



UKRAINIAN
FOOD VALLEY

R&D CENTER STRATEGY DEVELOPMENT

Developed by the Ukrainian Food Valley experts
for UniClaD project, ERASMUS+
Kyiv, 2021

INTRODUCTION



Nataliia Maievskia – Executive Director

- ✓ Founder of the “BSky” agrarian start-up specialized in niche crops growing and processing;
- ✓ Has 15 years experience in project management in agribusiness and legal business
- ✓ Her specialization is strategic communications and marketing;
- ✓ AgriFood MBA-1 KMBS’2019
- ✓ PhD Student.

ABOUT THE UKRAINIAN FOOD VALLEY



Public Union “Ukrainian Food Valley” aims to create and develop a sustainable agri-food ecosystem in Ukraine, whose players will interact to create, store, move, promote and sell innovative products and solutions that will be competitive and relevant to global markets.

UFV is a Non-for-Profit Union that organizes researches and trainings for the development and consolidation of its participants who practice the five principles of sustainable agri-food production throughout the whole value chain.

UFV builds a culture of sustainable development and partnership in Ukrainian agribusiness as a way to create maximum added value for each member of the ecosystem, the environment and the local communities where the businesses of the participants operate.

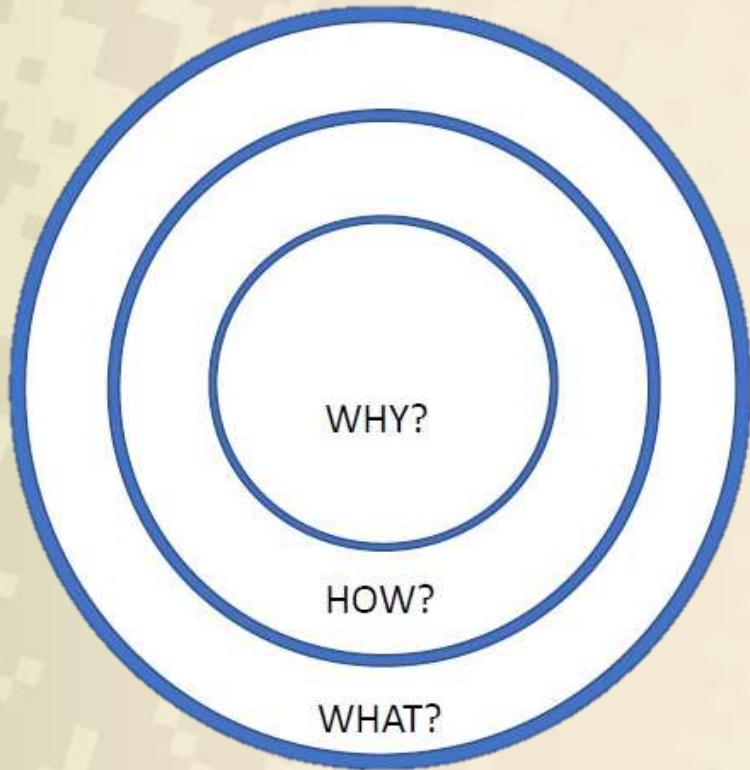
UFV was established in January 2017. For almost 4 years of its activity UFV has made a significant contribution to the Ukrainian agrifood community development. More than 5 thousand of business representatives took part in UFV training events. The event quality was highly appreciated by participants, namely:

- ✓ 50 networking events - open events, conferences, trainings;
- ✓ 9 training workshops the program of which was developed by UFV experts;
- ✓ 3 corporate training programs;
- ✓ On-line educational program GESI Winter School.

UFV's main activities are:

- ✓ Education - discussions, workshops and seminars held by leading experts from different countries;
- ✓ Networking - agrifood community development united by the purpose of mutual growth. Building bridges along the agrifood value chain;
- ✓ Projects - business consulting for the agro-industrial companies;
- ✓ Co-branding - reduction of marketing expenses for farmers to promote their goods in Ukrainian and foreign markets.

