



Spurring INnovations for forest eCosystem sERvices in Europe

Project no. 773702

Start date of project: 1 January 2018

Duration of project: 48 months

H2020-RUR-05-2017 Novel public policies, business models and mechanisms for the sustainable supply of and payment for forest ecosystem services

D 5.8: Business package: Business in SINCERE and SINCERE for Business – first part

Due date of deliverable: **30.04.2021**

Actual submission date: **10.06.2021**

Organisation name of lead contractor for this deliverable: **BCSD Portugal**

Dissemination level: **Public**



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 773702.

www.sincereforests.eu

Authors

Gabriel Neira Voto – BCSD Portugal

Reference

VOTO, GABRIEL. (2021). D5.8 DELIVERABLE TITLE AND NUMBER BUSINESS PACKAGE: BUSINESS IN SINCERE AND SINCERE FOR BUSINESS – FIRST PART. H2020 project no.773702 RUR-05-2017 European Commission, 16 pp.

Table of Contents

Executive summary	4
1. SINCERE for Business package I.....	5
2. SINCERE for Business package II.....	12
3. WBCSD final Workshop.....	16
4. Second Video – SINCERE for Business	16

Executive summary

The business package link the work in SINCERE to the business world and will consist in two complementary sets of activities:

First set of activities- Business in SINCERE:

- Business & Marketing Clinic: Each IA will have one or two virtual meetings to help identify the business language and rationale required to deliver a profitable business model.

Workshops with the Business Community: two workshops with the European business community using the regional European network of the World Business Council for Sustainable Development (WBCSD).

Second set of activities- SINCERE for Business:

- Open classes: a package of slides will be developed that can be used by each partner (and is available for use outside the project) to convey the potential of IM in business and economics universities.
- Business Meaning: A brochure will be developed with the findings and outcomes of each working package using appropriate language for the business sector.
- Business Opportunities Scan: a final infographic will be developed identifying business opportunities that IM can bring to economic and business development.

This report aims to share relevant information about the task 5.4 business and marketing clinics and the first workshop (Co-Design) with the business community, and a detailed plan on how and when BCSD Portugal is planning to deliver the SINCERE for Business package part II products and activities (Open Classes, Business Meaning Brochure, Business Opportunity Scan and the 2nd Business Workshop).

Additionally, BCSD Portugal understands that there are some important inputs that are needed for us to advance with the development of final business products and outputs, namely, the Info brief on business models (D4.3) that will support the content for final business products. It was agreed that BCSD Portugal and EFI will receive the drafts from internal partners to inform the key messages and content of final business products.

There is also the plan to gather more information on the content and key messages relevant for business on the next project-wide meeting (Synthesis workshop – organized by Prospex Institute), with the participation of all internal partners.

1. SINCERE for Business package I

From Grant Agreement: SINCERE will engage representatives of the business world in two complementary ways:

a) as collaborators in the consortium and the concrete IA and b) as partners for a targeted set of communication and dissemination activities. As for a), mutual learning of ecosystem service providers (forest owners and managers) and their business partners from outside the forest sector can be expected (WP2). As for b), WP5 implements the SINCERE business package (T5.4), which will impact both FES providers within SINCERE (Business in SINCERE measures in T5.4) and vice versa the larger business world through the knowledge generated in SINCERE (SINCERE for Business measures in T5.4).

SINCERE will hence make the concept of FES attractive for relevant spheres of the business world, will create interest in IM from the business sector and overall, will bridge across observable boundaries between ecosystem service providers from the forest sectors and potential business partners from other sectors.

From the beginning of the project, BCSD Portugal is allowing SINCERE to engage with representatives of the business world in two ways: a) as collaborators in the consortium and the concrete IA and b) as partners for a targeted set of communication and dissemination activities.

As for a), businesses representatives participated in the Co-Design event, on the 28-29th January 2019, in Leuven (Belgium), and gave their insights to the eleven case studies (IA). As for b), within the task 5.4, a four-month online course took place from September to December 2020. The objective was to help the IA to identify the business language and the required rationale to deliver a profitable and sustainable business model regarding FES.

