

Area: **IDEAS and OPPORTUNITIES**

CREATIVITY

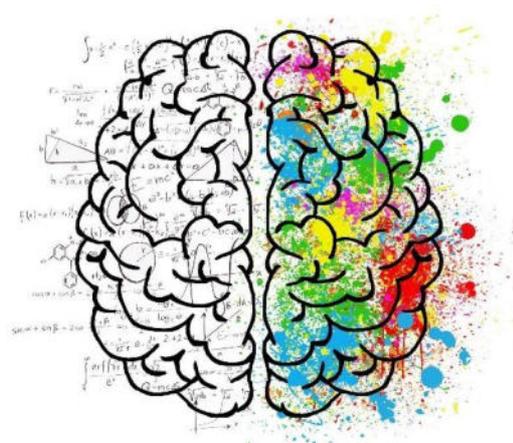
H1 Be curious and open

H2 Develop ideas

H3 Define problems

H4 Desing value

H5 Be innovative





CONCEPT

Creativity is a quality that people possess or that they can develop that makes them able to generate ideas, realities and / or concepts reaching in many cases new conclusions from the interconnection of ideas and concepts before or new.

Entrepreneurial creativity serves to generate new ideas that allow a company to create new products, design new highly original services or give another approach to old products, making them more interesting, more practical or simply more attractive from the application of these new ideas. Entrepreneurial creativity can also be applied directly to procedures even if the products or services remain the same: that is, to create more efficient or practical ways of developing those products.

Entrepreneurial creativity is especially important in all sectors of the company, since if all available human capital is made the most of, it will be much easier for a business to face all kinds of challenges, setbacks and challenges and to come out on top with new ideas and ways of act designed thanks to the creativity to business united of all the members of the company.

Creativity should not be confused with innovation because while creativity refers to the generation and creation of new ideas, business innovation is based on one more step: that is, on incorporating those ideas of business creativity into the different services and products. in order to create value for the different clients and audiences of a company.

AREAS OF CREATIVITY

Creativity is present in all walks of life. Although it has traditionally been associated with artistic, literary, cultural activity etc., it is also and (should) be present in the field of enterprise and entrepreneurship. Thanks to this, new products, services, solutions to needs arise etc.

TECHNIQUES THAT ENCOURAGE CREATIVITY

We recommend taking advantage of the potential of all people to create new ideas and scenarios in which the company improves. A very interesting way to encourage business creativity is to encourage teamwork first. For example, brainstorming sessions or brainstorming, activities to promote bonding and trust between the different members of the different company teams, etc. can be carried out.

"Curiosity about life in all its aspects continues to be the secret of the most creative people" - Leo Burnett



It can also be a very interesting point from which to start innovating, paying attention to the environment of the company, detecting new changes and from there starting looking for solutions, alternatives, new ideas to solve problems and improve the company in the face of public and consumers.

It is important to learn to think. It is not easy if you have never had many creative ideas before. **And you have to learn little by little, in a group, with motivation and with different tricks such as motivational videos, group talks, etc. in order to improve the learning process and the generation of ideas.** It will also be very normal that some of the new ideas that are even implemented in the company's products, services or processes do not end up being very interesting and that is why it is also important to learn how to redirect them and start again by creating new ideas and always betting on business creativity as a fundamental piece for the future and continuity of the company.

Individual vs. group creative techniques

Individual

Brainstorming

Gather a group of people and unleash your mind, release ideas like a great rain. Finally, decide which is the most valid for the proposed objective.

Mental maps

It is a graphic technique in which new ideas are added from a key word or concept in tree branch shapes or radially.

Group

Brianwritting

It is necessary to start from a topic or problem to be solved in a predetermined way and that all participants in the dynamics must know. How it works is very simple: A member puts the first three ideas that come to mind at the top of a sheet, then passing it to another member to read the lines and add one more, and so on with the rest of the group members until completing the ideas. Then they are debated and the best one is chosen.



Techniques for generating ideas vs techniques for your selection

Generate

Scamper

It is a technique based on replacing, deleting, extending, reordering etc. All aimed at finding new perspectives that facilitate creativity.