SEARCHING FOR THE ANSWERS



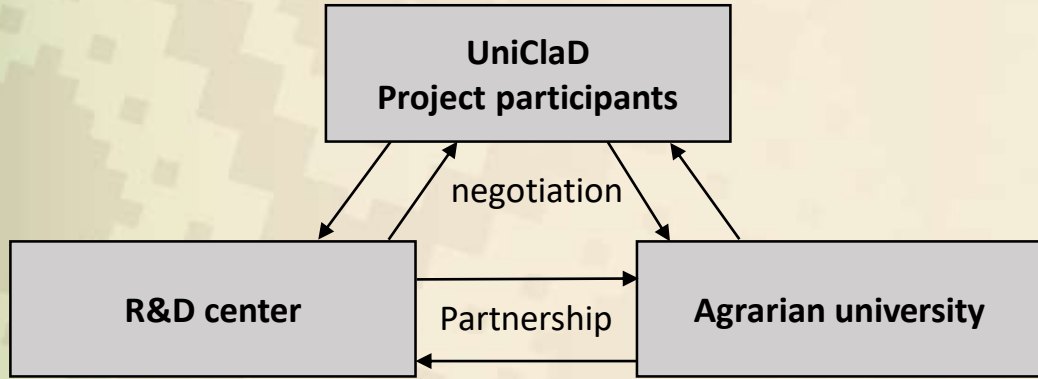
Simon Sinek, leadership expert

- Every organization knows **WHAT** it makes/sells;
- Some organizations knows **HOW** do they make a successful product;
- Very few organizations know **WHY** they do it/**WHY THEY EXIST!**