Deviations (delay, resources, costs) and justifications:

The COVID-19 pandemic led to a change of approach to and calendar of the Business & Marketing Clinics. Originally planned to be tailored to individual IA partners, the imposed confinement led to the organisation of one larger online clinic with four IA partners. This allowed bringing partners closer together, triggering critical thinking among themselves. The combination of a video course and interactive live sessions was successful in encouraging interaction among participants.

A slight amount of funds was also diverted within 'other goods and services': this was originally foreseen for the pagination of the final brochure and later moved to an online training on Sustainable Business Modelling, as part of the Business and Marketing Clinics under this task. The offer of an online course developed by a professional of the sector allowed to enrich the activity's approach in a more participative and inclusive way, as more IA's were able to join and the work was facilitated by a professional in this area. This adaptation was possible due to the financial manoeuvre confirmed after reducing the amount originally allocated for pagination for the Business Meaning Brochure, deemed to be too extensive for the target audience.

General Timeline BCSD Portugal 2020-2022

2019:

- 28th and 29th of January – Co-Design event.:

2020:

- May: Restructuring of the Business and Marketing Clinics due to Covid-19 (work carried with the support of WP5 leaders from EFI and IUCN).
- 1st of September: Business and Marketing Clinics task starts
- 31st of December: Business Marketing Clinics task ends

2021:

- 25th of March: SINCERE for Business– Cross Pollination event Learning Lab2 – Workstream 1 (BCSD Portugal supported the activity engaging and inviting key note speakers)
- 31st of May: D5.8 Business Package: Business in Sincere and Sincere For Business – First Part delivered
- Until 30th of June: Final Business Workshop invitation – Contact Business (WBCSD, Natural Business Intelligence, The Navigator Company, etc) for the final conference.
- 28th S- 30th of September: SINCERE Final Conference – 2nd Workshop with Business: Roundtable with Business representatives.
- 30th November: D5.9 Business Package: Business in Sincere and Sincere For Business – Second Part: Brochure, 2nd video and infographic delivered

1.1 Co-Design event

BCSD Portugal collaborated in the preparation of the SINCERE Co-Design Event that was held in Leuven, Belgium on 28th and 29th of January 2019, being responsible by the engagement of business stakeholders.

The first business workshop proposed to be implemented with the Business Community was merged within the Co-Design. BCSD was involved in the preparation of the co-design event, predominantly by engaging business stakeholders.

Different stakeholders were selected and invited ([WBCSD - World Business Council For Sustainable Development](#), [The Shift - Belgian sustainability network](#), [The Navigator Company](#), [Bos+](#) and [Joker](#)) and the WBCSD (the representative of the [WBCSD Forest Solutions Group](#), that congregates several global companies of the Forest Sector), The Navigator Company (a Forest

and Sustainability expert) and Bos + (a Biodiversity expert), actually participated and contributed with their insights to the eleven Case Studies.

As agreed with the Innovation Action Partners during the Co-Design Event, BCSD Portugal started the preparation of a virtual meeting that were held in the second semester of 2020 to support them in the identification of the business language and the necessary rationale to carry a sustainable business model.

Questions for Business messages development

By analysing the available information on the innovation actions and the summaries of the MAG meetings that were held, it was possible to identify some questions that should be addressed and answered within some specific innovation actions development, regarding the promotion of business stakeholders' interest and to leverage the potential for scaling up. Below we highlight some examples of questions raised. Not all of IAs have a business focus, hence we include only the relevant ones, that also participated on task 5.4 Business and Marketing Clinics.