S: substitute

C: combine

A: adapt

M: modify

P: propose

E: eliminate

R: reorganize

Selected

Evaluation PNI

It is a technique that will allow you to evaluate business ideas for later selection.

The objective is to identify the potential and possible adverse effects of each of the ideas under analysis, in order, in this way, to facilitate the making of a decision on which is most appropriate for the business.

The selection is carried out from the allocation of values from:

P: positive

N: negative

I: interesting



Other creative techniques

Worst possible idea: It is based on reverse thinking, so that reaching the very opposite point of our goal, on the way back, creative ideas can arise.

Six hats: The six hats symbolize the different points of view from which you can analyze a problem or a specific situation.

Analogies: It is a technique focused on the generation of ideas from the creation of associations of concepts that are usually not connected.

Defectology: A list of defects or improveable aspects of a product is drawn up. Once these elements are identified, possible solutions are proposed to improve it. Each proposal is an idea of improvement.

Ideart: This creative technique is based on the observation of inspiring artistic works, to promote creative thinking without limits.

Morphological analysis: A concept or situation is broken down into its most basic units or concepts. With these elements an array is built through which new relationships and combinations are sought between them.

4 x 4 x 4: It is a group technique that serves to select ideas in which each individual contributes 4 ideas. Groups of 2 people are made and 4 ideas are chosen. Subsequently, new groups of 4 are made and 4 others are chosen. Finally, the group chooses an idea.

365: Groups of 6 people are formed, each to contribute 3 ideas or solutions on one topic to the other 5 people in the working group.

"Look what others don't see. Then show it. That is creativity" - Brian Vaszily

"An essential aspect of creativity is not to be afraid of failure" - Edwin Land

"Logic will take you from point A to B. Imagination will take you everywhere." - Albert Einstein

Area: **IDEAS Y OPORTUNIDADES**

VISION

H1 Imagine

H2 Think strategically

H3 Guide action





CONCEPT

Vision is that ideal expectation. The scenario we want to be in in the long run. Its purpose should be to guide and serve as a stimulus and motivation for the person and/or the group when making strategic decisions.

WHAT SHOULD THE VISION BE LIKE?

It is important that it has a realistic and, of course, achievable character, although not least that the vision poses a challenge for the entrepreneur.

HOW TO ELABORATE MY VISION?

When it comes to drawing up what I want my vision to be, one that will be of great help is to make myself a series of questions that will allow me to position myself on my project.

These questions are:

What is the desired image of my project?

What will we be like in the future?

What will we do in the future?

What activities will we develop in the future?

The vision is intrinsically related to the purpose or the mission and, therefore, to those who are my objectives.



HOW SHOULD MY OBJECTIVES BE?

Related to a goal

Achieving these objectives should involve achieving the proposed goals.

Measurable and observable

So that we can assess at any time the level of achievement of these.

Include an evaluation model

This must be an objective and untheorized model, so that we do not fall into false "interested" conclusions.

They have a time horizon

We must know the time frame when the achievement of the objectives in the time space set, lead to the goal.

HOW CAN HAVING A DEFINED VISION HELP ME?

Clear and understandable

It should serve as a guide and motivation for you and/or the entrepreneurial team.

Brief

"The good thing if I brief twice good." Remember, no more than one sentence.

Positive

We look for the ideal scenario, so we look for something in positive.

Known and remembered

It must be present in all our actions and of course it must be communicated to all parties involved.

WHERE IS THE LIMIT?

A company's vision doesn't have to have limits, it can be something alive and dynamic that evolves just like the organization itself.

It is also true that the vision should not be being continually reviewed and questioned, as we could be in danger of turning it into something on demand and according to other interests, and this should not be its function.

Area: **IDEAS Y OPORTUNIDADES**

ETHICAL AND SUSTAINABLE THINKING

H1 Behave ethically

H2 Think sustainably

H3 Assess impact

H4 Be accountable





Sustainable development can be defined as that model of development that seeks to meet the needs of the present without compromising the satisfaction of the needs of future generations

ETHICAL AND SUSTAINABLE THINKING

When undertaking a business idea or business project, we must not only keep in mind the economic dimension of it. Today's society also demands a commitment from entrepreneurs and entrepreneurs to social development and the environment.