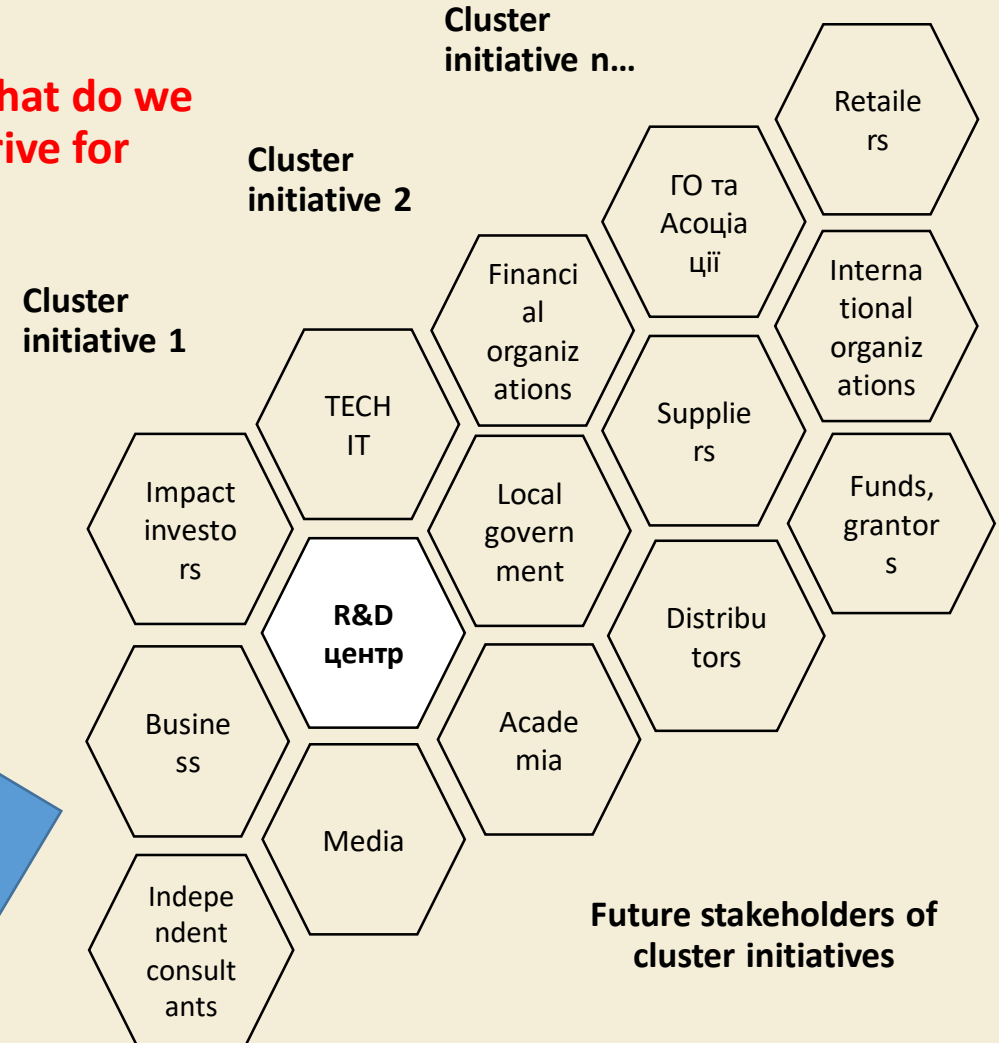
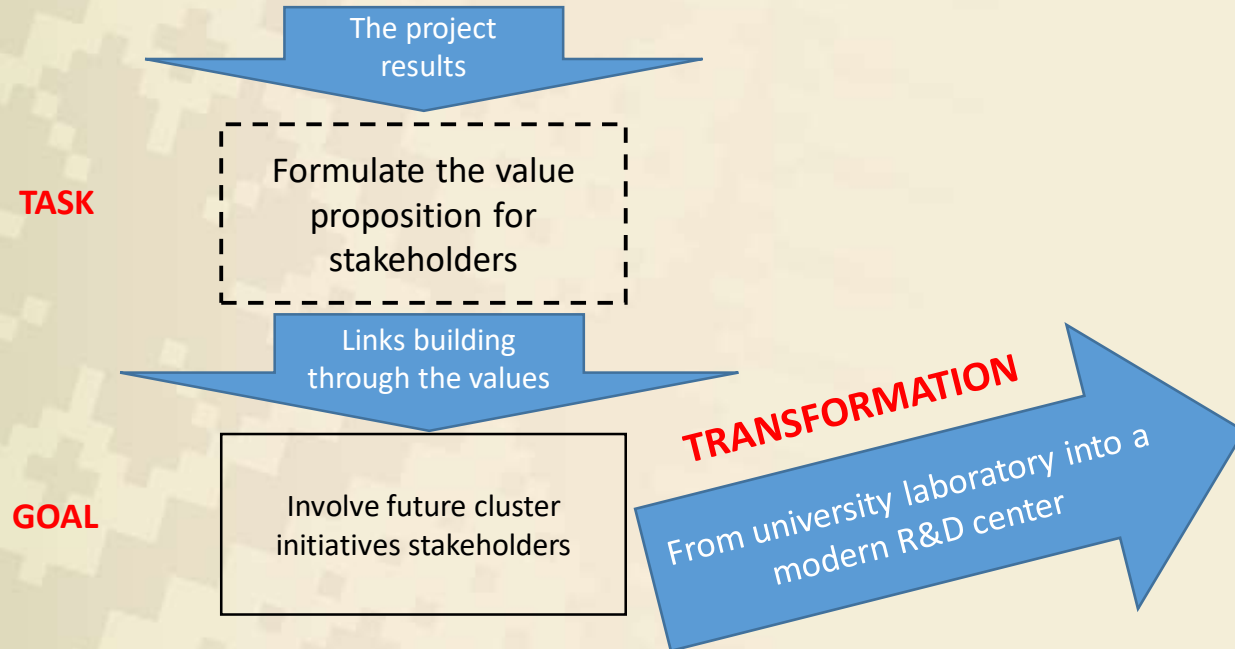
THE UNICLAD'S PROJECT MISION



Existing model



What do we strive for





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CLUSTER IDENTIFICATION

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CHANGING THE PARADIGM: “COMPETITION AFTER 90’S”



Cluster – is a bush, concentration, bunch.

A **cluster is a system of** interconnected firms and institutions whose whole is more than the sum of its parts.

The article by Michael Porter “The Competitive Advantage of Nations” (1990):

- “Concept of a CLUSTER is a new way of understanding national economy, economy of the region and the city”;
- “The economy should be considered through the cluster prism, rather than through the traditional grouping of industries or sectors ”;
- “The Clusters are building blocks of a modern economy”.

Michael Porter, Clusters` father,

“Competition”, 1998



CLUSTER – FOCUS ON THE PHENOMENON


Clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers, firms in related industries, and associated institutions (e.g., universities, standards agencies, trade associations) in a particular field that compete but also cooperate.

Coopetition - competition but also cooperation.