Innovation Action	Questions for creating Business Messages
Reverse auctions pilot for biodiversity protection (Danish Forest Association in collaboration with University of Copenhagen, Denmark)	<ul style="list-style-type: none"> What are the opportunities for businesses? How can business have a positive impact in the innovation action development and success? How can the innovation action be scaled up? How can the innovation action be replicated for other regions in the country or in other countries? And for other ecosystem services? Are there already any lessons learned from the innovation development process (regarding businesses)?
ECOPAY Connect – Forest-habitat biodiversity payment scheme (Etifor, Italy)	<ul style="list-style-type: none"> What are the opportunities for businesses? How can business have a positive impact in the innovation action development and success? How can the innovation action be scaled up? How can the innovation action be replicated for other regions in the country or in other countries? And for other ecosystem services? Are there already any lessons learned from the innovation development process (regarding businesses)?
Spiritual forests and forest kindergartens (Pan Bern AG, Switzerland)	<ul style="list-style-type: none"> What are the opportunities for businesses? How can business have a positive impact in the innovation action development and success? How can the innovation action be scaled up? How can the innovation action be replicated for other regions in the country or in other countries? And for other ecosystem services? Are there already any lessons learned from the innovation development process?
Reverse auction pilots for forest ecosystem services in rural and peri-urban areas (Natuurinvest (OC-ANB), Belgium)	<ul style="list-style-type: none"> Are there other business stakeholders besides owners, hunters and farmers? What impacts have already resulted from the innovation? What are the opportunities for businesses (as well as owners, hunters and farmers)? How can the innovation action be scaled up? How can the innovation action be replicated for other regions in the country or in other countries? And for other ecosystem services? Are there already any lessons learned from the innovation development process?

1.2 Business and Marketing Clinics

This task links the work in SINCERE to the business world and consists of two complementary sets of activities - Business in SINCERE and the SINCERE in Business.

The second phase of the SINCERE project was instrumental in maximizing the project's relationship with the business world and in stimulating respective interest in FES and IMs.

As agreed with the IA partners in the Co-Design Event held in January 2019, BCSD Portugal started preparing tailored virtual meetings for each partner to help them identify the business language and rationale required to deliver a profitable business model. These are some of the 'Business in SINCERE' activities.

Following some changes from the original approach (more information in the section below), and in order to bring IA's partners closer together, BCSD recruited a consultant to carry out an online Business & Marketing Clinic in 2020 which gathered four of the eleven IA partners. These included Natuurinvest (OC-ANB) Belgium, Danish Forest Association, Pan Bern AG Switzerland and Etifor Italy.

This professional was selected due to its expertise on the topic and own creation of the Sustainable Start Canvas Methodology. This is a tool developed to Map, Check, and Innovate a business (model) from 4 integrated Systems Thinking Perspectives. Through this approach, the model helps assessing current and future needs of target audiences, consequently guiding strategic decision-making, building resilient channels through circular activities and regenerative resources, and trustworthy relationships with stakeholders.

This activity was developed during four months in 2020, and included as objectives:

1. Map and identify everything that is relevant to the whole system of the IA's business model (idea): the value aimed to create for the target audience, for the social actors throughout the value chain, the ecological systems impacted by the input and output throughout the whole life cycle, as well as the IA's vision, values, and goals to give a clear strategic direction.
2. Check and analyse the (un)sustainability of each building block of the IA's business model and its unintended impacts throughout the value chain and life cycle, by applying systems thinking principles for sustainability to elements within each building block.
3. Innovate and build better hypotheses about the sustainability of the IA's building blocks throughout the whole business model (re-)design from a systems thinking perspective. Use the trigger questions and design constraints to develop impactful and sustainable business solutions.

The content of the online course consisted of:

- Introduction to (Un)Sustainability, Sustainable Business Model Innovation, and Triple Value Creation;
- Mapping the SBM: Human Needs & Satisfiers, Social System Actors, Ecological Input & Output, and Strategic Direction;
- Checking the Sustainability of Product Satisfiers, Social and Ecological Performance, and determining Strategic Focus;

- Innovating for Lasting Satisfaction, Social Resilience, Ecological Circularity, and Strategic Prioritization of new ideas and actions;
- Integrating Triple Value Proposition & Strategic Direction, Value Creation and Delivery, and business bottom-line results.