Aspects such as the incorporation into business of human, social and ecological objectives are increasingly demanded by society. Entrepreneurship is the process of realizing opportunities with a creative focus, it is also an important factor for economic development and as a generator of change and innovation.

CHARACTERISTICS OF ETHICAL AND SUSTAINABLE INITIATIVES

- ✓ Far from being considered as a problem, the incorporation of social, ethical and environmental dimensions into the activity of a entrepreneurship, is a determined commitment to the Win to Win strategy (all win).
- ✓ The development of a business activity under ethical criteria promote integrated and comprehensive work environments with processes of continuous improvement and innovation.

BEING AN ETHICAL AND SUSTAINABLE COMPANY IS POSSIBLE

Always acting from ethical principles

Respetando las responsabilidades fundamentales en lo referente a derechos humanos, trabajo, medio ambiente y anticorrupción

Strengthening society

To do this we must push the boundaries of the company by taking an interest and knowing beyond what happens in our own organization.

Leaders' commitment

Reaching leadership to all areas of the organization and not limiting itself to the exercise of its economic activity.

Local action

Interrelating the organization with its most immediate and close environment in a determined and committed way.

ADVANTAGES OF BEING AN ETHICAL AND SUSTAINABLE COMPANY

- 🌸 The ethics and sustainability criteria incorporated into the organization's activity allow to obtain positions of competitive advantage.
- 🌸 These organizations become a magnet in attracting the best talent to them with the consequent benefit at the business level.
- 🌸 It favors the valuation of the company and its brand image, which can use that differentiating potential for its business strategies.
- 🌸 Socially responsible practices reduce the company's contingencies and allow its control, reducing business risk as a whole.

TOOLS FOR SUSTAINABLE MANAGEMENT

Product lifecycle analysis (LCA)

Its objective is to identify, evaluate and carry out procedures to reduce the environmental impacts associated or associated with the product, reducing the consumption of raw materials and energy and reducing the volume of the resulting waste.

Energy management

Energy management is all that coordinated and planned effort whose objective is to achieve greater optimization in the supply, transformation and use of energy. That is, to achieve a more rational use of energy without having to reduce the ratios of comfort, productivity and quality of services or products.

Environmental audit

It is a management tool comprising a systematic, documented, periodic and objective assessment of the effectiveness of the organization, the management system and procedures for the protection of the environment.

Generation, analysis and assessment of possible actions

Based on business objectives, help define the actions and strategies to be developed by the environmental management plan.



Examples of success stories

Celfa Group: 'Packaging' with self-heating systems

This company, located in Castellón, has devoted a **great deal of R&D to packaging**. Proof of this are its self-heating bags. They have them of two types: individual bags and the Horni-pack system with 250 gram food tray. With this method, the food tray is lifted, the heating sponge - which is inside the protective bag - is removed and a small amount of water is added. The food tray is replaced and, in a few minutes, the food is already hot.

"We are looking for distributors in Spain. We think that our self-heating system is useful in cases of first emergencies, mountaineering and on long flights by plane" says Ramón Herrero, founding partner of the company together with Martín Pascual. In fact, the self-heating bags are already on sale in Chile and are negotiating their entry into Ecuador and Argentina. In Europe, they can already be found in Germany.

Grupo Celfa has 20 employees and they expect to invoice five million euros at the end of this year. "Our project started two years ago. It is very practical. Neither fire nor electricity is needed. You can use normal, salty water, no matter if it is drinkable or not," says Martín Pascual. Now they are developing a new self-heating system that doesn't even need water. It is limited to using air. It will be ideal for those prepared meals that need to get home hot.



Healthier products: new ways of consuming

There are many innovations that are presented in the creation of bio and / or functional foods. One of them is the case of Naturae, which defines itself as "the first Biofactory in Europe destined to obtain natural, healthy and unique products based on biotechnology and ecology." For one of his clients, he developed a **hamburger with aloe vera**, eliminated 85% of the animal fat and being replaced by such a healthy ingredient.