Background

- British, Canadian & New Zealander
- International business development
 - Multinationals in London, Toronto & Auckland
- New Zealand's export development agency
 - 'Co-operating-to-Compete' approach
- Established Cluster Navigators in 1997

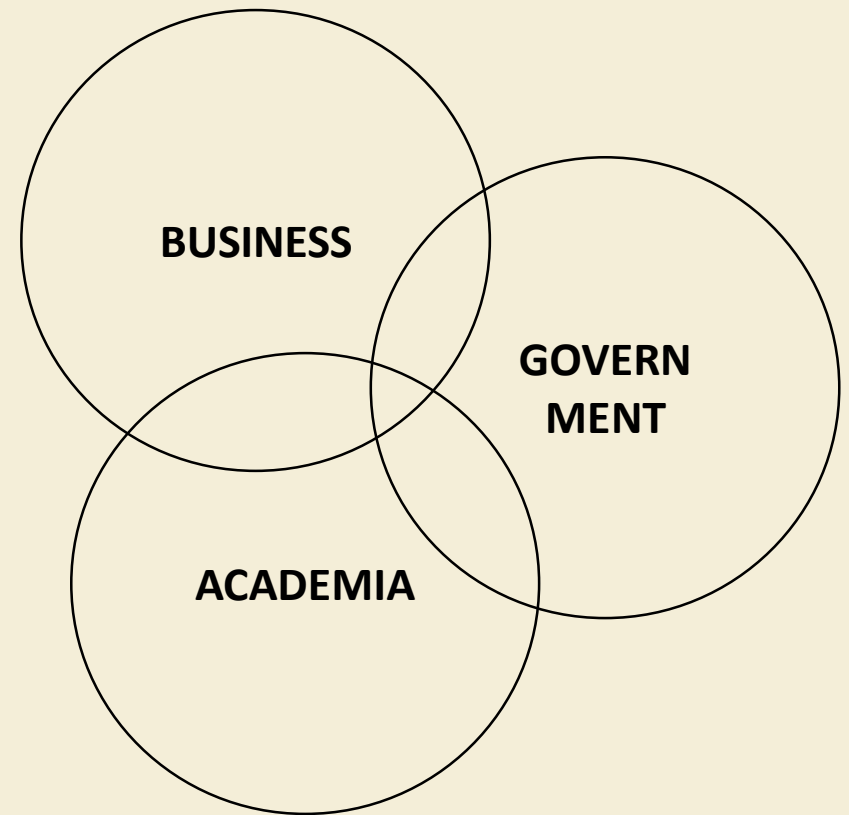
• Founder, Past President:  TCI
the global practitioners approach to
international trade and investment

Ifor Ffowcs- Williams: «To see», to identify the cluster:



- 1. Specialization, «smart specialization», idea**
- 2. Network, interaction**
- 3. Geographic concentration, location**

Triple Helix Model



SEARCHING FOR A CLUSTERS

How to identify a cluster



Porter's Six Steps:

1. Highlight a concentration of the firms with similar specialization.
2. Define the biggest companies among the concentration.

