Technical Assistance Facility (TAF) for Industrial Modernisation and Investment

CASE STUDY: UNDERSTANDING A TARGET MARKET TO DEFINE A PROJECT'S UNIQUE OFFERING

Project name: COMPLAT Smart Labelling

Partnership name: Traceability & Big Data

Geographical coverage: Andalucia (ES), Emilia-Romagna (IT), Friuli-Venezia-Giulia (IT), South Savo (FI), Extremadura (ES), Pazardhic (BU), Pays de la Loire (FR), Aragón (ES)

Estimated investment volume: EUR 3.5 million

TAF support extended: business and legal expert support

Source: Shutterstock

Project objective

The COMPLAT Smart Labelling project consists of a communication platform, accessible from smartphones through a distinctive QR code, which provides customers with nutrition and traceability-related information about agri-food products. COMPLAT's objective is to empower customers, while contributing to the current challenges linked to the digitalization of the agri-food supply-chain and to the traceability of consumer products.

Impact of TAF services

✓ COMPLAT received TAF business and legal expert support between October 2019 and July 2020. The outcome of the support was a revised business plan, developed from the findings of a **comprehensive market analysis**, and the review of relevant **data legislation and taxation rules**.

✓ The core component of the TAF assistance was the analysis of the market targeted by the project, its trends and key players, drivers and entry barriers. Moreover, the analysis focused on the individual **regional markets** that the project could potentially address and set the basis for a direct comparison of the COMPLAT offer to those of existing EU competitors.

✓ Service providers in the EU, whose solutions resembled COMPLAT's, were mapped. A **sample of the most similar offers was selected for a comparison** of strengths and weaknesses in technologies used, pricing and revenue models and in relation to their respective geographical coverage.

✓ Based on the value chains addressed by the project, the identified potential per market segment and type of customers, the **competitor analysis was conducted, which enabled further definition of COMPLAT's Unique Value Propositions** (UVP) and of the strategy to pursue to create a sustainable business for the proposed solution. In addition, the analysis and strategy elaboration provided the necessary components for the **development of a first financial plan** in terms market penetration and cost structure.

✓ After the completion of the TAF support, COMPLAT **launched a pilot** which included 1.000 product references with Spanish supermarkets. In parallel, the project entered discussions with industrial partners to access QR code technologies that could be integrated into COMPLAT's offer.

Lessons learnt for other S3P-Industry projects

The activities undertaken through TAF experts supported the project team to **transform a pilot project into a unique service offering,** able to both distinguish itself from existing competitors and to attract the interest of potential customers and final users. Among COMPLAT's Smart Labelling pilot platform users were 38 SMEs, while 20 consumer and producer associations had committed to promote the platform. By the end of TAF support, the number of platform users was 212 and that of potential promoters 20. Hence, the COMPLAT experience demonstrated the importance of reflecting on the core business case of a project idea, in light of its key strengths and weaknesses as well as its positioning on the market.

For more information, please check the TAF page at: https://eismea.ec.europa.eu/technical-assistance-facility-taf-industrial-modernisation-and-investment_en