Business Plan



Sustainable Business





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Can you provide us with a few examples of eco-conscious entrepreneurs who have approached you (or your partners) seeking support or guidance to transform their green **business ideas** into **sustainable businesses?**





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# The Green Business Canvas





# From an Idea to a Business!



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Green Business Idea



**GREEN BUSINESS CANVAS**

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Green Business Canvas



Green Business Plan



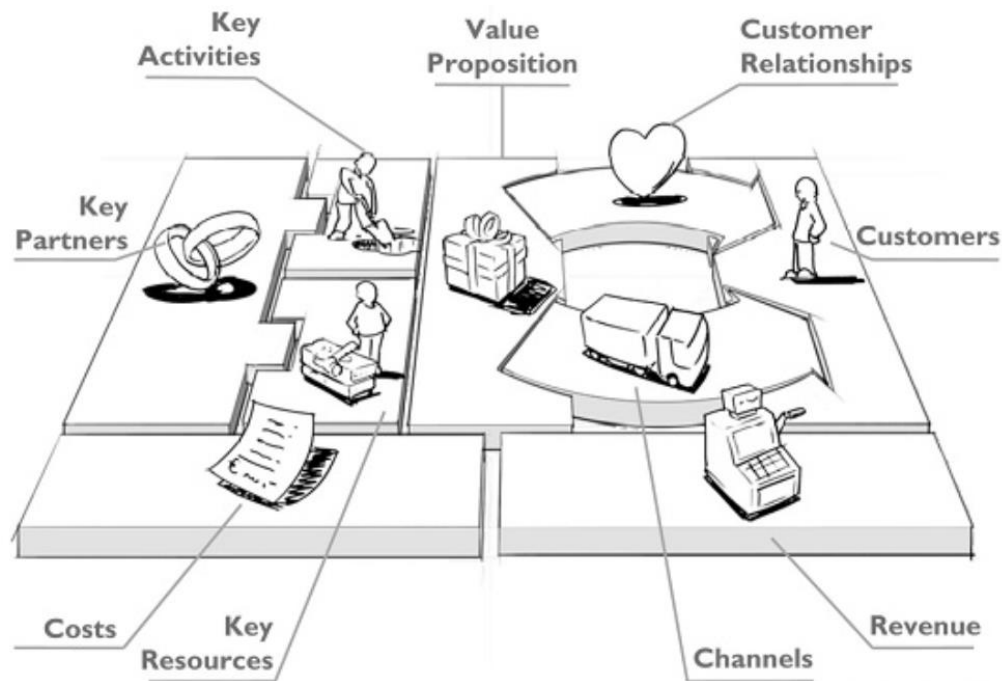
Sustainable Business



# Green Business Canvas definition



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“A business model describes the rationale of how an organization creates, delivers, and captures value” (Osterwalder and Pigneur)

A business model can be synthesized and described through a Business Model Canvas and his building blocks










# Green Business Canvas sections



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**GREEN BUSINESS CANVAS**

Mission		OBJECTIVES			NAME _____	
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KEY STAKEHOLDERS 	KEY ACTIVITIES & RESOURCES 	VALUE PROPOSITION 	CUSTOMER RELATIONSHIPS & CHANNELS 	CUSTOMER SEGMENTS 		
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# Example: Organic Farming in Lebanon