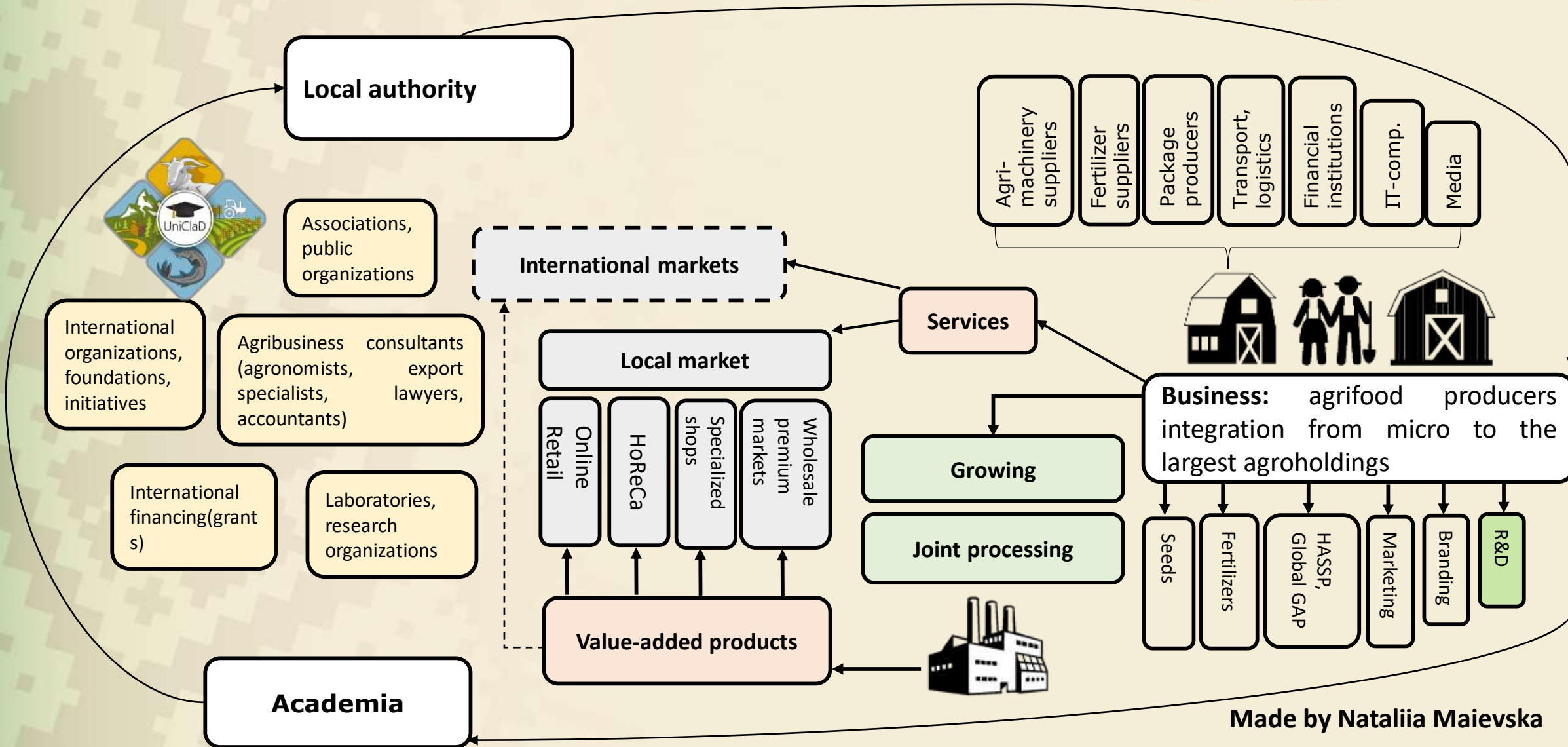
Additionally identify the biggest vertically integrated companies that have affiliated firms:

- ✓ vertically "forward"
- ✓ vertically "back"

3. Set up horizontal chains of added value generation.
4. Find industries and organizations that produce by-products and services.
5. Highlight organizations that provide training, special skills, **R&D**, information, finance or infrastructure, as well as associations that include cluster members.
6. Search for government or other legislative structures that have a significant impact on cluster members.

CLUSTER STRUCTURE

geographical concentration of organizations with similar smart-specialization



CLUSTER PARTICIPANTS

- ✓ product manufacturing companies or service companies;
- ✓ suppliers of specialized factors of production, components, machines, services;
- ✓ financial institutions;
- ✓ companies in related industries;
- ✓ firms working with sales channels or consumers;
- ✓ by-product manufacturers;
- ✓ specialized infrastructure providers;
- ✓ trade associations and other joint structures that support cluster members;
- ✓ standards-setting agencies;
- ✓ government and other organizations that provide special training, education, information, research;
- ✓ government agencies that have a significant impact on the cluster.



!!! NOT CLUSTERS

- ✓ Hubs, scientific or technological parks
- ✓ Customs export zones, special economic zones, free trade zones
- ✓ Business incubators
- ✓ Sectoral, trade, professional associations
- ✓ Holdings, alliances between a certain number of companies
- ✓ Supply Chains

...But they can be important parts of the cluster



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ASSIGNMENT AND STEPS

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ASSIGNMENT 1



“FORMULATE THE R&D’s CENTER VALUE PROPOSITION” for:

- **present stakeholders;**
- **future clusters initiatives**

Advices: Use the brainstorming method

Read more about stakeholders here <https://t2informatik.de/en/smartpedia/stakeholder-identification/>)

ASSIGNMENT 2

DEVELOP THE STRATEGIC IDEA OF YOU R&D CENTER

ASSIGNMENT 3

BUSINESS MODEL DEVELOPMENT

STEPS

1. Launch ignition team meeting
2. Split roles
3. Provide researches
4. Held strategic session with the founders.
5. Answers to the questions:
 - ✓ “Who are our clients”
 - ✓ “What problem do we solve for them”
 - ✓ “What values do we offer them?”
6. Negotiate with future stakeholders, test your value proposition.
7. Using template given below make a presentation.





