

From needs to solutions: market assessment, archetypes and prototyping

Session 1

April 2026



RES-MAB
Empowering Change/Embracing Resilience



PRIMA
PARTNERSHIP FOR RESEARCH AND INNOVATION
IN THE MEDITERRANEAN AREA



This project is part of the
PRIMA programme supported
by the European Union

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OBJECTIVES, AGENDA, AND EXPECTATIONS

What should we expect from today's session?



Objectives

1	Analyse the context and conduct a market assessment
2	Identifying archetypes and customer segments
3	Understanding testing and prototyping



Agenda

16:00 - 16:20 h	Welcome
16:20 - 16:50 h	Context and market assessment
16:50 - 17:30 h	Archetypes and customer segment
17:30 - 17:45 h	Pause
17:45 - 18:35 h	Prototyping
18:35 - 19:00 h	Exercise

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Welcome and expectations

Welcome Expectations

+60

PEOPLE

+15

YEARS OF EXPERIENCE

+8.000

INITIATIVES
SUPPORTED OR
EVALUATED

+180

SUPPORT PROGRAMMES
IMPLEMENTED

+18.000

PEOPLE TRAINED

We helped businesses in the social economy, cooperatives, foundations, and grassroots organisations defining their business models



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Welcome Expectations

Answer in the chat or speak out loud...
(either individually or in group)

What's your name and your job?
What do you know about business models?
What do you expect to get from these sessions?
What challenges do you have related to this field?

Welcome Expectations

Please keep in mind...

1. the calendar: there are 5 sessions, happening **every Tuesday** between **21st April and 19th May**.
2. the individual or group **mentoring sessions**. After these sessions, you will be able to come up with challenges at your workplace and we will try to address them together.

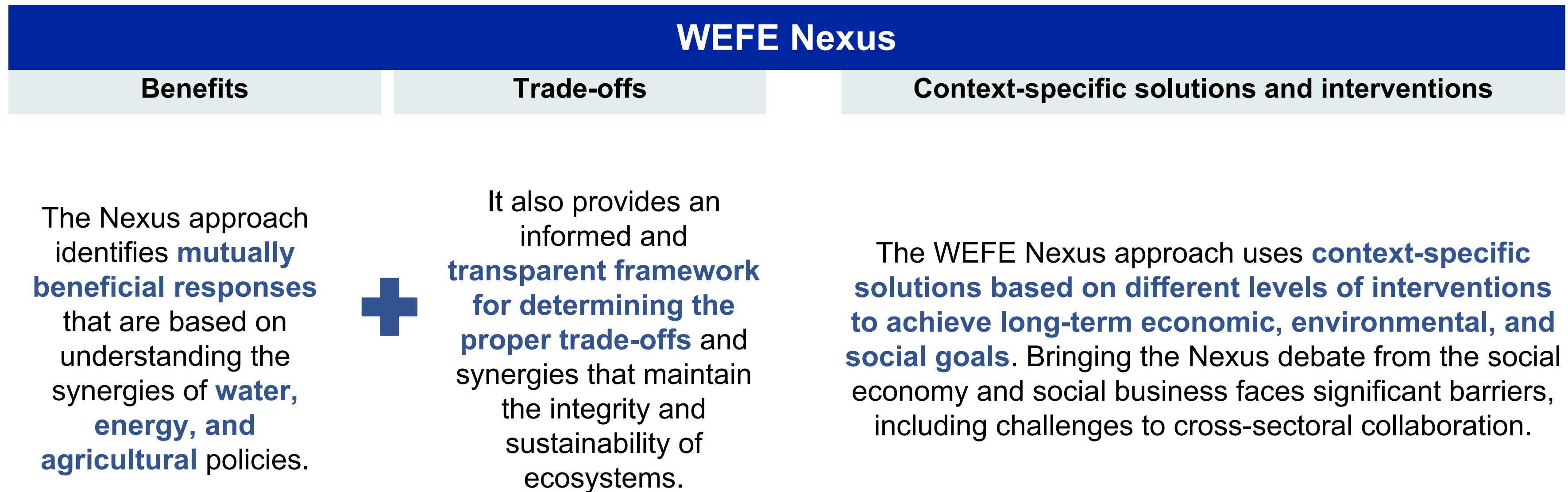
01

CONTEXT AND MARKET ASSESSMENT

Market assessment

WEFE Nexus

The **Water-Energy-Food-Ecosystem Nexus** (WEFE Nexus) approach highlights the interdependence of water, energy and food security and ecosystems (water, soil, and land).



Market assessment Context

VUCA (*volatility, uncertainty, complexity and ambiguity*) + **New social challenges** =
**need for new ways of relating to our environment and alternative ways of
generating collective value.**

Social innovation

<u>Incremental:</u> Incorporates improvements or novelties into existing products, services, or processes (e.g., in the way of producing, organising, or communicating) without generating a sudden change.	<u>Radical:</u> Involves a profound change that transforms the landscape of a sector, an organisation, or an activity. It does not just add improvements, but redefines the model or the way of offering value.	<u>Disruptive:</u> When what does not exist is created, generating an impact on society, creating new value in a new way, and changing people's behaviour.
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Market assessment

How do we innovate?

Is it usable and comparable?



Differential value

What is the differential feature? What makes it different? Is it innovative in the territory? Is it an improvement on something that already exists? Does it

Is it useful and easy to use?



Consumption model

Does it take into account the population's new consumption patterns? Does it consider digitalisation, new payment or contracting models? What about new communication

Is it attractive and desirable?



Aspirational traits

Does the new product or service connect with society and its target audience? Is it something that inspires us and can transform our way of thinking?

Market assessment

Why is it useful?



1. **Identify opportunities and threats:** we are in a rapidly changing world, and knowing the market well helps the company anticipate and adapt (technological advances, social trends, regulatory changes, etc.).
2. **Identify, understand, and learn from other entities, competitors, and benchmarks:** this allows you to learn from their successes and failures, helping you to differentiate yourself.
3. **Identify, understand, and know our clients and users:** continuously analysing clients allows us to find out who they are, what they need, what motivates them, how they want to buy, and what their expectations are. It also allows us to identify the evolution of segments.
4. **Minimise risks and optimise resources:** having market knowledge reduces uncertainty and helps in making strategic decisions.
5. **Make strategic decisions regarding the entity's purpose and its social impact:** understanding reality, detecting new social needs, and/or different ways of addressing them.
6. **Make strategic decisions in the field of marketing and sales:** a good understanding of the market helps design marketing campaigns and sales strategies tailored to the moment and your target audience.

Market assessment

Why is it useful?

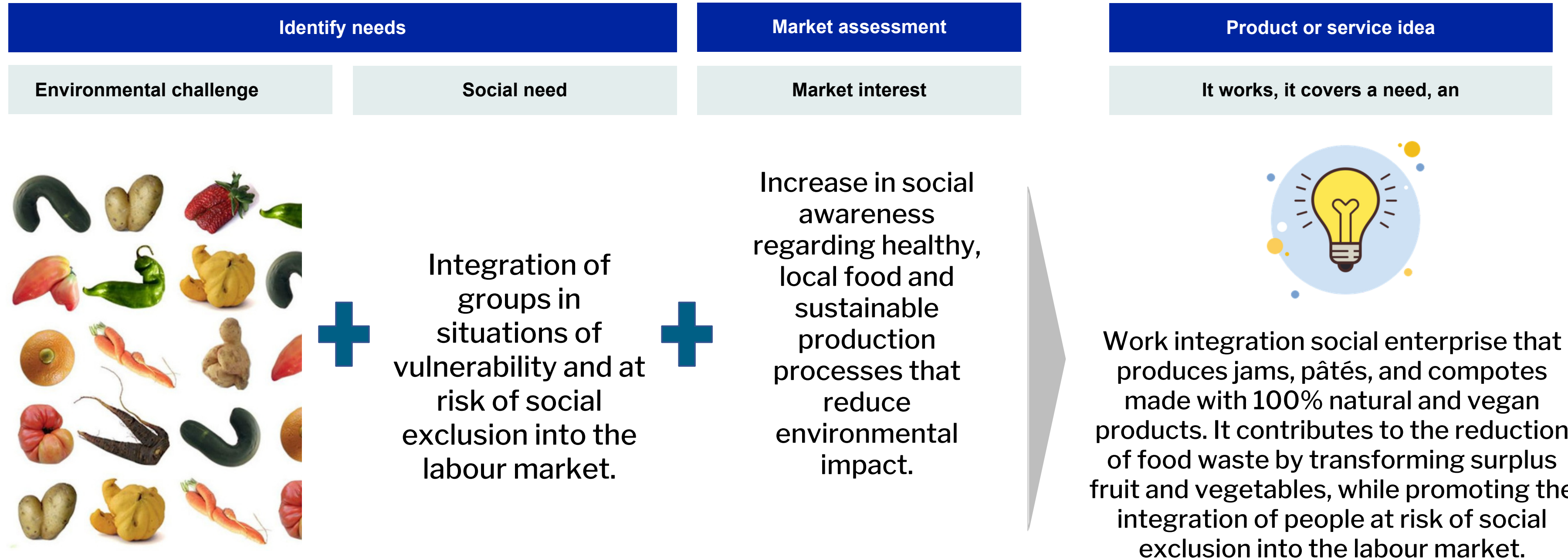


Summary:

Anticipate – understand – decide

Market assessment

Example: Es-Imperfect (Espigoladors)



Market assessment

Example: Es-Imperfect (Espigoladors)

Market

- Market: Food > Natural / organic / vegan products
- Jams, pâtés, and compotes
- **Market Research:**
- Size, evolution, and consumption trends of jams and pâtés in Catalonia / Spain.
- Size, evolution, and consumption trends of natural / organic / vegan products, etc.
- Competition and benchmark models.

Product or service idea



Jams, pâtés, and compotes made with 100% natural and vegan products.

Social impact

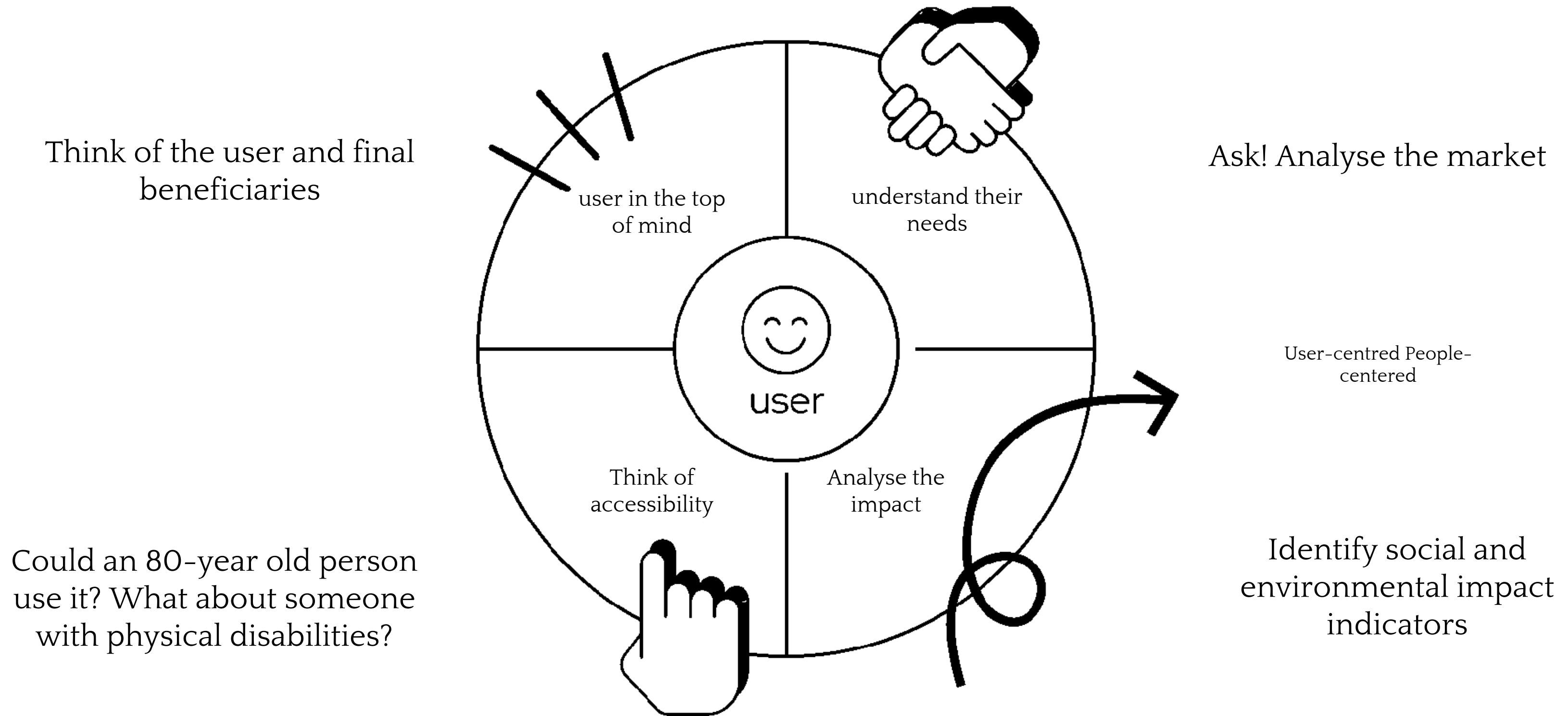
- Job creation for groups at risk of exclusion
- Professional training
- Improvement of job market access skills
- Support for integration into the mainstream labour market