Also, in its product portfolio innovative innovations such as **cheese, yogurts and jam with aloe vera** , **organic juices** have been incorporated , along with **functional ingredients** such as a **natural food preservative**.based on an antimicrobial component extracted using proprietary technology from a patented fungus by the brand (Cepa Naturae) for incorporation into food as bio-preservatives in order to extend the shelf life of food and thus increase food safety; thereby replacing in food the increasingly discredited artificial preservatives (the E numbers).

In this line, Noel Alimentaria's commitment to offering a wide range of sliced sausages that include egg white as a protein base also stands out. Foods that, due to these properties, are incorporated more frequently in completely balanced and healthy diets.



Farmidable: fresh and local products

Farmidable has a clear mission: to eliminate intermediaries in the purchasing process, making the customer purchase the products directly from the producer. In this way, they ensure that you receive fresh, organic and planet-friendly food.

The process is very simple: the purchase is made online, and you choose where you want to collect it or if you prefer home delivery. Once received, the order goes directly to the producer, who prepares it for you within 24 hours. Finally, the producers deliver your purchase to Farmidable, and you can then pick it up at one of their "FarmiHubs", or receive it at your home directly.

An option that ensures a healthy, local and fresh diet: the products in your basket are collected up to 24 hours before going through them.



Creativity

Agroquivir, S.C.A.

A second-grade cooperative that has been able to reinvent itself by betting on new forage crops such as alfalfa and promoting new use of classic grains. Thanks to the method of dehydration it has managed to open new niches market for cereals such as oats, wheat, triticale and maize. Alfalfa leads the forage section as a benchmark of quality not only in the domestic market, but in the countries where it exports.

<https://agroquivir.com/>



Vision

Lusar Tropical

Pilar sigue hoy la senda de su padre Julio Lucio, un agricultor que hace años, de forma casi visionaria, decidió apostar por el cultivo de frutas tropicales en la provincia de Huelva. Tras experimentar con 40 variedades, consiguió crear 'Beatriz', un mango autóctono, adaptado al clima de la zona y que hoy es el producto estrella de Lusar Tropical, cuyas exóticas frutas llegan a Reino Unido, Francia y Portugal.

<https://youtu.be/Gq4zXQUSflk>



Ethical and sustainable thinking

EBRO FOODS, S.A.

It is the largest group in the food sector in Spain by turnover. Its main products are: rice, pasta and biotechnology. It is a world leader in the rice sector, the world's second largest pasta manufacturer.

It has designed and implemented a Global Sustainability Plan under the name 'Rumbo' to 2030, which sets out the objectives and actions on the environment and well-being, both at the health and social level, which the Group will develop until 2030 with the aim of continuing to grow sustainably.

<https://www.ebrofoods.es/>



https://www.ebrofoods.es/wp-content/uploads/informe_anual/informeanual2019/videos/video-informe-anual-2019-es.mp4

Area: **RESOURCES**

MOTIVATION and PERSEVERANCE

H1 Stay driven

H2 Be determined

H3 Focus on what keeps you motivated

H4 Be resilient

H5 Don't give up





Motivation concept

We can say that motivation is that force that makes us move towards what we want or pretend without caring about the effort.