The specific dates of the Sustainable Start Canvas Methodology were:

Kick-off: 1st October 2020

Midway session: 11th of November 2020

Closing session: 9th of December 2020

A bonus- sharing session was later developed on 12th of January 2021 for follow-up and the sessions were recorded for institutional memory.

This online course helped raising new and critical perspectives used to explore and explain value proposition of the different IAs. The tools used by the Sustainable Start Canvas Methodology, such as templates and trigger questions, helped to map, check and innovate the business models. This was achieved even though, in some cases, it was challenging to determine the correct scope of the business or project applied to the Canvas Methodology. This was the case for organisations that help other organisations, where it was decided to apply the Canvas Methodology to this second only, or where participant organisations had several business models operating simultaneously, all of which contributing to sustainability.

The outcomes of this Business & Marketing Clinic will also help to inform the development of 'SINCERE for Business' activities and outputs, together with relevant material provided by the other WPs. These will include the tasks Open Classes, to communicate potential of FES and IM in business and economics universities through a slides package; Business Meaning Brochure, outlining lessons learnt, best practices and replication guidelines arising from each WP of the SINCERE project; and a final infographic identifying business opportunities offered by FES and IM, entitled the Business Opportunities Scan.

These clinics will also be complemented by the final workshop with the business community to connect the larger business world with the knowledge generated by the SINCERE project, so that ultimately a business approach is implemented in the co-design process of IMs. This is expected to take place in September 2021, back-to-back with the final conference of the project.