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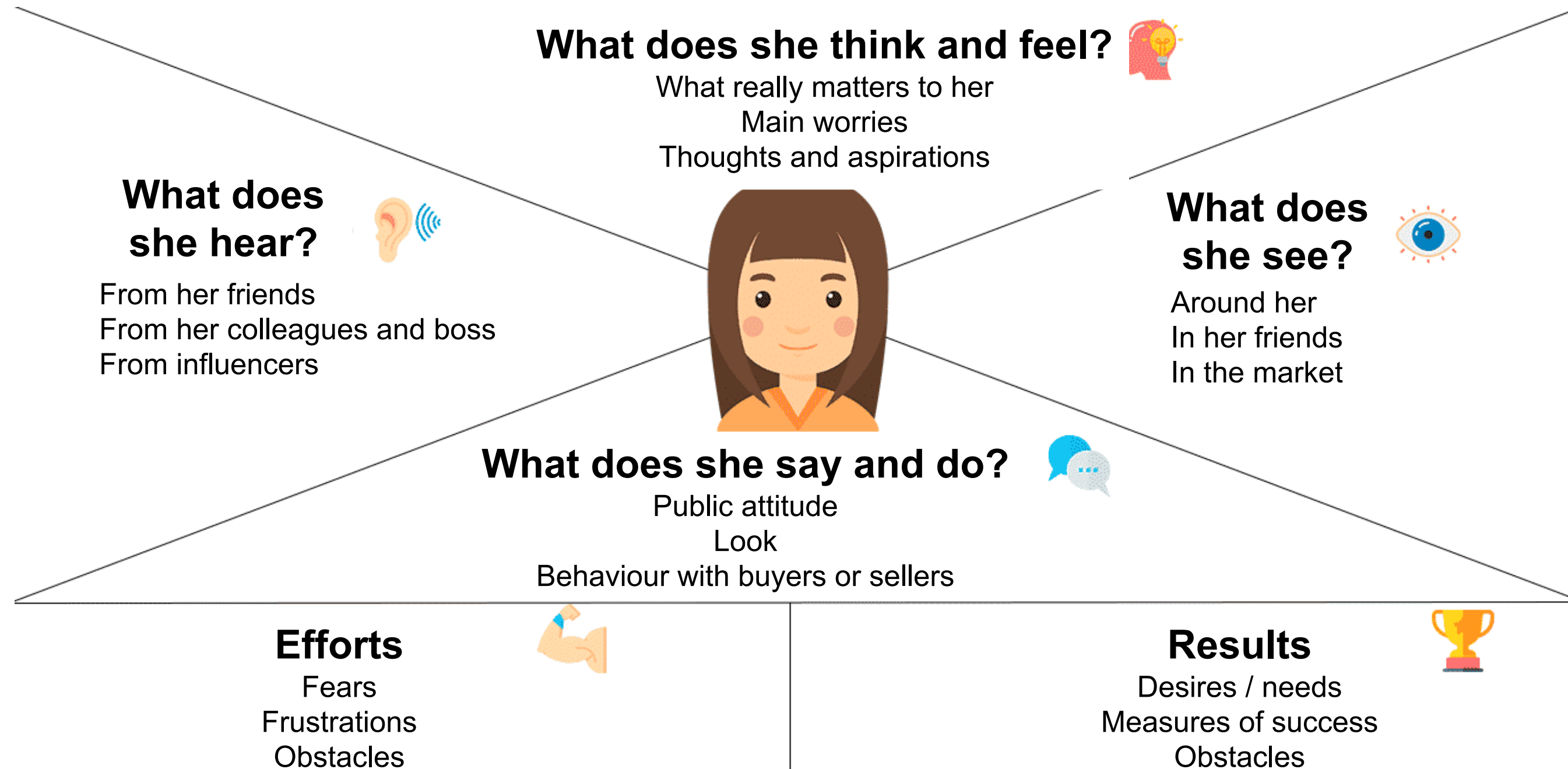
Market assessment: archetypes and customer segment

Market assessment

Put the user at the centre



Market assessment Empathy map



Market assessment Archetypes

Archetypes

The customer archetype is a type of segmentation based on common characteristics within a group of people.



1

Customer jobs. They are of a functional type (what they do), an emotional type (what they feel), or a social type (how they relate).

2

Customer pains. Problems, frustrations and concerns of the customer.

3

Gains. Results and benefits that the customer receives from the value proposition.

Market assessment Archetypes

Archetypes

They allow us to define similar behavioral patterns, needs, concerns, and interests, in order to adjust our value proposition.



1

Identifying specific groups of people or organizations with a concrete need to which the project is directed.

2

Clearly defining segments allows us to focus efforts, adapt language, and design solutions that fit the context.

Market assessment

Customer segments

Customer segments

*Which groups have identified social needs?
Which segment can afford the cost of the services?*



1

It is essential to know your customers and discover what they are like, how they think, where they move, how they make decisions, what problems they have, and how they solve them.

2

We must differentiate between customers/payers and users, and offer value to each segment (segments are groups with similar needs).

3

In early stages, it is essential to focus on specific customer segments (as this will make it easier for us to define the value we provide).

Market assessment

Customer segments

Customer segments

Which groups have identified social needs?
Which segment can afford the cost of the services?



Name

What name identifies the customer group?

Segmentation variables

How are they

Size, activity sector, geographic area, turnover, budget to meet the need, etc.

How do they buy?

Auction, direct contract, purchase channels, information channels, intermediaries, etc.

Affinity/values

Shared values with the project...

Need

They buy the product or service because...

Characteristics

Happiness

What aspects positively influence the customer at the moment of satisfying their need?

Frustrations

What aspects make them dissatisfied or generate frustrations when trying to satisfy their need?

How do they satisfy their need? Competence, need not covered, etc.

Market assessment Customer segments

Questions we should ask ourselves to know who our customers are

- ¿Who are we creating value for? Who will use our products or services?
 - Which people or organizations are customers or users?
 - What are their characteristics?
 - Do we have different types of customers?
 - What are our customers like?
 - Who are our primary customers?
 - Who is the user and who is the buyer? Do they coincide??
- It is necessary to determine **which customer segments in the market we are targeting**: you cannot reach everyone, it is necessary to focus!
 - The definition of the **segments defines the rest of the dimensions of the business model**.
 - We can incorporate **social impact into this dimension by thinking** about the definition of prices, scholarships, or discounts linked to the company's profits, as well as other innovative methods that can be proposed.

Market assessment

Customer segments

Customer segments

*Which groups have identified social needs?
Which segment can afford the cost of the services?*



Incorporating customer segments that normally cannot access our products and/or services
(making the inaccessible accessible)



People who cannot access due to the design or nature of the product or service: creating them from scratch with these people in mind.



People who cannot access for economic reasons: by granting scholarships or establishing tiered pricing.



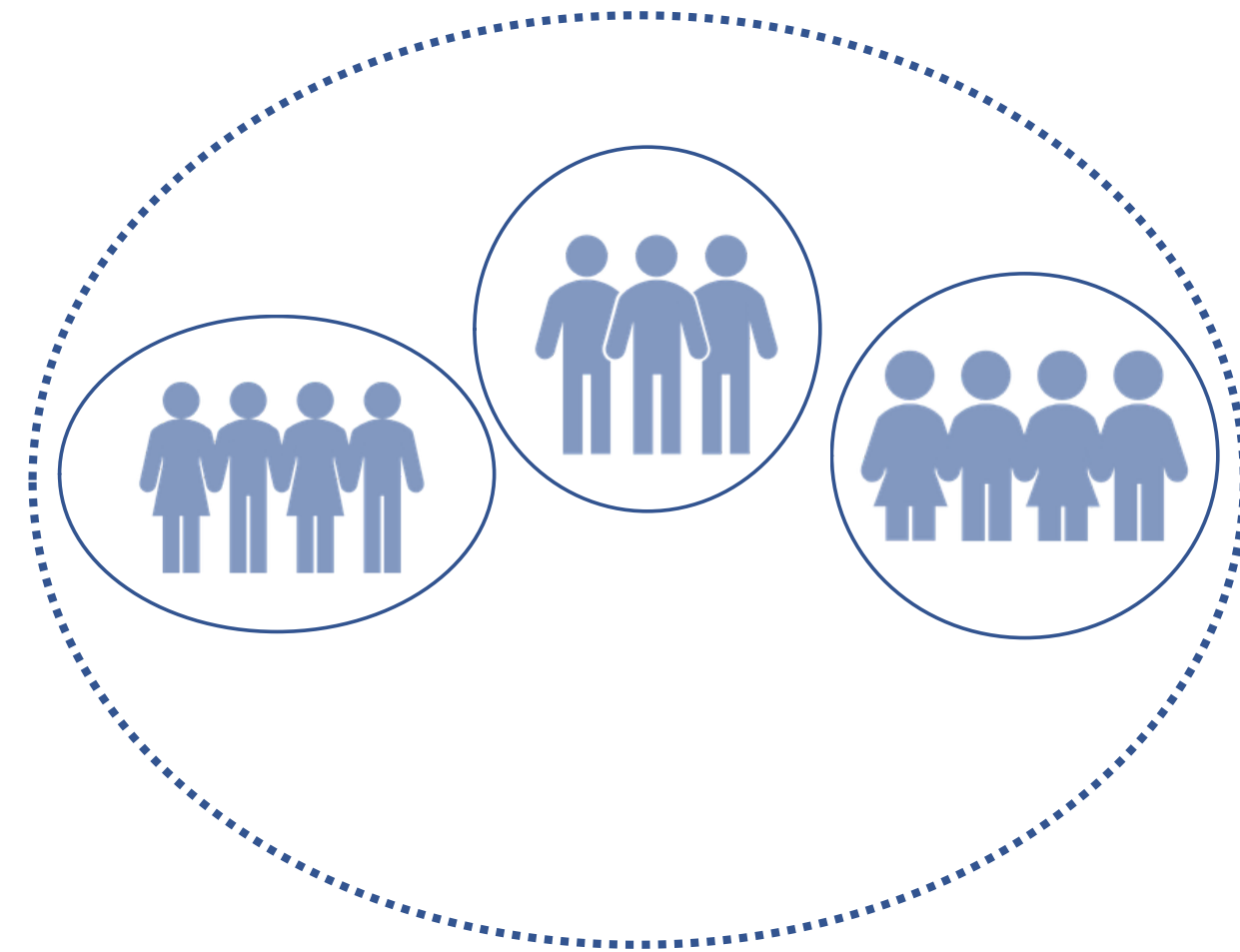
Fundació Eulàlia Torras de Beà
Institut de Psiquiatria i Psicologia

Market assessment

Our target market

Once we have our customer segments, we must:

- Choose **enough segments to ensure a sustainable model.**
- These various segments require different **products, points of sale, pricing, and advertising** tailored to their characteristics.
- These different chosen segments allow us to **determine our target market.**



Customer segment

Name

How are they?

Revenue, location, legal figure, sector

Need: why do they buy?

Characteristics

Are they satisfying this need in a different way at the moment?

Happiness:

Pains:

Characteristics of the product or service

What:

Value proposition:

03

Testing and prototyping

What do we mean by prototyping Context

“Making ideas tangible”

Moving from abstract ideas to something tangible in order to learn about the adequacy and feasibility of products and services.