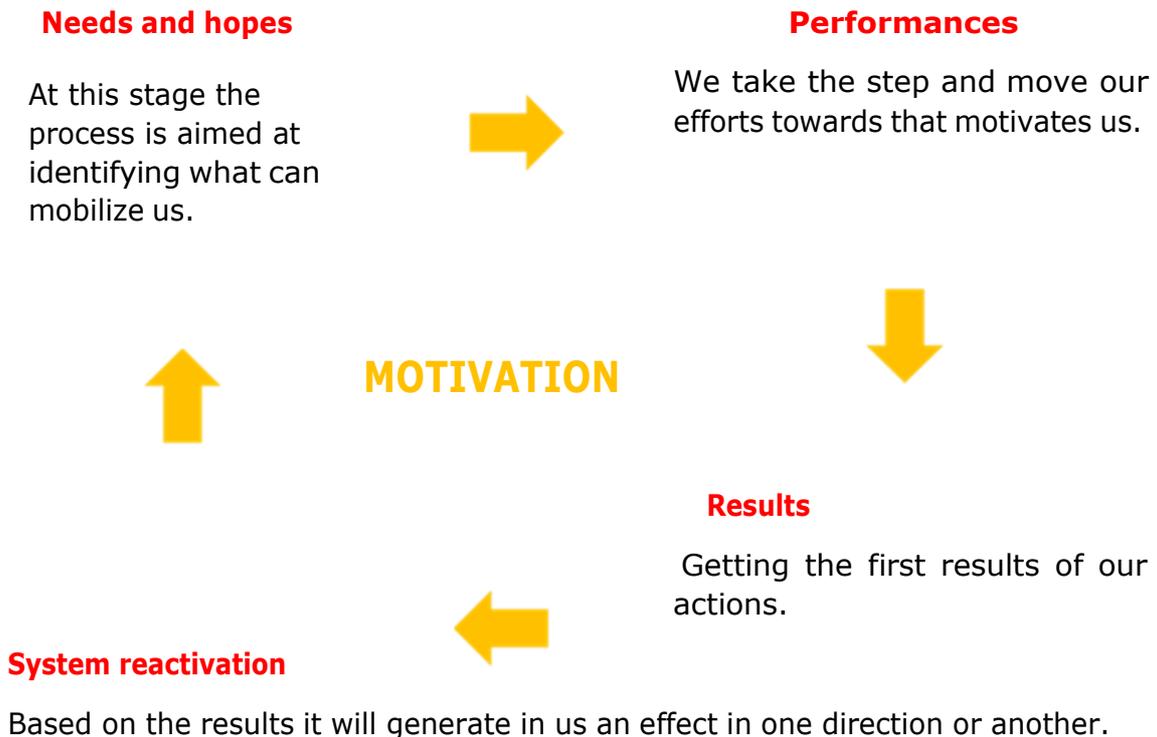
Perseverance concept

Perseverance is consistency, insistence and firmness in addressing the achievement of our goals.

Motivation and Perseverance together

If motivation is to "have motives" and perseverance is "consistency", the union of the two is nothing more than the perfect cocktail for the achievement of the proposed objectives.

HOW IS THE MOTIVATION PROCESS?



"Motivation drives us to start and habit allows us to continue"

JIM RYUN

RELATIONSHIP BETWEEN MOTIVATION AND THE MANAGEMENT FUNCTION



TYPES OF MOTIVATION

Internal

Is born from ourselves and is intense and durable.

Positive

Is to have the motivation to achieve something through a positive attitude

External

Emerges from stimuli that are external to ourselves

Negative

Motivation comes from fear, and threats from different fields.



MOTIVATION FOR ACHIEVEMENT

It is the motivation that leads us or predisposes us to overcome how many challenges arise until we reach our goals or goals.

Components

- The desire to achieve it
- The desire not to fail

What are people motivated to achieve?

People where we can find a high motivation for achievement are often characterized by people with a high level of competence, independence and accessibility.

CAN MOTIVATION BE TRAINED?

The answer is YES. What's more, it MUST.

Objectives

Identify clearly and concretely what or what are your goals that we want to achieve, and of course these should be attractive.

Perseverance

Motivation is not a matter of a moment or a day. It's something you have to work on every day.

Points of reference

Find and identify what your landmarks will be, so you'll be able to assess the level of your achievements yourself.

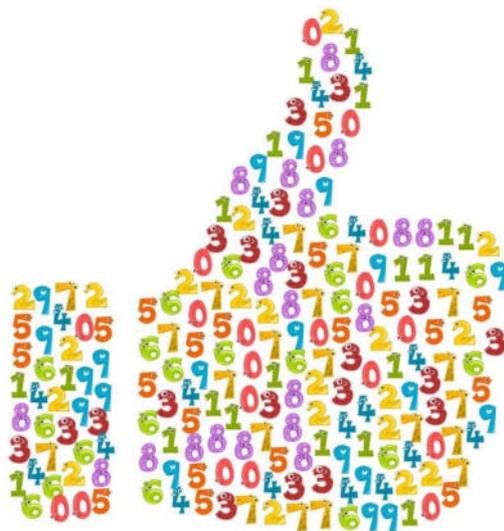
Responsibility

The ultimate responsibility is on you and the sooner you get it clear, the easier it will be for you to be motivated.