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## GREEN BUSINESS CANVAS

<p><b>Mission</b> To promote health and sustainability through premium organic farming, providing our community with fresh, chemical-free produce while championing eco-friendly practices and fostering a stronger connection between people and their food</p> <p><b>Vision</b> To lead Lebanon's organic farming industry, shaping a future where our sustainable practices inspire positive change. We envision a harmonious balance between nature, agriculture, and well-being, leaving a lasting legacy for generations</p>		<p><b>OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>• Successfully launch and operate an organic farm business</li> <li>• Ensure the consistent production of high-quality organic crops</li> <li>• Foster a positive and collaborative work environment for farm employees</li> <li>• Spread awareness and contribute to the overall growth of the organic farming industry in Lebanon</li> </ul>		<p>NAME _____</p> <p>DATE _____</p> <p>ITERATION# _____</p>	
<p><b>KEY STAKEHOLDERS</b></p>  <ul style="list-style-type: none"> <li>• <b>Customers:</b> Local consumers seeking organic and locally sourced produce</li> <li>• <b>Ministry of Agriculture</b> and relevant authorities overseeing agricultural practices and organic certifications.</li> <li>• <b>Suppliers</b> of organic seeds, fertilizers, and farming inputs.</li> <li>• <b>Distribution Partners:</b> Local grocery stores, markets, and restaurants.</li> <li>• <b>Competitors</b></li> <li>• <b>Local Community:</b> Residents and community members surrounding the farm</li> </ul>	<p><b>KEY ACTIVITIES &amp; RESOURCES</b></p>  <ul style="list-style-type: none"> <li>• Cultivation and harvesting of organic crops</li> <li>• Soil enrichment and sustainable farming practices</li> <li>• Marketing and promotion of organic products</li> <li>• Regular assessment of soil and product quality</li> </ul> <p>-----</p> <ul style="list-style-type: none"> <li>• Organic farmland and soil testing facilities</li> <li>• Seeds, equipment, and tools</li> <li>• Skilled labor with knowledge of organic farming practices</li> <li>• Distribution network and transportation</li> </ul>	<p><b>VALUE PROPOSITION</b></p>  <p>Offering discerning consumers and businesses in Lebanon premium-quality, locally grown organic produce through sustainable farming practices, ensuring fresh and chemical-free options for a healthier and environmentally conscious lifestyle</p>	<p><b>CUSTOMER RELATIONSHIPS &amp; CHANNELS</b></p>  <ul style="list-style-type: none"> <li>• Direct sales at local farmers' markets</li> <li>• Collaboration with restaurants and cafes</li> <li>• Online platform for orders and deliveries</li> <li>• Partnerships with grocery stores</li> </ul> <p>-----</p> <ul style="list-style-type: none"> <li>• Personalized service for regular customers</li> <li>• Educational content on organic farming practices</li> <li>• Responsive customer support</li> </ul>	<p><b>CUSTOMER SEGMENTS</b></p>  <ul style="list-style-type: none"> <li>• Local consumers interested in organic produce</li> <li>• Restaurants and markets aiming to source organic products</li> <li>• Health-conscious individuals seeking organic options</li> </ul>	
<p><b>COST STRUCTURE</b></p>  <p><b>Investments costs (in k\$):</b></p> <ul style="list-style-type: none"> <li>• Land acquisition: 50</li> <li>• Farming equipment: 20</li> <li>• Company registration: 2</li> <li>• Water installations: 8</li> <li>• <b>Total: 80.000\$</b></li> </ul> <p><b>Direct costs per kg (in \$):</b></p> <ul style="list-style-type: none"> <li>• Seeds: 0.05</li> <li>• Biopesticides: 0.05</li> <li>• Water: 0.1</li> <li>• Labor Costs: 0.2</li> <li>• <b>Total: 0.3\$/kg</b></li> </ul> <p><b>Indirect costs per month (in \$):</b></p> <ul style="list-style-type: none"> <li>• Marketing: 100</li> <li>• Insurance: 50</li> <li>• Energy: 50</li> <li>• Salaries : 2000</li> <li>• <b>Total: 2.200\$/ Month</b></li> </ul>			<p><b>REVENUE STREAMS</b></p>  <ul style="list-style-type: none"> <li>• Direct sale of organic fruits and vegetables</li> <li>• Indirect sale of organic fruits and vegetables through partners</li> <li>• Subscription-based baskets</li> <li>• Agricultural events at the farm: fruit picking, etc.</li> <li>• Children tours</li> </ul>		





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# The Green Business Plan



# From an Idea to a Business!



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Green Business Idea

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Green Business Canvas



Green Business Plan



Sustainable Business



# Green Business Plan definition



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- A business plan is a narrative document, typically 15 - 50 pages long (up to 150 with annexes), accompanied by various financial forecasts. The narrative portion of the plan describes your business, the product or service you intend to offer, relevant market information, and your operational strategies.
- It should take at least 2 - 3 weeks to write the first draft of your plan and to incorporate feedback from partners, advisors and potential investors.
- A green business plan must also account for the environmental and social impacts of the proposal. This is called a triple bottom line approach: measuring success according to the impacts on people, the impacts on the planet and the generation of profit.