In essence, the objective is validating ideas before launching them to the market: polish your ideas and save costs, time and resources.



What do we mean by prototyping Context

“Fail quickly to success sooner”

Prototyping is learning by doing

This is about devising solutions, testing them and learning along the way. It is a way of experimenting quickly, with low investments, that helps us answer questions, validate solutions, make decisions, and align the team about the direction that the product or service design should take.



What do we mean by prototyping

Why should we?

To think

Prototypes **break the barrier between our hypothesis and reality.**

They help **multiply the amount of ideas** about one problem or challenge.

To communicate

One prototype helps **communicate or expressing ideas with clarity.**

As we communicate, we obtain **information from key buyer** to identify errors and generate room for improvement.

To test

A prototype **makes users and other actors experiment and react**, hence allowing us to validate decisions.

It also helps us to **obtain information about perceptions** and valuation of users.

What do we mean by prototyping

Main benefits

- **Economic benefits**
 - Simulate a value proposal and present it to users to obtain feedback and ensure existing demand
 - Lower costs than full product development
- **Operational benefits**
 - Takes less time than producing the final solution
 - Allows for refining based on the responses provided by the user
 - Saves time, effort, and money and minimizes waste
- **Team benefits**
 - Stimulates creativity and co-creation
 - Reduces misunderstandings and improves specificity
 - Aligns the team, improves involvement, and decision-making



What do we mean by prototyping

What can we prototype? Anything and everything

Through prototyping, we can test specific aspects of our product or service, seeing if consumers and users value them as we expect

**Processes and
workflows**

**Physical objects and
environments**

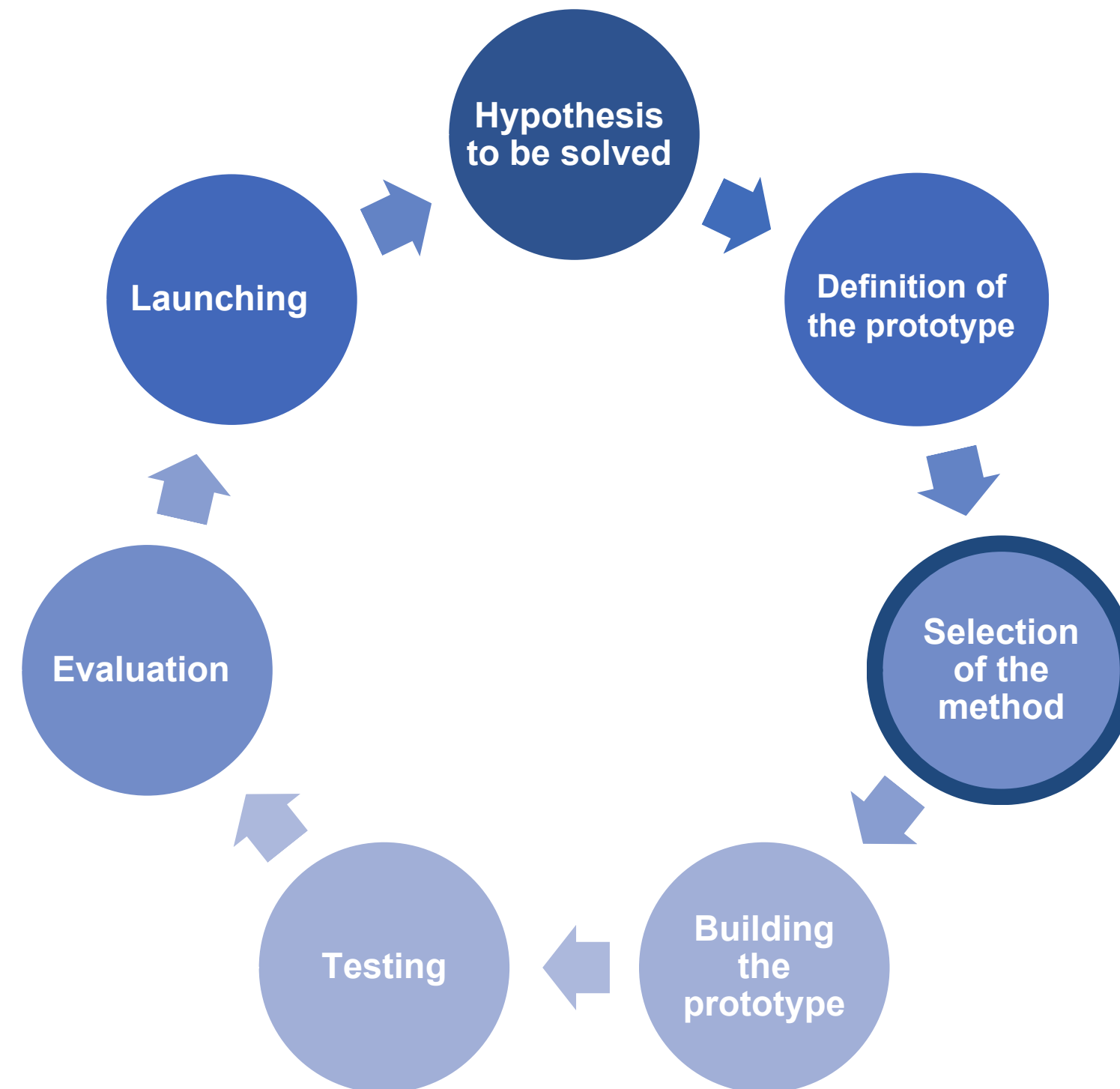
**Videos, games, or
audiovisual content**

**Experiences and
user journeys**

Ecosystem services

**Digital tools such as
webs and apps**

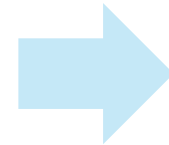
What do we mean by prototyping Phases



What do we mean by prototyping Value proposition

A value proposition is a **cornerstone assumption about why and how a product or service provides real value** to people, groups, or ecosystems.

The value proposition...
is created during the definition of
the business model,
builds open operation, social, or
emotional benefits we provide,
and needs to be validated!



- It is **centered around the client or user**, not the product itself.
- Sets a big question: ***our proposal is valuable enough for people who need it or want it?***

Typical formulation: “We believe that an **objective audience** has **a problem or need** and, offering **a proposal**, they will obtain **gains or benefits**.”

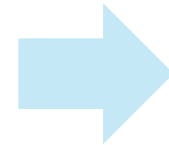
Example: “**We believe city councils want to improve waste management in their municipalities, because of costs and citizen pressure, and we believe that offering a digitalised waste management system they will be content.**”

What do we mean by prototyping Proof of Concept (PoC)

“Can we do it?”

It is a limited and controlled demonstration aimed at testing whether an idea or technology is technically viable before investing in its full development.

It does not seek to validate whether the product will be desired by the market, but rather to confirm that "it can be done" from a technical point of view.



- It is often an **internal validation**, sometimes shared **with technical stakeholders or investors**.
- It focuses on **testing that the technology works and processes are functional**.
- It does **not need to be used with users or clients**.
- It is the **previous step to designing an MVP, which DOES test desirability and usability**.

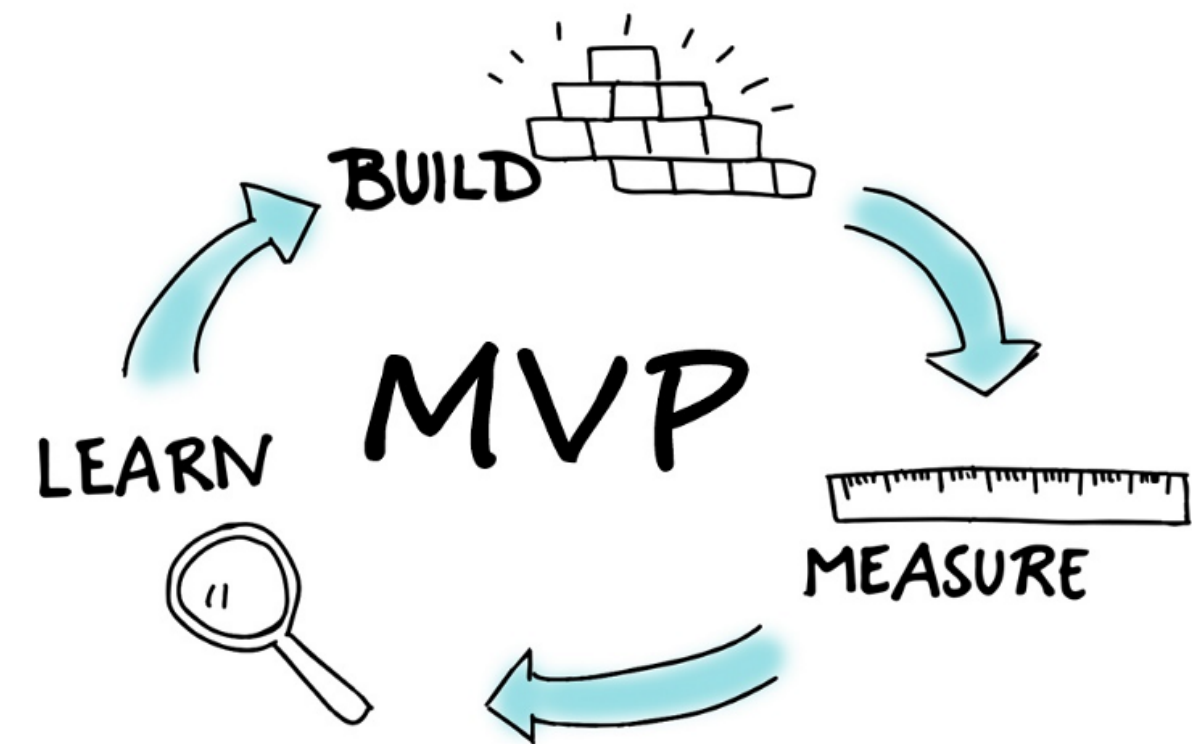
What do we mean by prototyping Minimum Viable Product (MVP)

“First functional version to be validated with users”

Advanced form of the prototype, market-oriented and widely used in digital projects.

It consists of the **minimum functional version of a product** or service that can be tested with real users to obtain data, feedback, and validate key hypothesis regarding value, use, or demand.

Unlike a prototype, the MVP must be **usable and functional**, even if it is simple, incomplete, or has minimal features. It is not a mockup or a simulation, but a **first real iteration of the product**.



What do we mean by prototyping

Prototype vs PoC vs MVP

	Prototype	Proof of Concept	Minimum viable product
Objective	Explore and communicate an idea in a tangible and visual way.	Verify if the solution is technically feasible.	Validate that the solution has demand and provides real market value.
Audience	Internal and external (users for conceptual feedback).	Internal (technical team or investors).	Real users.
Approach	"This is how it could be."	"Can it be done?"	"Is it worth doing?"
Common Format	Sketch, mockup, role play, render, conceptual video.	Technical demo or controlled test of critical functionality.	Minimum functional product (landing page, clickable app, minimum service).
Fidelity	Can be very low or high, but not functional.	Very limited; focused on a technical feature.	Must be functional, even if basic.
Orientation	Creative and communicative.	Technical.	Commercial and end-user oriented.
Timing	Initial ideation and design phase.	Phase prior to full development.	Phase prior to scaling the solution.

Creating the prototype

How to choose?

Product or service design

To explore...

Functioning of the service or concept

To test...

the iteration of the product or service

- Models
- Digital renders
- Desktop walkthroughs
- Digital designs
- Theatricalization

Internal organisation

To re-structure the organisation

Team, governance, or decision-making

- User journey
- Organizational processes
- Organizational chart

Commercialisation

To communicate or sell

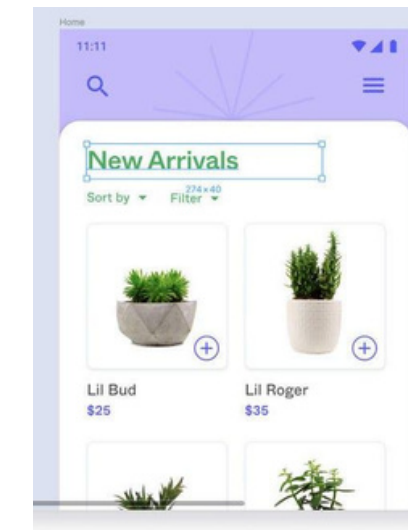
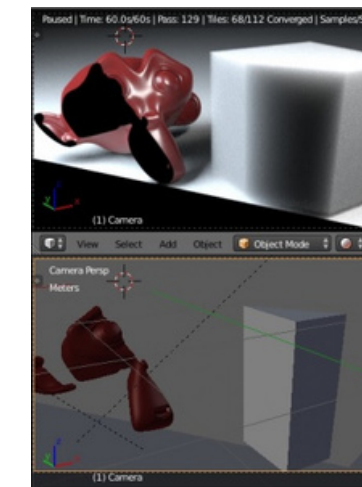
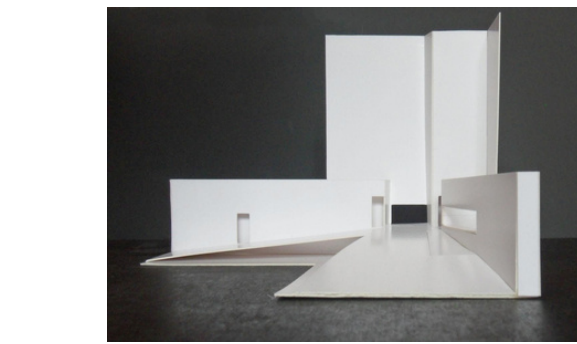
The concept, the idea...