Area: **RESOURCES**

MOBILISING RESOURCES

- H1** Manage resources
- H2** Use resources responsibly
- H3** Make the most of your time
- H4** Get support





Imagine you are abandoned on a desert island. What three things would you take with you? Do you have everything you need? Well done, you have just implemented resource management. You have a goal (survive) and you have to decide how to achieve it with the least amount of resources possible (three objects).

In business, however, it is not always that simple. Resource management requires in-depth knowledge and full transparency about objectives and capacity. By establishing a good process for resource management planning, efficiency is maximized and resource utilization is controlled.

It's one thing to find ideas and it's another thing to transfer them to actions in everyday life. We can identify thousands of ideas but if we don't try to apply them and turn them into reality, they are of little use.

How can you do that? Be clear about the purpose of your project. What do you want to get? What is your goal with this new initiative? Most of our "no successes" come because we are unclear about the purpose, and from there we undertake messy actions, which while they offer movement, rarely offer results

It's time to start recognizing and identifying the various resources available at your fingertips to turn your idea into action.

KEY RESOURCES

When starting an entrepreneurship process, it is important to have identified what the key resources of your idea will be before carrying out the implementation of the project.

Market

It is important that our market proposal brings value, otherwise our growth capacity will be clearly compromised.

Product

We need to mobilize resources and combine them in such a way that our proposal really meets the expectations and needs of the potential consumer.

Work team

Here it is important to remember that beyond the diversity, multifunctionality and experience of the founding members it is necessary to recognize the **relational capacity** available.

"My ambition has always been to make dreams come true"- Bill gates



WHAT IS RESOURCE MANAGEMENT?

So what is resource management? Resource management is the process of planning, scheduling, and pre-allocating resources to maximize their effectiveness.

A resource is what it takes to execute a task or project and can be the skill set of employees or the adoption of software. For example, if you have to plan an event, resources include scheduling staff for the event, planning which vendors to use for promotional material, or using software that allows attendees to record and budget for everything from merchandising to catering.

MOBILIZE EVERYTHING FOR YOUR IDEA

Content

Study your idea thoroughly. Analyze everything that may have some kind of influence on your idea.

Abilities

Identify which ones with the most appropriate skills for your project and train them.

Motivation

Elevate your motivation and work so it doesn't come down. You have to move from passivity to action.

Curiosity

Investigate, talk and ask. It's time to get to know and use all those resources at your fingertips that can improve your project.

WHAT ARE THE ADVANTAGES OF RESOURCE MANAGEMENT?

1. **Avoid unforeseen difficulties:** by knowing the resources in advance and planning how to use them, you can solve deficiencies or problems before they appear.
2. **Prevents attrition:** Effective resource management allows you to avoid "over-allocation" or "dependency" on resources by getting an overview of the team's workload.



3. **Provides a safety net:** Suppose the project was unsuccessful due to lack of resources (sometimes it happens). Planning and resource management establish that you have to do what you can with what you have at your disposal.
4. **Get transparency:** Other teams can gain visibility into your team's capacity, and plan accordingly if your team is at full capacity or is available to take on new projects.
5. **Measure effectiveness:** With a general understanding of what it takes to manage and run an upcoming event, you can effectively plan and measure your return on investment.

WHAT TECHNIQUES ARE THERE FOR RESOURCE MANAGEMENT?

Now that you know what resource management is, let's talk about how you can start implementing it in your projects.

1. Allocation of resources

Resource allocation helps to get the most out of available resources. Depending on the skills and capacity of the team, resource allocation is the process of approaching projects using the resources at your disposal in the most efficient way possible.