Figure 1 - Participants during the online course final live session

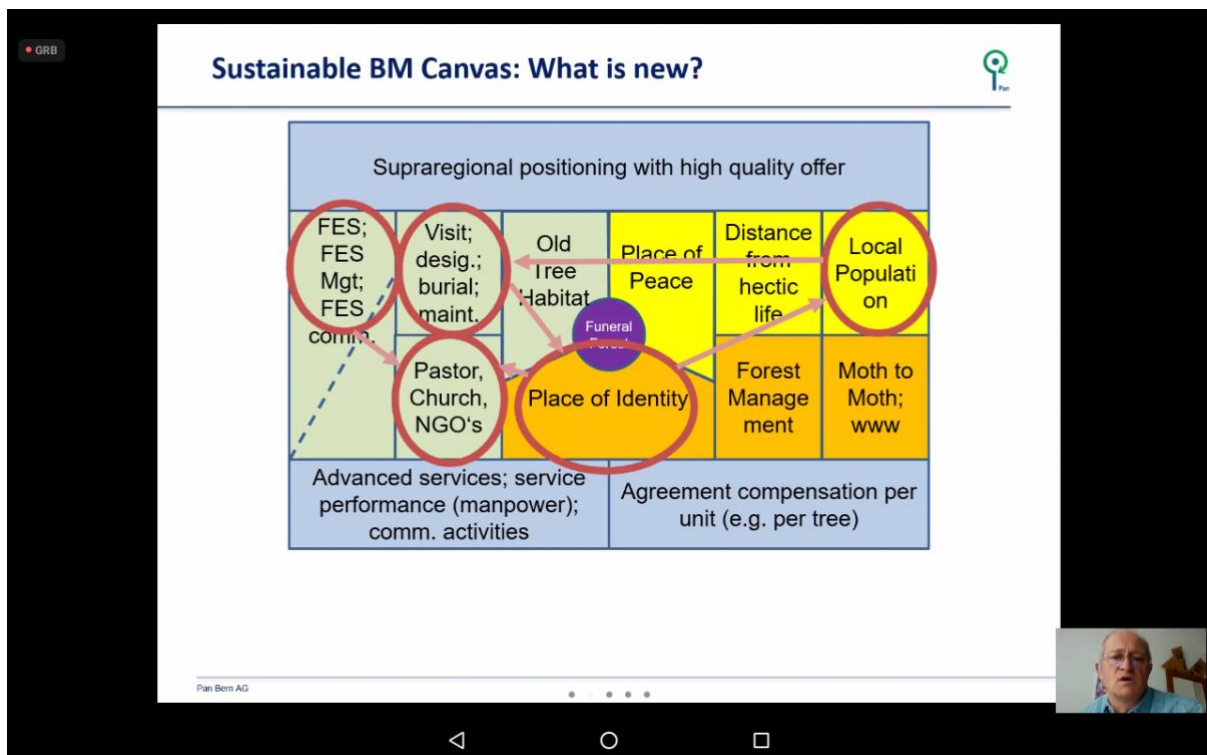


Figure 2 - Example output Pan Bern

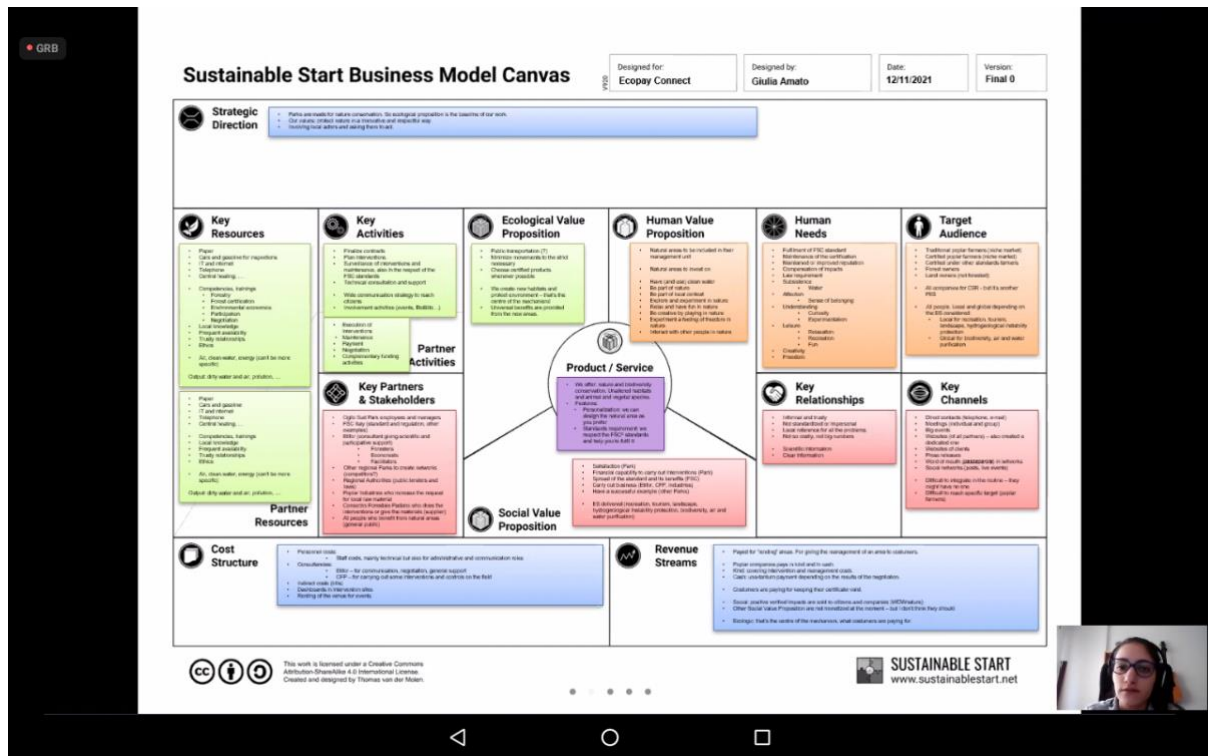


Figure 3 - Example output Ecopay Connect

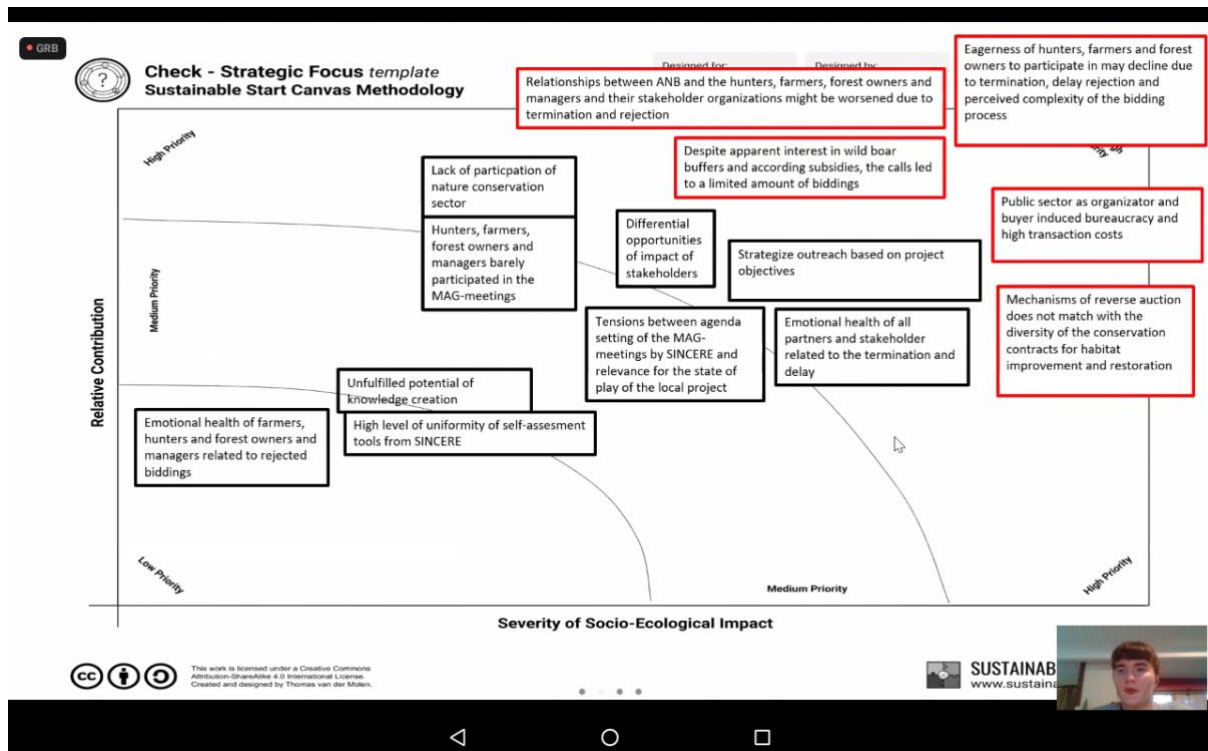


Figure 4 - Example output ANB

2. SINCERE for Business package II

This specific deliverable is aimed at the wider business community, business and economics educators and future business leaders, the package consists of didactic, synthesis and exploitation elements. The main objective is aligned with what was outlined in the grant agreement on SINCERE's main strategic goal being to advance innovative mechanisms (IM) (including novel policies and business models) that support the provision of FES across Europe and beyond, and to align them with a coordinated supportive policy framework in view of working towards a Europe-wide incentive system for FES.

Several products that synthesise and distil SINCERE results that are relevant for the business community are planned.

The main actions on this plan includes:

- Open classes – A packages of slides that convey the business and economic potential of FES and IM to future business leaders, for use in business and economics universities. Slides will also be available to project beneficiaries and to educators outside of the project.
- A Business meaning brochure describes lessons learned, best practices and replication guidelines arising from each WP.
- The Business opportunities scan is a final brochure/infographic identifying business opportunities offered by FES and IM.
- WBCSD final Workshop – the last workshop involving the business community. (MS28)
- SINCERE second video – IAs outcomes and transferrable Business Models.

The key objectives, therefore, are to:

1. Transmit lessons learnt from the IAs to project partners and other stakeholders in the business sector.
2. Communicate and disseminate SINCERE business-related outcomes to a relevant audience at EU and international level.

This plan outlines actions to take for each component of this task.

The remainder of this document addresses each component of the task as outlined in the Grant Agreement to illustrate how these SINCERE products will be used to achieve the described objectives.