- Storyboard
- Communication piece
- Action plan
- Customer relationship funnel

Prototyping tools

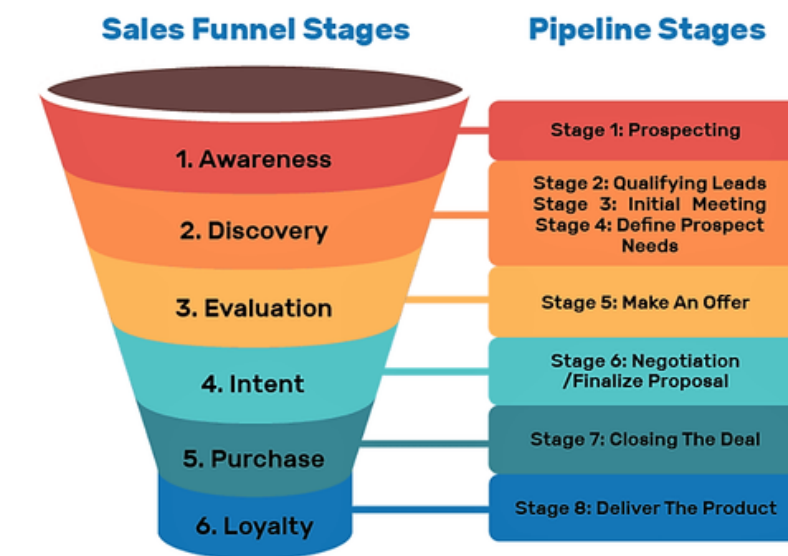
Examples of product or service design

- Models
- Digital renders
- Desktop walkthroughs
- Digital designs
- Theatricalization



Examples of commercialisation

- Storyboard
- Communication plan
- Action plan
- Clients' funnel



Prototyping tools

Examples of commercialisation

User journey

The user journey, sometimes called a journey map, is the path a person follows when discovering a product, service, or brand, gathering information, considering the possibility of spending money, and then making a decision. A customer journey does not always end in a purchase or conversion. What can we map in a journey?

Design or product:

- The service and its steps
- An experience

Organizational:

- The selection and onboarding process

Commercial:

- The purchasing process or customer relationship

CUSTOMER JOURNEY MAP *Shopping for a New Car*

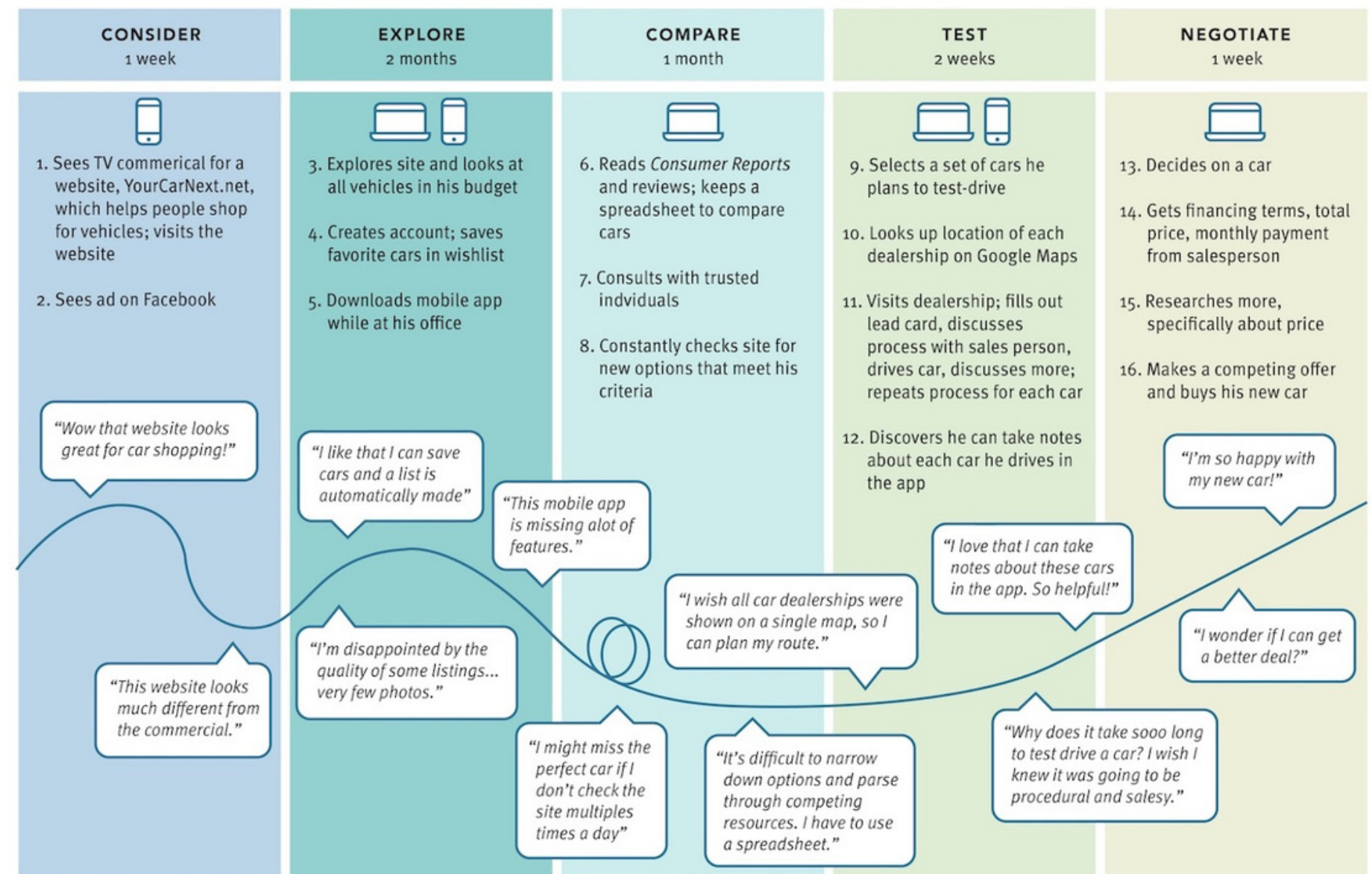


EMOTIONAL ERIC

Eric is an emotional car buyer. He purchases based on aesthetics and status.
Scenario: Eric recently moved to the area. He is shopping for a car that is fun to drive and dependable enough for use for everyday commuting.

EXPECTATIONS

- Ability to compare cars and their breakdowns
- Good photography with closeups, inside and out
- Video overview of car with demonstrations



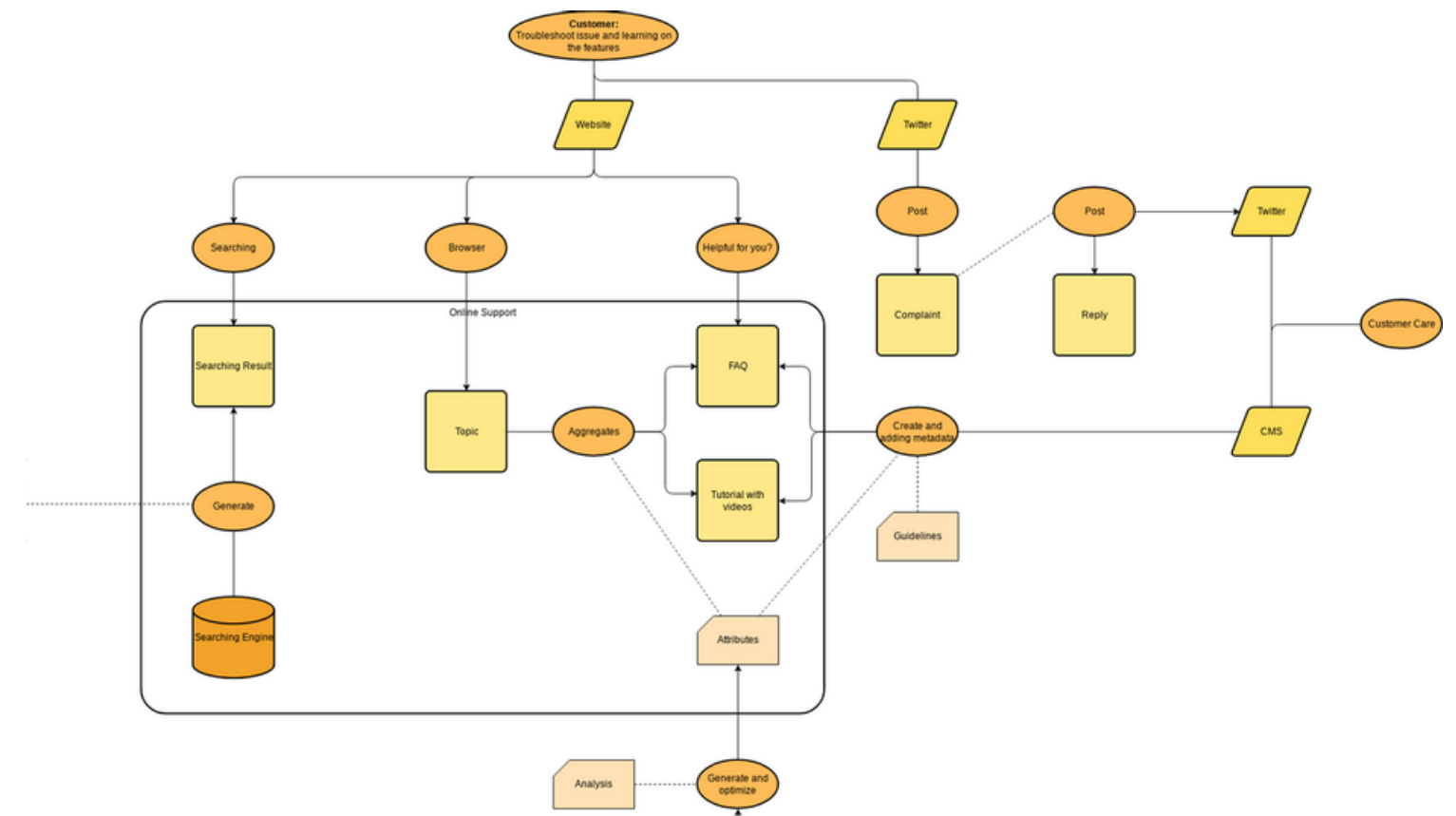
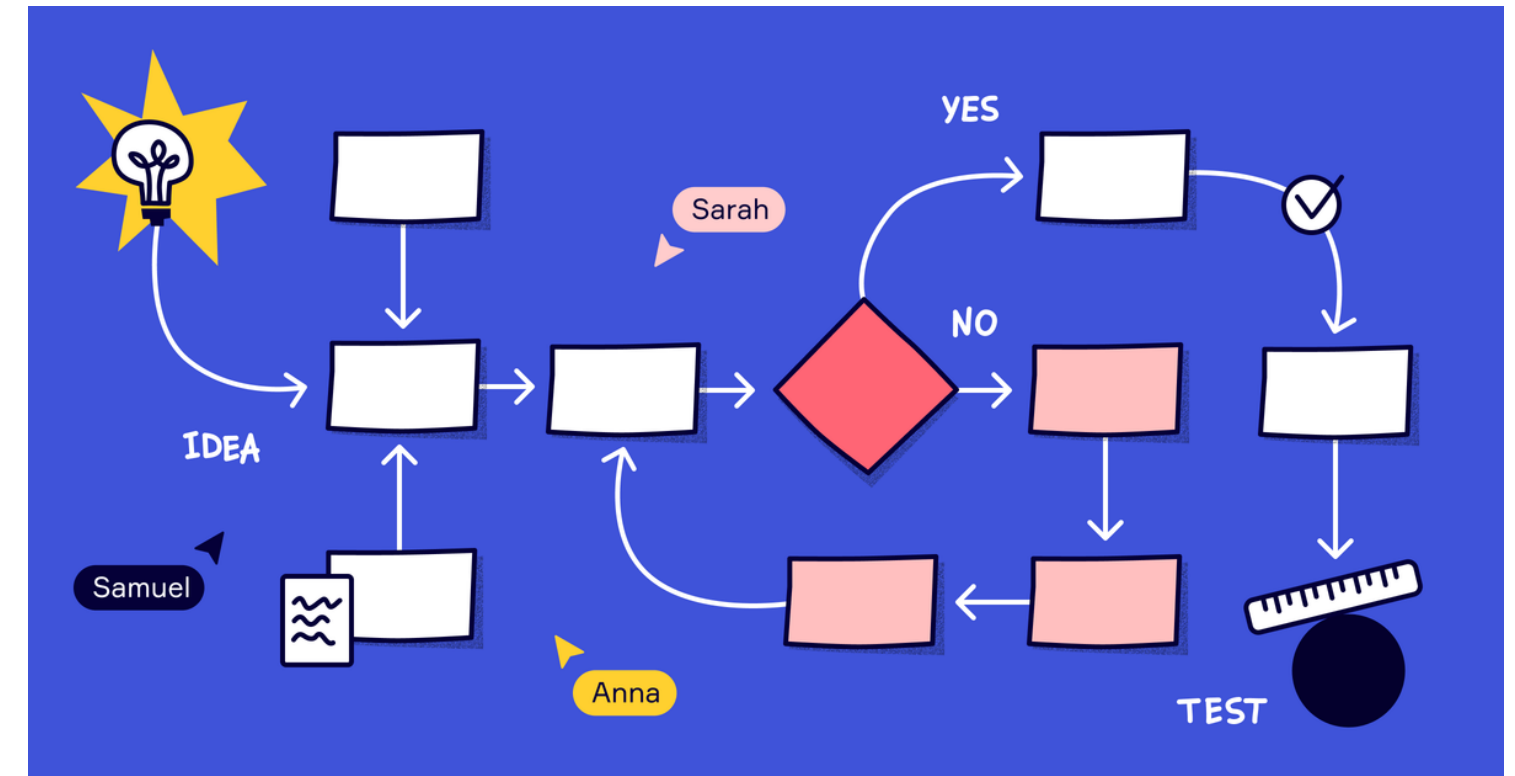
Prototyping tools