# Sections of a Green Business Plan



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- Classically, a green business plan is split into 4 sections

**Operations &  
Management  
Plan**

**Market &  
Marketing  
Plan**

**Financial  
Plan**

**Legal  
Management  
Plan**





# Operations & Management Plan



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**Operations & Management Plan**

Market & Marketing Plan

Financial Plan

Legal Management Plan



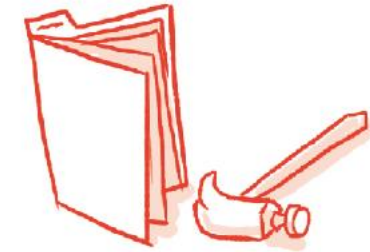
# Operations & Management Plan



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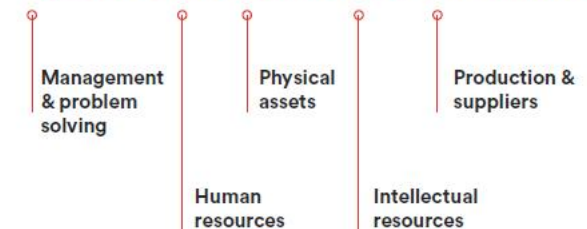
- Depending on the type of business, the operational plan will include an overview of how the entrepreneur will:
  - manufacture the goods,
  - sell the products,
  - deliver services to the customers,
  - and/or manage their staff

to achieve the company's triple-bottom-line objectives



- It can be structured in different sections:
  - Management & Problem solving
  - Human Resources
  - Physical assets
  - Intellectual resources
  - Production & suppliers

## Operation and Management Plan



# Market & Marketing Plan



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Operations &  
Management  
Plan

**Market &  
Marketing  
Plan**

Financial  
Plan

Legal  
Management  
Plan



# Market & Marketing Plan



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- The market & marketing plan details:
  - how entrepreneurs plan to reach their target market segments,
  - how they plan on selling to those customer segments,
  - what their pricing plan is
  - and what types of activities and partnerships they need to make their business a success
- It can be structured in different sections:
  - Customers and Value Proposition
  - Market analysis & competitors
  - Product and services offer & pricing
  - Branding & positioning
  - Communication channels
  - Customer relationship



## Marketing Plan



# Financial Plan



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Operations &  
Management  
Plan

Market &  
Marketing  
Plan

**Financial  
Plan**

Legal  
Management  
Plan



# Financial Plan

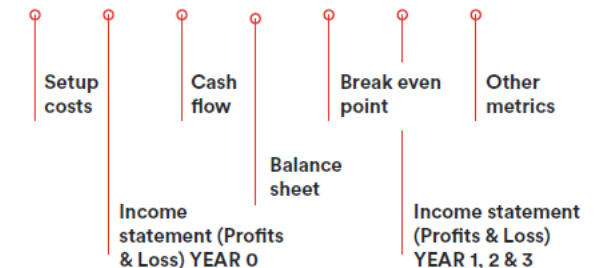


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- The financial prospects of a business plan should demonstrate that entrepreneurs have thought about every aspect of their start-up requirements, and have estimated the funds needed to go through your first 3 - 5 years of operation
- Potential funders, such as investors and bank lenders, will want to see financial projections and forecasts before deciding whether or not they will fund a green business
- It can be structured in different sections:
  - Setup costs
  - Income statement (Profits & Loss) for years 0,1,2,3...
  - Cash flow statement
  - Balance sheet
  - Financial metrics: Break even Point and other metrics



## Financial Plan



# Legal Management Plan



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Operations &  
Management  
Plan

Market &  
Marketing  
Plan

Financial  
Plan

**Legal  
Management  
Plan**



# Legal Management Plan



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- The legal management plan deals with all legal aspects related to your business, including the legal form it operates under
- To deal with it, you can consider three main levels to start with:
  - At the organisation level: Setting the legal form
  - At the market level: Patents, trading regulations, licences, domains...
  - At the local, regional, national and international level: Legal framework, environmental and labour laws, international trade, etc.



**Legal  
Management Plan**





# Sections of a Green Business Plan



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**Operations & Management Plan**

**Market & Marketing Plan**

**Financial Plan**

**Legal Management Plan**



# Measuring & Looking forward



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- For green entrepreneurs, establishing a solid management approach is absolutely vital for project success.
- Regularly gauging progress towards sustainable business objectives is not just important – it's the heartbeat of sustainable success.
  - it's important for green entrepreneurs to:
    - Define SMART impact indicators
    - Measure them consistently throughout business operations
    - Periodically review and update the indicators to ensure their continued relevance





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## Reflections of Peers and Discussion





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## Evaluation of the final P2P meeting and Closing Remarks





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**It's time for the  
Evaluation of the Final P2P  
meeting...!**



**URL <https://forms.gle/p7iqYCaRheyBwkD6A>**



For more information:



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Visit our Website

[wes-med.eu](http://wes-med.eu)

[info@wes-med.eu](mailto:info@wes-med.eu)

and follow us on Social Media





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Thank you for your attention!