Deviations (delay, resources, costs) and justifications:

The business meaning brochure, scheduled for 2020, will only be developed in 2021. To be noted that this output fully depends on the deliverables from WP4-WP5, both of which were also subject to deferral due to the pandemic. A first meeting between both WPs was held on February 2021 to

plan the uptake of project results in the business sector, through the promotion of IMs' potential through slides and identification of business opportunities.

During this meeting it was agreed that the Synthesis workshop and the General Assembly could be potential moments to discuss how this collaboration between WP4 and WP5 regarding the deliverables of this package would happen. BCSD Portugal will work closely with University of Copenhagen specially on the deliverables 4.2 - Synthesis report of the experiences and lessons learnt, situating them in the global experiences and knowledge and 4.3 – Information brief on innovative business models.

Regarding the deliverables of this package, a no cost extension could give us more chance to have impact, taking into consideration that the whole project schedule was pushed forward due to Covid-19.

2.1. Open Classes

From the Grant Agreement: Package of slides that can be used by each partner (and is available for use outside the project) to convey the potential of IM in business and economics universities.

SINCERE outcomes that are relevant to the business sector will be made available on the SINCERE website in the form of a package of slides. They will be structured in a user-friendly format, as stand-alone slides with accompanying “teacher’s notes” which illustrate aspects of interest for teaching on ecosystem services, using and acknowledging evidence / examples developed.

2.1.1. Inputs

The Info brief on business models (D4.3) will support the development of this task. BCSD Portugal and EFI will receive the drafts from internal partners for this deliverable to be able to start working on it. The Synthesis workshop will also provide further information regarding the external partners expectations and understanding of the actual scope. The outcomes of the Making the Business of FES Work - Learning Lab, which happened 25.03.2021, will also inform the development of this deliverable. Finally, BCSD Portugal will contact experts in ecosystem services and integration into the business sector such as [Natural Business Intelligence](#) and other partners to provide guidance regarding the structure and the contents of the material.

2.1.2. Dissemination

This outcome will also be distributed through the subscribers of SINCERE newsletter, which is sent to subscribers and all SINCERE partners.

BCSD Portugal will also share this deliverable with national academic organizations such as: ISEG

(Instituto Superior de Economia e Gestão da Universidade de Lisboa), Porto Business School, Universidade Nova de Lisboa, Coimbra Business School, etc. Finally, this material will also be shared to other businesses that demonstrate interest and want to integrate this information into their own training materials.

2.1.3. Timeline

This deliverable is already being developed. The first draft might be ready by the end of August (M44), when there will be enough time to integrate the inputs from external partners, and refine the result.

2.2. Business Meaning Brochure

From the Grant Agreement: A brochure with the findings and outcomes of each working package using appropriate language for the business sector.

The main objective of this brochure is to inform the business sector regarding the main outcomes of the project, on a language that is both understandable and practical for this niche audience. Highlighting the main opportunities and threats within the concept of Forest Ecosystem Services for the business sector. This will be achieved by exploring the main learnings of the IAs during the project and the summarization of the relevant findings of the other project partners materialized on the work of the WPs.

It was discussed internally within WP5 regarding the structure of this outcome. On the grant agreement, the scope was defined one section of 20 pages per WP. With the development of the project, it became clear that not every WP will have relevant inputs for the business sector. Also, the length of the document was deemed too long for the target audience. Hence, it was proposed a reduction of the number of pages and an integration of the Business Meaning Brochure and the Business Opportunity Infographic.

2.2.1. Inputs

Similarly to the Open Classes, the Info brief on business models (D4.3) will also support the development of this task. As stated before, BCSD Portugal and EFI will receive the drafts from internal partners for this deliverable to be able to start working on it. The Synthesis workshop also will provide further information regarding the external partners expectations and understanding of the actual scope. The outcomes of the Making the Business of FES Work - Learning Lab, which happened 25.03.2021, will also inform the development of this deliverable.

2.2.2. Dissemination

This outcome will also be distributed through the subscribers of SINCERE newsletter, which is sent to subscribers and all SINCERE partners.