Examples of internal organisation

Organisational processes

A flowchart is a visual representation of the separate steps of a process in sequential order. It is a generic tool that can be adapted for a wide variety of purposes and can be used to describe various processes, such as a manufacturing process, an administrative or service process, or a project plan.

From a flowchart, we can map the operational, strategic, or support processes of an entity. These diagrams specify the protocols, processes, or steps to follow, and are usually living documents under constant construction, shared with the entire team to generate collective knowledge.



03.1

Testing and prototyping... in the WEFE Nexus

Testing and prototyping in the WEFE Nexus

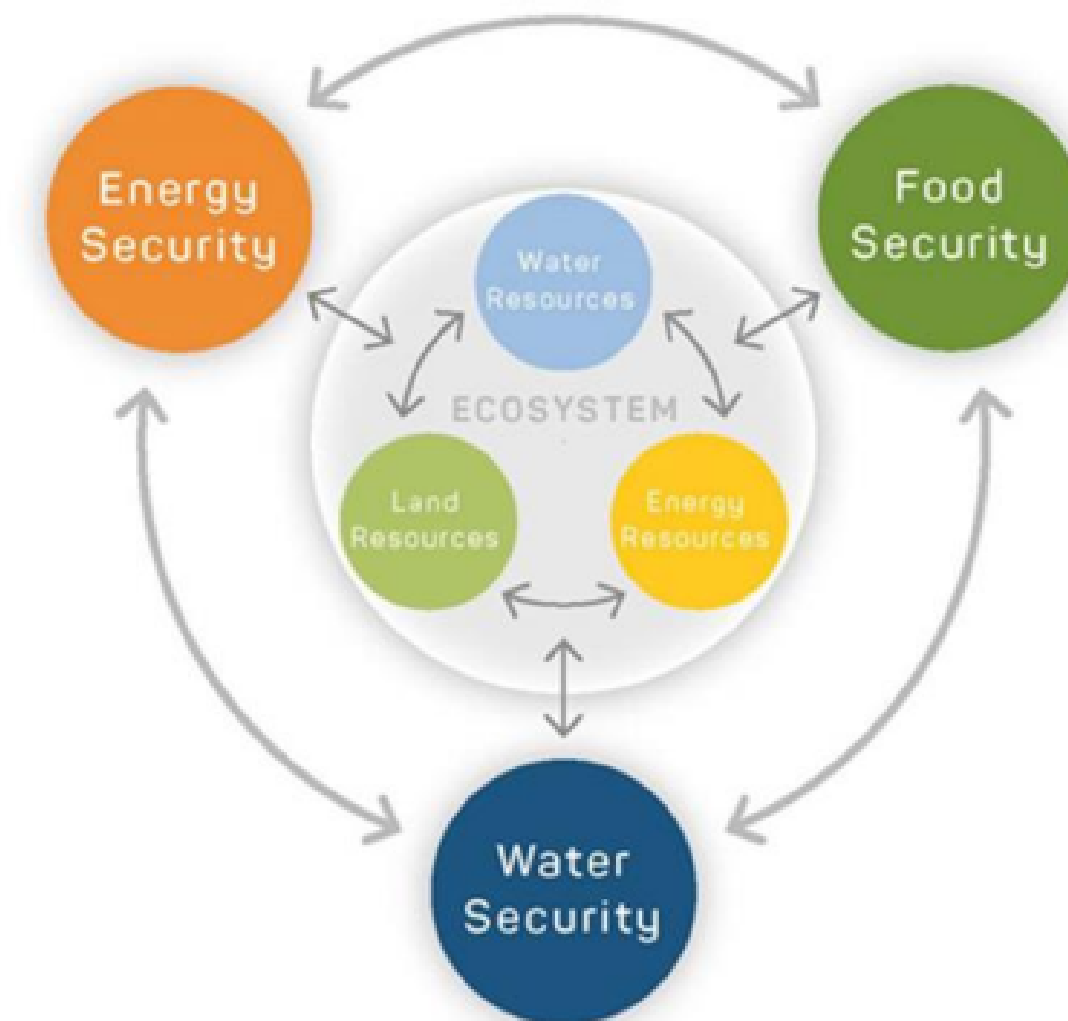
Let's recall: the **Water-Energy-Food-Ecosystem Nexus** (WEFE Nexus) approach highlights the **interdependence of water, energy and food security** and ecosystems (water, soil, and land).

WEFE Nexus	
Benefits	Trade-offs

The Nexus approach identifies **mutually beneficial responses** that are based on understanding the synergies of **water, energy, and agricultural** policies.



It also provides an informed and **transparent framework for determining the proper trade-offs** and synergies that maintain the integrity and sustainability of ecosystems.



Source: Nexus impact assessment toolkit

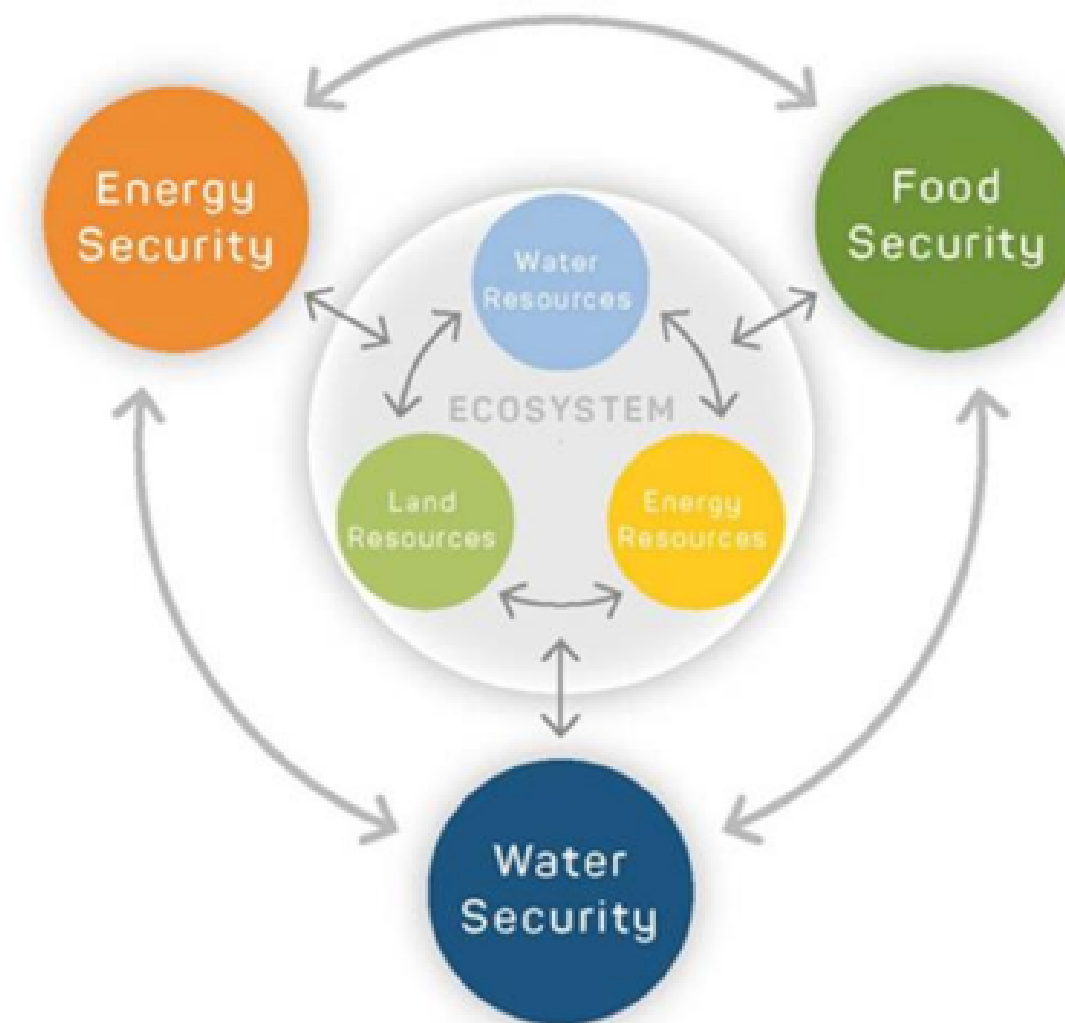
Testing and prototyping in the WEFE Nexus

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WEFE Nexus

Context-specific solutions and interventions

The WEFE Nexus approach uses **context-specific solutions based on different levels of interventions to achieve long-term economic, environmental, and social goals**. Bringing the Nexus debate from the academic sphere into development practice faces significant barriers, including challenges to cross-sectoral collaboration and the complexity and incompatibility of current institutional structures.