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R&D CENTER STRATEGY TEMPLATE

On this slide you should match:

- ✓ **Your project name;**
- ✓ **Specialization, areas of activity;**
- ✓ **Location (City);**
- ✓ **The University where the R&D center is located.**

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IGNITION TEAM OF R&D CENTER



Photo

Executive summary:

- Name, scientific degree/title
- Specialization

Role in the project:

- what functions it performs

Photo

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Photo

Executive summary:

- Name, scientific degree/title
- Specialization

Role in the project:

- what functions it performs

EXTERNAL CONTEXT



Make a research:

- What are the threats and possibilities for science and applied researches development in your country?
- What are the threats and possibilities for applied researches providing in your country?
- Are there cooperation between research institutions and business in your country?
- Are there the possibilities for cooperation development between business and academia in your country?

Write down the your research results into the two columns given below

Challenges :

- Threats for your R&D center development

-....

-....

Opportunities:

- Possibilities for your R&D center development

-....

-....

INTERNAL CONTEXT



- ✓ Describe your educational institution specialization in historical retrospective.
- ✓ What is the unique expertise of your educational institution?
- ✓ That are the main scientific achievements of you institution?
- ✓ How these achievements can contribute to the goals of the center?
- ✓ What scientists will you involve into the R&D center activities? (name them and shortly describe their expertise)