BCSD Portugal will also share this deliverable with our members through our newsletter and extended business community in Portugal and internationally (WBCSD). BCSD Portugal will also present the brochure in its 20-year annual conference in November 2021.

2.2.3. Timeline

This deliverable is already being developed. The first draft might be ready by the end of August (M44).

In order to reach this deliverable BCSD Portugal team will reach out to every relevant WP coordinator to collect information to start developing the brochure. Because of the Covid-19 pandemic this deliverable is likely to be delayed. BCSD Portugal will advance with the content that is ready.

It was discussed within WP5 that the brochure could be disseminable versions of D4.2 / D4.3. Hence, BCSD and WP4 will work closely together on what is the content for this deliverable, that will be adapted by BCSD Portugal to business language and audience.

2.3. Business Opportunity Scan

From the Grant Agreement: A final infographic will be developed identifying business opportunities that IM can bring to economic and business development.

Similarly to the Business Meaning Brochure, BCSD will summarize the main lessons learned by the project partners into an infographic, adapting the language into a more suitable one for the business sector.

2.3.1. Inputs

The Info brief on business models (D4.3) will also support the development of this task. As stated before, BCSD Portugal and EFI will receive the drafts from internal partners for this deliverable to be able to start working on it. The Synthesis workshop also will provide further information regarding the external partners expectations and understanding of the actual scope. Finally, the outcomes of the Making the Business of FES Work - Learning Lab, which happened 25.03.2021, will also inform the development of this deliverable.

2.3.2. Outcome sharing

This outcome will also be distributed through the subscribers of SINCERE newsletter, which is sent to subscribers and all SINCERE partners.

BCSD Portugal will also share this deliverable with our members through our newsletter and

extended business community in Portugal and internationally (WBCSD). BCSD Portugal will also present the brochure in its 20-year annual conference in November 2021.

2.3.3. Dissemination

This deliverable is being developed simultaneously to the Business Meaning Brochure, as explained above. The first draft might be ready by the end of August (M44).

In order to reach this deliverable BCSD Portugal team will reach out to every relevant WP coordinator to collect information to start developing the brochure. Because of the Covid-19 pandemic this deliverable is likely to be delayed. BCSD Portugal will try to advance with the content that is ready.

It was discussed within WP5 that the infographic could be disseminable versions of D4.2 / D4.3. Hence, BCSD and WP4 will work closely together on what is the content for this deliverable, that will be adapted by BCSD Portugal to business language and audience.

3. WBCSD final Workshop

From the Grant Agreement: two workshops with the European business community using the regional European network of the World Business Council for Sustainable Development (WBCSD)

The first workshop with the business community took place in 2019, at the Business Co-design event, with representatives of:

- Forest Solutions Group of the **WBCSD** (World Business Council for Sustainable Development);
- The Navigator Company (world leader Pulp and Paper Industry);
- BOS+ (associate member of The Shift, member of CSR Europe and WBCSD GN);
- And others invited by the IA Partners and Prospex Institute.

The last event with the community will take place at the final conference. It should be structured as a roundtable, discussing and reflecting about the project results that are relevant to the business sector. Hence, instead of in the month 42, it should be happening on the month 45, September of 2021.

4. Second Video – SINCERE for Business

From the Grant Agreement - when significant results have been obtained, this deliverable should synthesise outcomes of IAs and transferable business models. As well as acting as dissemination tools for project beneficiaries and case-study partners, brochures and videos will also be used to promote replication to stakeholders not involved in the project's IA, including where possible in countries beyond those of the project consortium. This video will summarize the main outcomes of the IAs during the project, including the business models that are being explored by the SINCERE partners and the potential for transfer those. We will also interview the IAs regarding the outcomes of the task 5.4 Business and Marketing Clinics, and encapsulate other relevant results for the business sector from the scientific partners. Finally, we will invite experts in the business sector such as Natural Business Intelligence (NBI) and The Navigator Company to share their perspectives.

This product should be delivered on September (M47), together with the final versions of the slides package, the brochure and the infographic.