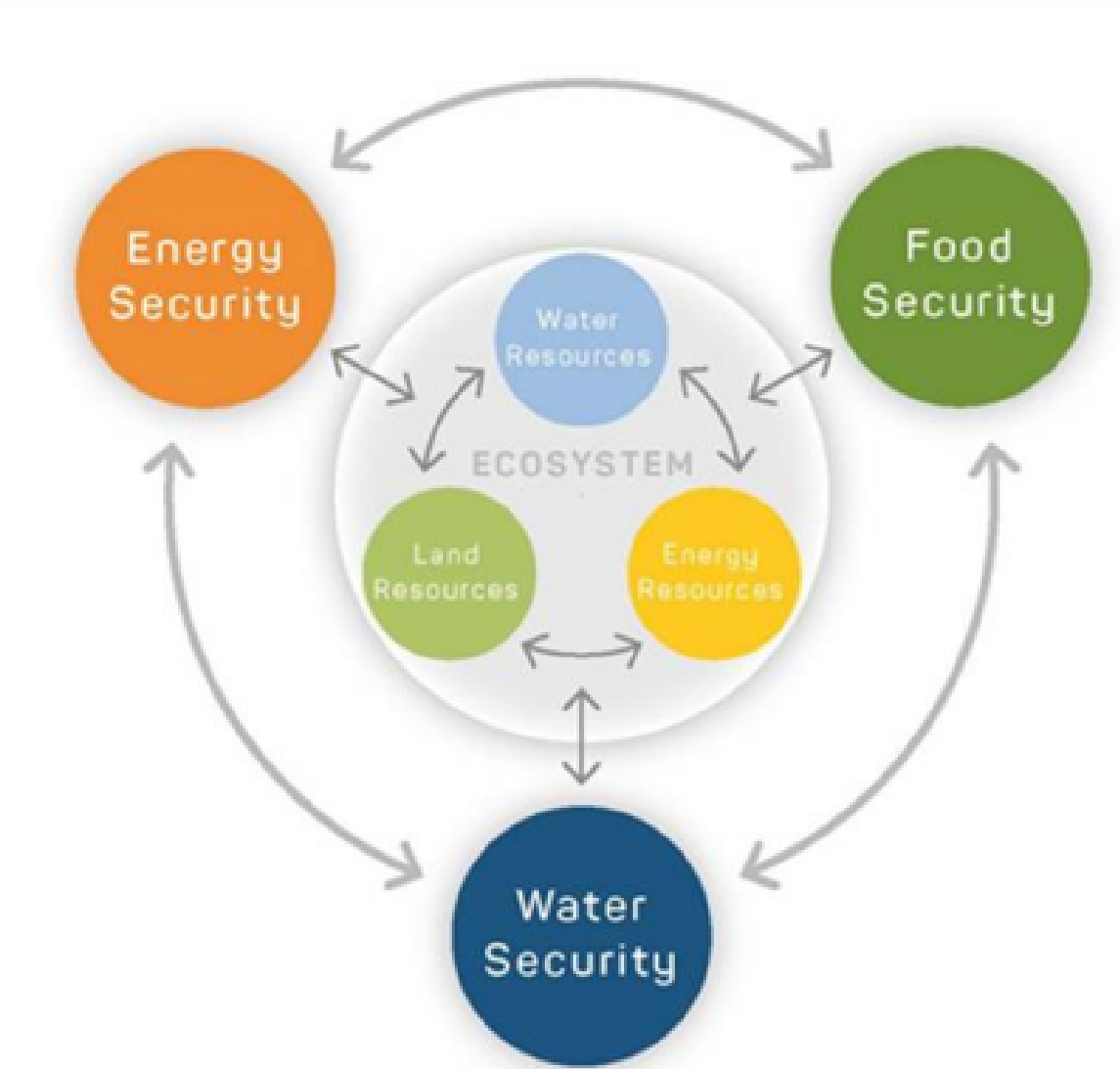


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Testing and prototyping in the WEFE Nexus

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WEFE Nexus	
Impact indicators on security	
Water	Reliable water supply
	Water affordability
	Physical access to water
Energy	Energy Access Rate
	Continuity of Supply
	Energy Cost Volatility
Food	Food availability
	Nutritional diversity
	Household food expenditure

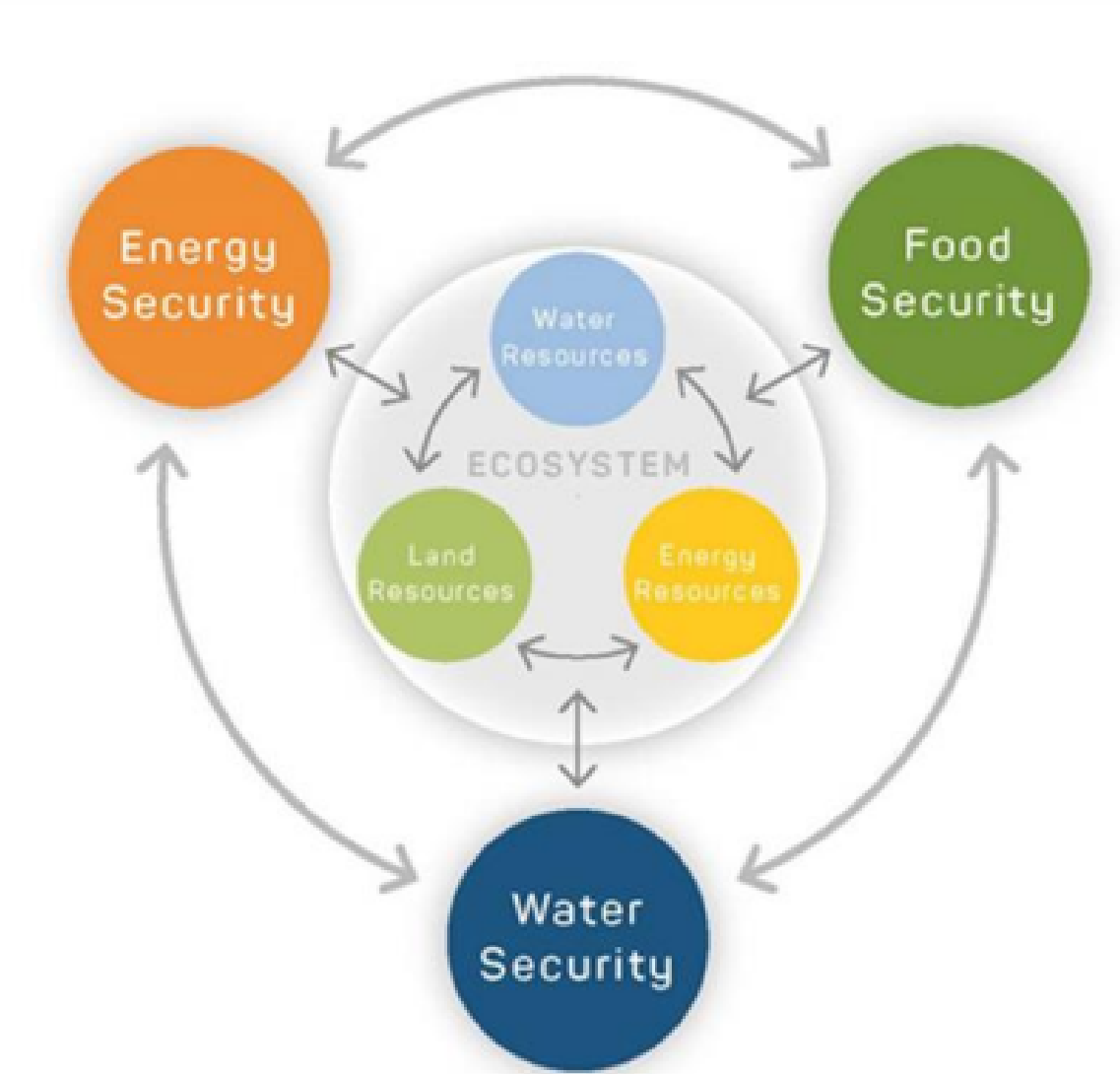


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Testing and prototyping in the WEFE Nexus

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WEFE Nexus	
Impact indicators on ecosystem or resources	
Water	Water stress or scarcity
	Surface or groundwater quality
	Environmental flow requirements
Energy	Renewable energy share
	Primary energy consumption
	Resource extraction efficiency
Land	Land productivity
	Soil health or degradations
	Land use change



Source: Nexus impact assessment toolkit

Testing and prototyping in the WEFE Nexus

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WEFE Nexus			
Impact indicators on security		Impact indicators on ecosystem or resources	
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Energy	Energy Access Rate	Energy	Renewable energy share
	Continuity of Supply		Primary energy consumption
	Energy Cost Volatility		Resource extraction efficiency
Food	Food availability	Land	Land productivity
	Nutritional diversity		Soil health or degradations
	Household food expenditure		Land use change

04

Exercises

Define our prototype

How do we choose the right one?

1. Choosing the hypothesis to validate

Not all hypothesis will be resolved in the same way. Some can be resolved through an interview, a survey, or by conducting observations of potential customers, while others require a prototype.

2. Choosing the target audience

Defining the characteristics of the users who will test the prototype. Keeping in mind who the early adopters are.

3. Choosing the prototype to design

The prototype must be quick to build and use few resources, but at the same time be efficient in answering the necessary hypothesis with the chosen audience.

Define our prototype

Activity 1

Now we will work on making our prototype... But we will have to think:

- 1. What do we want to validate?**
- 2. For and with whom will we validate it?**
- 3. Which prototype will we make?**
- 4. How will we prototype?**

Exercise 1

Let's identify one customer segment

Name

How are they?

Revenue, location, legal figure, sector

Need: why do they buy?

Characteristics

Are they satisfying this need in a different way at the moment?

Happiness:

Pains:

Characteristics of the product or service

What:

Value proposition:

Exercise 1 - Example 1

Let's identify one customer segment

Name	Small scale farmers and gardeners (Local sales)
How are they?	<i>Low revenue, in villages within the reserve, working as self-employed or small enterprises, in the agroecology sector</i>
Need: why do they buy?	They need affordable, easy-to-use crop nutrients that comply with the Reserve's environmental protection rules.

Characteristics

Are they satisfying this need in a different way at the moment? Either no (and assume a small production) or yes, by buying expensive chemical fertilizers in the city (heavy to transport) or using raw manure (smelly and full of weed seeds).

Happiness: Pride in producing "clean food," better harvests, and saving money on fuel/external supplies.

Pains: High price of commercial organic products and the physical strain of hauling heavy bags from outside the Reserve.

Characteristics of the product or service

What: Local "compost tea" kits: mesh bags filled with a mix of processed forest biomass and matured manure from the local area

Value proposition: Locally produced, functional, protects water and eliminates your cost transports.

Exercise 1 - Example 2

Let's identify one customer segment

Name	Corporate agri-food producers
How are they?	<i>Large budgets, located outside the reserve (regional/national), driven by CSR policies.</i>
Need: why do they buy?	They need to meet strict ESG (Environmental, Social, and Governance) targets and reduce their Scope 3 carbon emissions. Buying fertilizer from a Biosphere Reserve gives them a powerful "green" story for their shareholders and customers.

Characteristics

Are they satisfying this need in a different way at the moment? Yes, by buying industrial "green-labeled" fertilizers or purchasing carbon credits from international projects that have no local impact.

Happiness: High-quality sustainability reports, positive PR, and "certified sustainable" labeling on their export products.

Pains: "Greenwashing" accusations, rising costs of carbon offsets, and pressure from retail chains (like Lidl) to prove biodiversity protection.

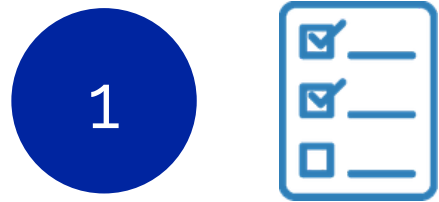
Characteristics of the product or service

What: Impact fertiliser and impact certificate: verified report of climate and environmental impact.

Value proposition: Locally produced, functional, protects water and regenerates ecosystems in biosphere reserve..

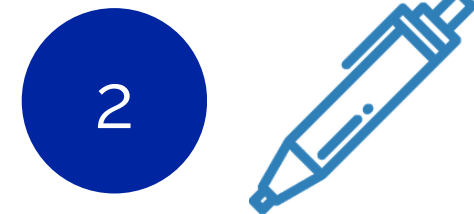
Exercise 2

Let's design a prototype

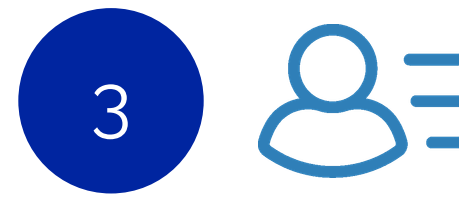


Define which hypothesis you want to test:

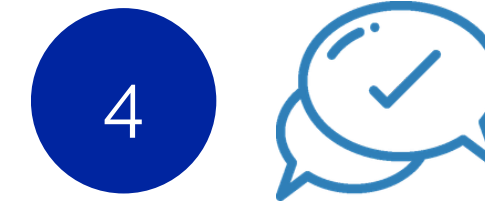
- Problem hypothesis
 - Solution hypothesis
 - Product hypothesis
 - Market hypothesis
- List the characteristics you want to test (physical, functional, experience, environment).



Define the prototype you will create and build it.