SMART SPECIALIZATION OF YOUR REGION

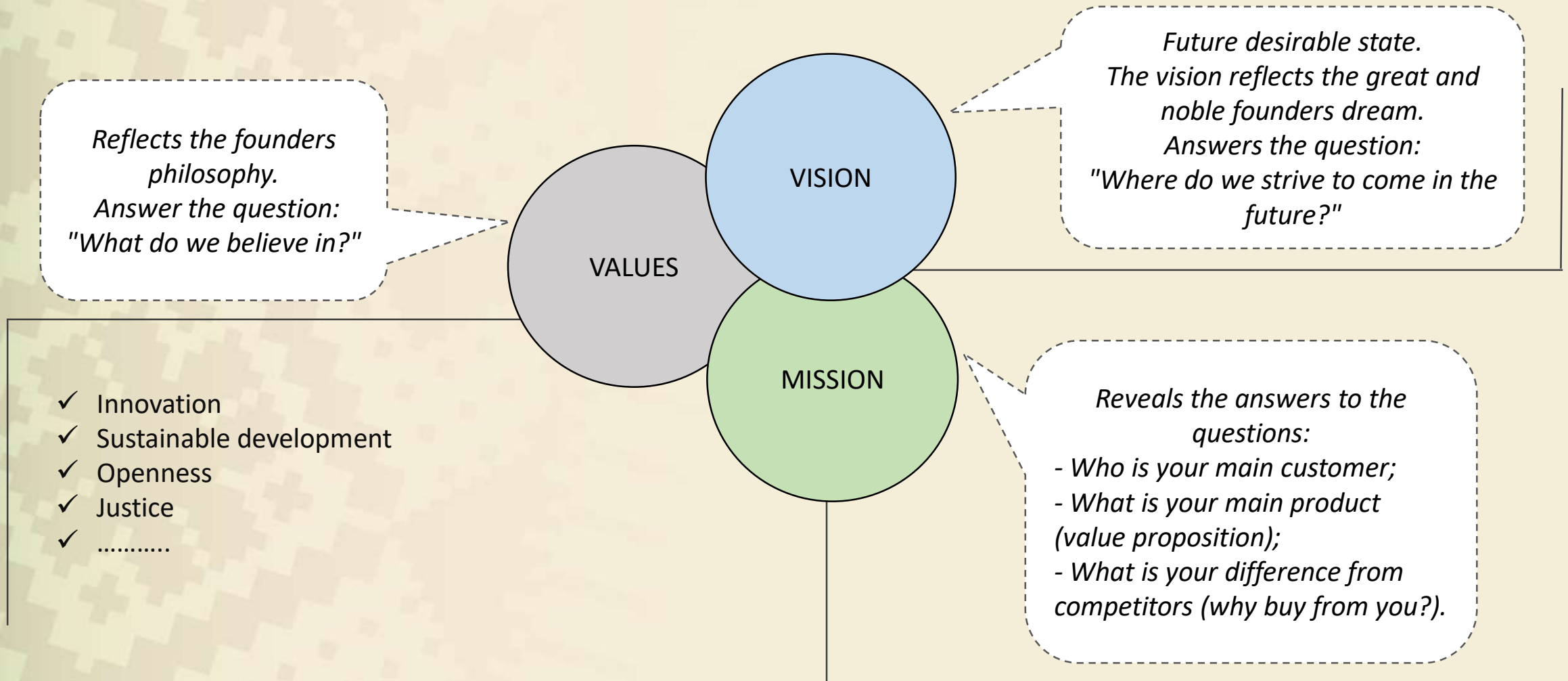


- ✓ Explore the historical retrospective of agrarian economy development in your region for the last 100 years.
- ✓ Geographical restrictions up to 100 km around your educational institution.
- ✓ What is the unique agribusiness specialization of you region? What are the raisins?
- ✓ Are there any agro museums /exhibitions in you region?
- ✓ What do agrarians of you region can make better than all other farmers?
- ✓ What do entrepreneurs can make that nobody can?
- ✓ Do they make it together, or separately?

Fulfill at this slide:

- ✓ **Smart specialization of you region (as many as you may find)**
- ✓ **According to this formulate “THE BIG IDEA OF YOU PROJECT”**

STRATEGIC IDEA OF R&D CENTER



CLIENT IDENTIFICATION AND VALUE OFFER



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Using the materials obtained during the ASSIGNMENT 1, describe R&D center potential client and values you are able offer them. You determine the number of customers yourself. Fill in the table.

CLIENT	VALUE OFFER
1. Business (list specific organizations)	<p><i>Why should they cooperate with us?</i></p> <p><i>What is their need?</i></p> <p><i>What is their pain?</i></p> <p><i>What benefits will R&D center create for businesses within a radius of 40 km around the University? Why will they have to choose us over competitors?</i></p>
2.....	
3. Local authority (list concrete OTG)	<p><i>What benefits do we create for them?</i></p> <p><i>What exact problems do we solve for them?</i></p> <p><i>Why should they support you initiatives?</i></p>
4.....	
5. Independent consultants (name them)	<p><i>For example, we can act as a platform for testing their own developments and projects.</i></p> <p><i>What benefits and opportunities will the R&D center provide for researchers?</i></p>
6.....	
7.....	

STRATEGIC GOALS



Give answers to the next questions:

1. ECOSYSTEM GOALS:

- What stakeholders you should involve to ensure the sustainable development of the R&D center?
- Will the R&D center be a niche player, or it will determine own rules of the game into business ecosystem?

2. MARKETING GOALS:

- Answer the question “What is your approach of customers attraction?”
- Shortly describe your promotion plan:

What channels would you use for communication with your target auditory: online, offline, word of mouth...

3. FINANCIAL GOALS:

- In which way R&D center will generate financial flow after the UniClaD project would be done?

For example:

1st, 2nd year: UniClaD grant funds 100%;

3rd year: donor funds - 80% (whereof), self-financing - 20% (whereof) ;

4th year: donor funds - 20% (whereof), self-financing - 80%

.....

STRATEGIC STEPS



At this slide describe what would you do in the next 2 years to turn from subsidiary project into a self-sustaining R&D center.

What additional resources and organizations you should involve into your project?

PHASE 1 (For example, January 2021 - April 2021):

- Step 1.....
- Step 2.....
- Step 3.....

PHASE 2 (For example, April 2021 - September 2022):

- Step 1.....
- Step 2.....
- Step 3.....

PHASE 3 (For example, September 2022 – December 2023):

- Step 1.....
- Step 2.....
- Step 3.....

BUSINESS MODEL KANVAS



Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segment
	Key Resources		Channels	
Cost Structure		Revenue Streams		



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DEVELOPED BY NATALIIA MAIEVSKA

used presentation materials by:

- Nataliia Gordiichuk;
- Viktor Oksentiuk;
- Nataliia Maievska and Katerina Zvierieva.

UFV's information resources:

Website <http://ukrainianfoodvalley.org/>

Facebook <https://www.facebook.com/uafoodvalley/>

YouTube <https://www.youtube.com/c/UkrainianFoodValley>

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