Describe the profile of the users you will validate the product with. Who are they? Where do you find them?



Go out and validate. How will you access the users? What interaction will you establish with them? What questions will you ask? How many people will you test the prototype with? What is the minimum acceptable result for your evaluation?



Reflection on the results.

- Which hypothesis have you validated?
- Which hypothesis have you not validated?
- What learnings have you obtained?

Exercise 2

Let's design a prototype: step 1

Hypothesis 1

- —
- —
- —

Hypothesis 2

- —
- —
- —

Hypothesis 3

- —
- —
- —

Exercise 2

Let's design a prototype: step 2

**What will you
prototype?**

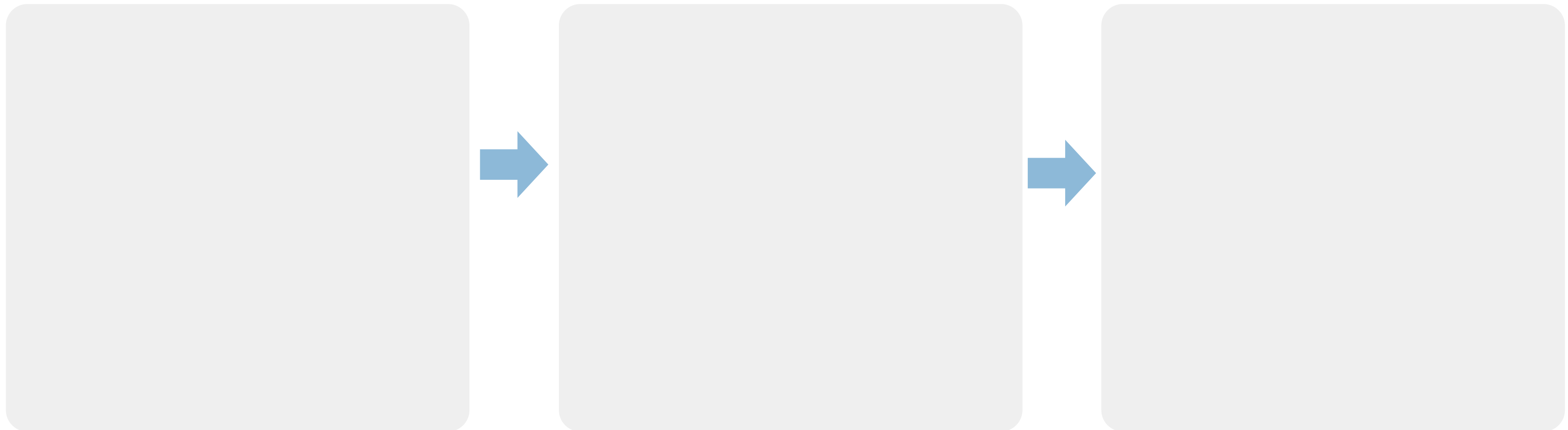
(product, service, activity, process...)

Objective or goal

(why do you create this solution?)

Target of the prototype?

(who is it directed to?)



Exercise 2

Let's design a prototype: step 4

Describe the profile of the users you will validate the product with. Who are they? Where do you find them?

Go out and validate. How will you access the users? What interaction will you establish with them? What questions will you ask them? How many people will you test the prototype with? What is the minimum acceptable result for your evaluation?

Exercise 2 - Example 1

Let's design a prototype

1



Define which hypothesis you want to test:

2



Define the prototype you will create and build it.

3



Describe the profile of the users you will validate the product with. Who are they? Where do you find them?

4



Go out and validate. How will you access the users? What interaction will you establish with them? What questions will you ask? How many people will you test the prototype with? What is the minimum acceptable result for your evaluation?

5

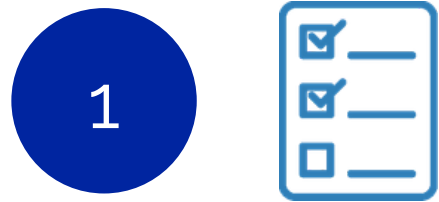


Reflection on the results.

- Which hypothesis have you validated?
- Which hypothesis have you not validated?
- What learnings have you obtained?

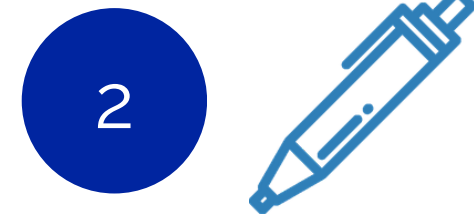
Exercise 2 - Example 1

Let's design a prototype

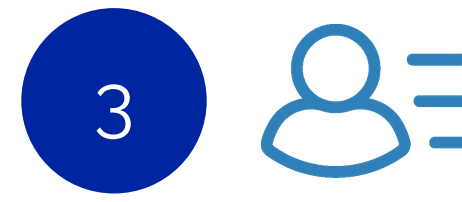


Local farmers will adopt new fertilisation method if...

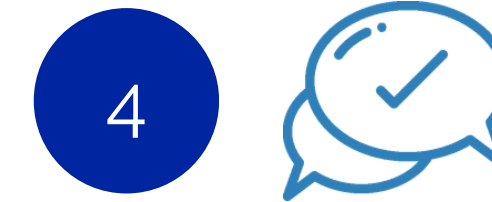
- delivered as clean?
- delivered at home because it saves physical labour and travel time?
- it is cheaper?



- User journey and service or product pilot.



Small scale farmers and gardeners (local sales): let's call her Maria.



- Elevator pitch



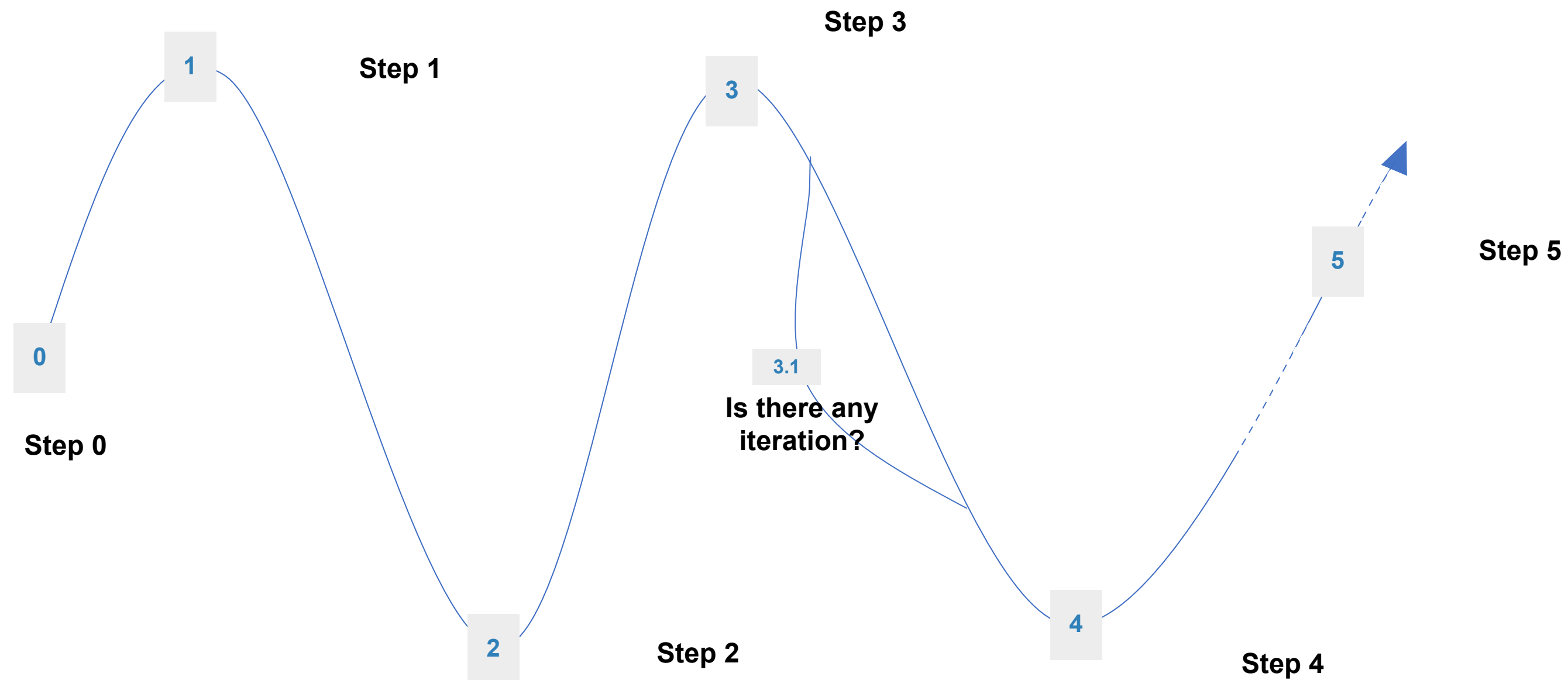
Reflection on the results.

- Which hypothesis have you validated?
- Which hypothesis have you not validated?
- What learnings have you obtained?

Exercise 2 - Example 1

Let's think of the user journey

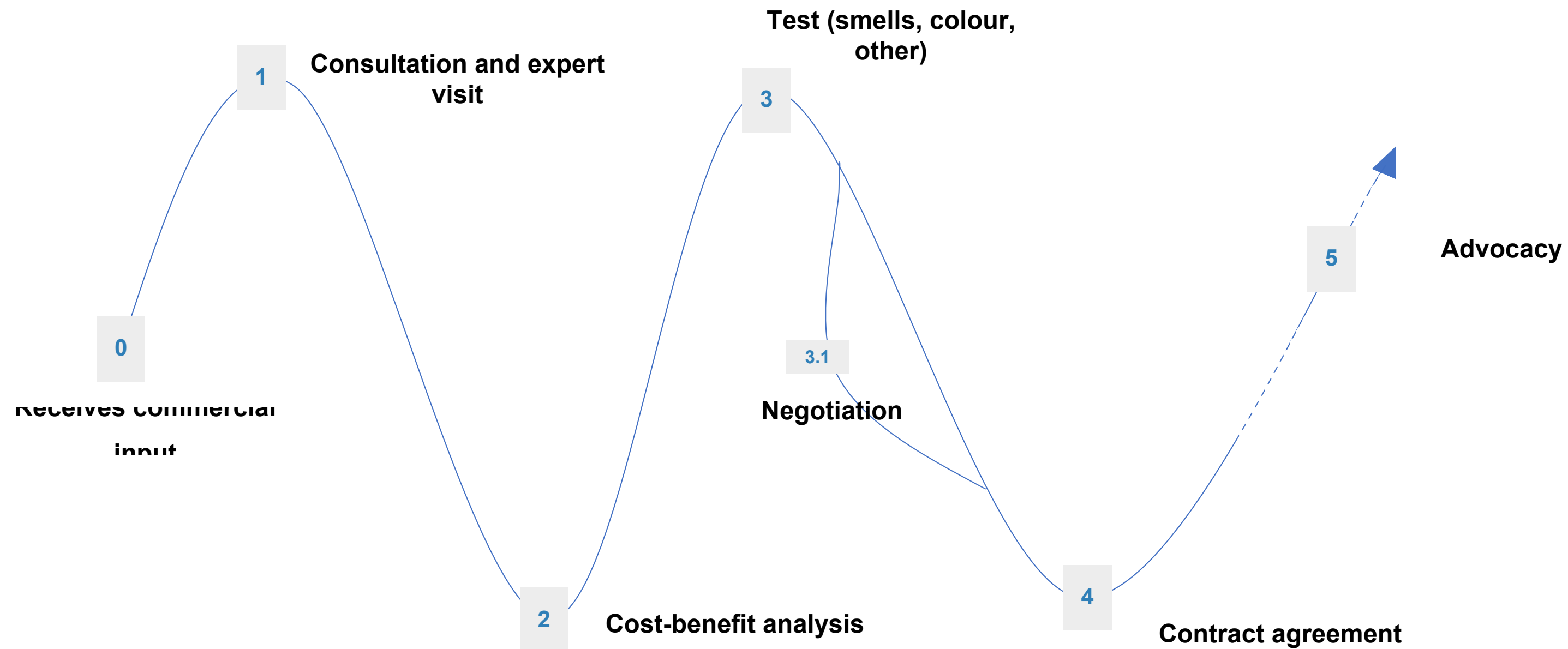
A user journey map is a **visual representation of the process customers go through when interacting with an organisation**. This diagram attempts to represent the steps a person (or organization) goes through before, during, and after choosing a product.



Exercise 2 - Example 1

Let's think of the user journey

A user journey map is a **visual representation of the process customers go through when interacting with an organisation**. This diagram attempts to represent the steps a person (or organization) goes through before, during, and after choosing a product.



Exercise 2 - Example 1

Let's think of the impact

WEFE Nexus			
Impact indicators on security		Impact indicators on ecosystem or resources	
Water		Water	
Energy		Energy	
Food		Land	

05

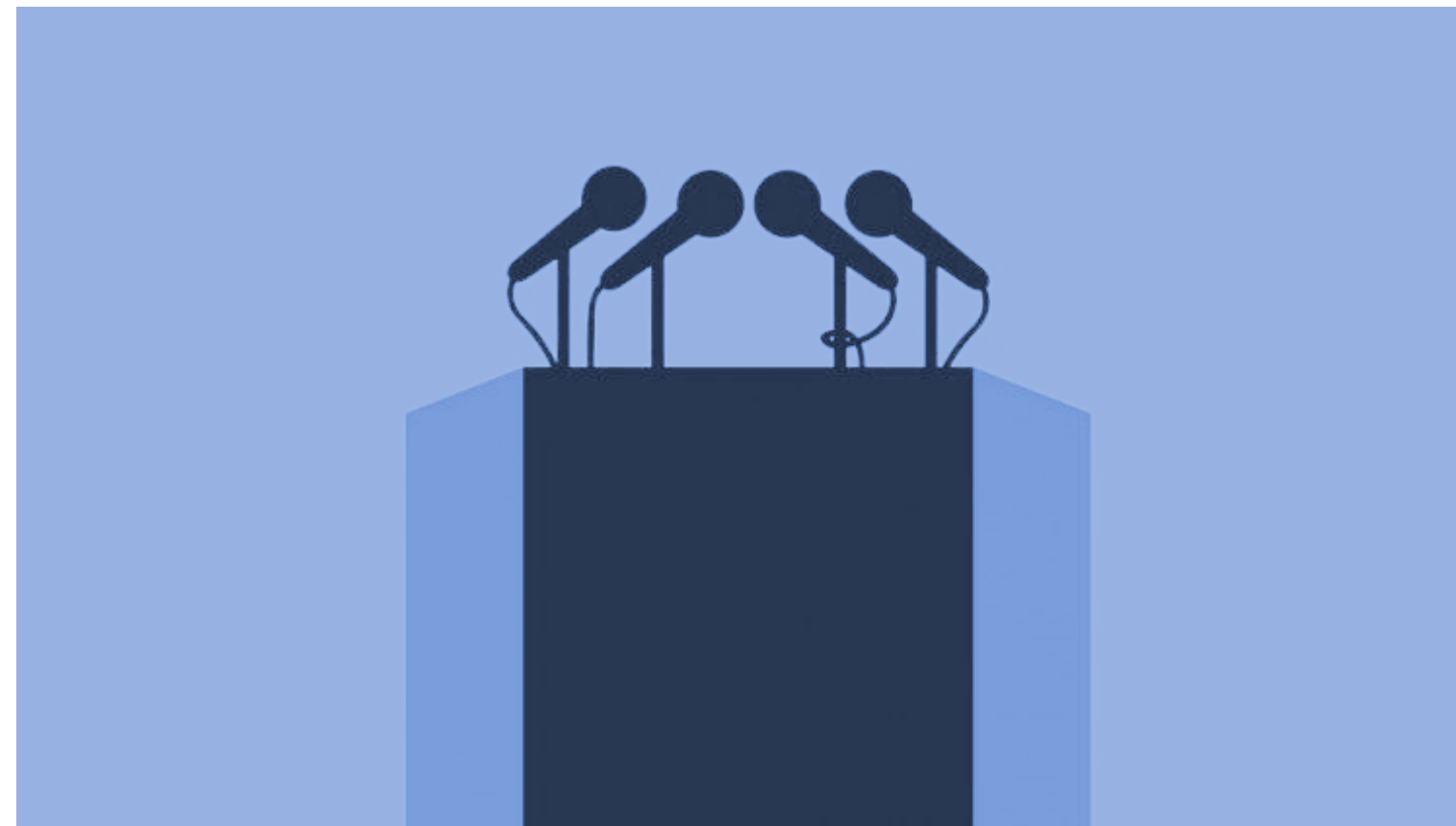
Conclusions

Closure

2 key ideas you keep
from this sessions

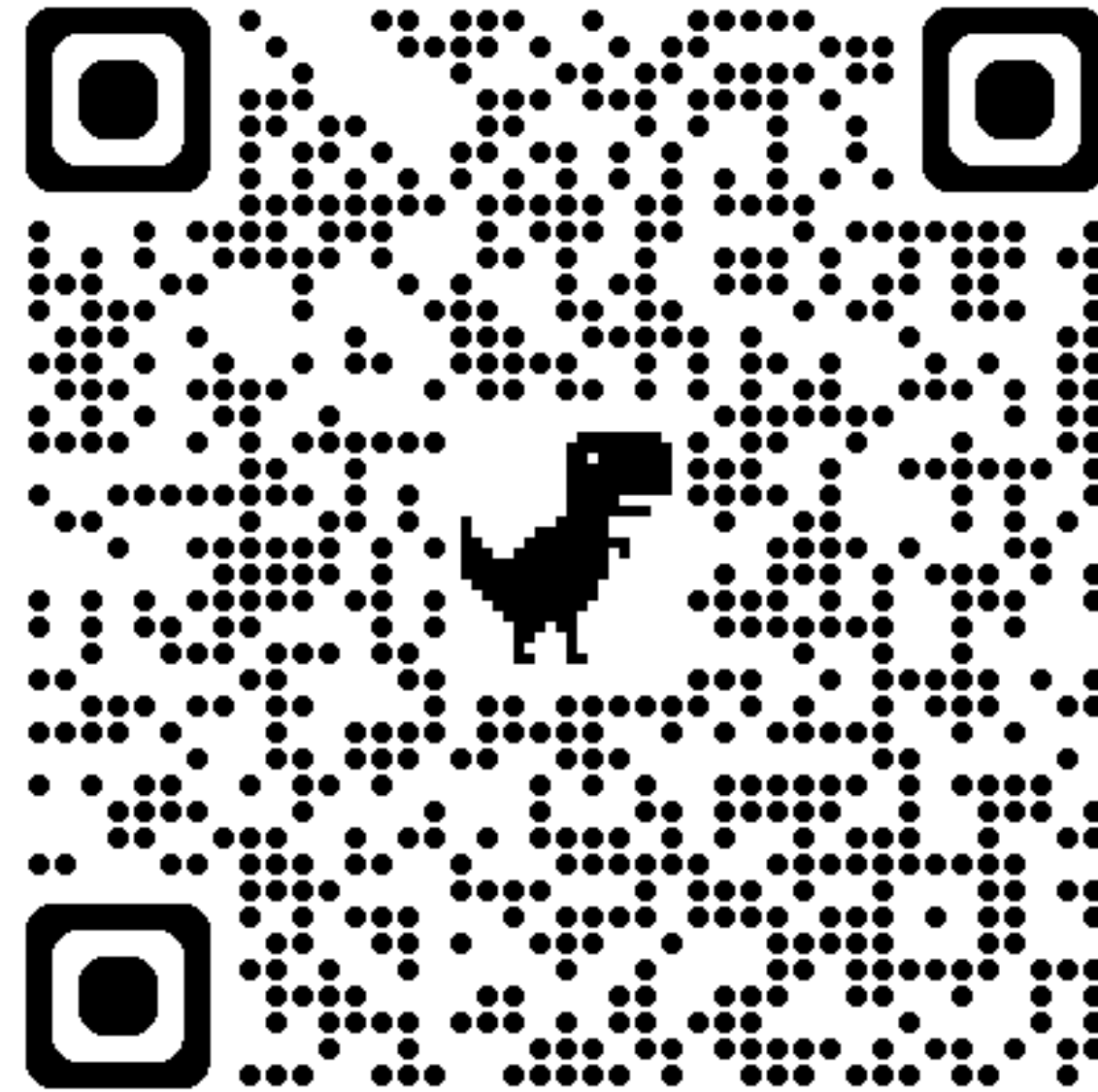
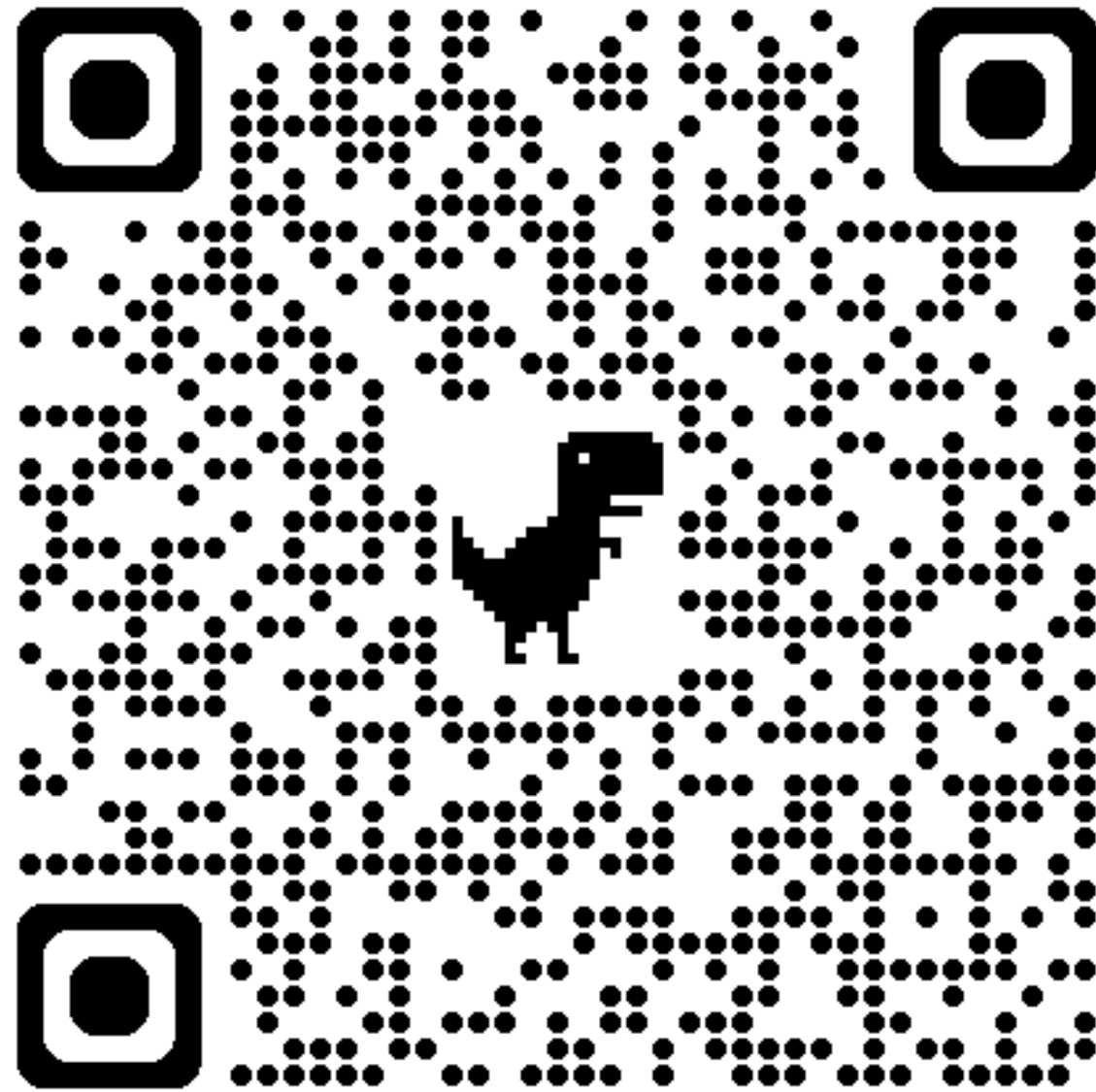
Any **doubt** you would like
to discuss with the group?

Thanks for your **attention**
and participation!



We strongly encourage you
to work **on the practical**
exercises before next
session 😊

Closure



Next session



Business model and value proposition

***Date:** Tuesday 28th April*

***Link:** <https://meet.google.com/vcg-jpaz-ohx>*