To get a clear view of allocation, project managers often use resource allocation reports. These can offer an overview to a detailed summary of resource availability, helping you avoid planning delays and budget outflows. The better the reporting skills at your disposal, the more transparency and efficiency you will have in your projects.

2. Resource leveling

Another type of resource management is resource leveling. This technique aims to discover the little used or ineffectively used resources in the organization and use them to your advantage. An example of resource leveling is having a content writer with a background in graphic design to help the design team by taking on small content tasks that require design work. If a team member can extend their design skills, the design team won't have to hire outside staff if they are suddenly overwhelmed with an avalanche of design requests.

3. Forecast resources

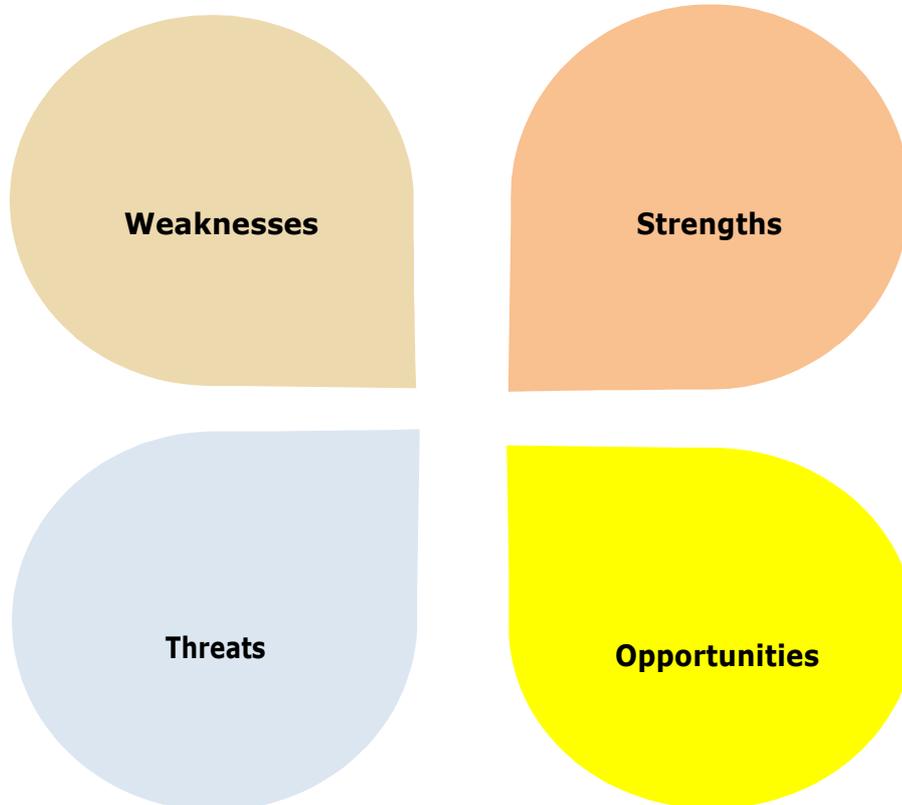
Having a resource management plan is essential to optimize the effectiveness of personnel, materials and budget. Resource forecasting allows you to predict future resource needs before the project begins. During the planning stages of a project, resource forecasting determines the project objective, possible limitations, unforeseen costs, and potential risks.

To make these predictions, project managers need to have a good understanding of the life cycle and objectives of the project, in addition to having an overview of the organization's available resources. The software project management offers this level of visibility and access to projects and resources, all from one place.

"The only place where success comes before work is in the dictionary" - Vidal Sassoon

How about starting with a SWOT analysis before mobilizing resources?

Point out from an external point of view what the main opportunities and threats can be that can influence the mobilization of resources for your idea. Now, point out what you think your strengths and weaknesses are when it comes to mobilizing the resources needed for your idea.





Reflection



"Campaign work" is one of the most widespread realities in the **agri-food sector**. In the food chain linked to agriculture, with dependence on the climate or seasonality of crops in a given area, the need to have availability of flexible "labor" or working "by campaign" is a reality inherent in the sector, both in terms of harvesting activities and those of clothing in storage or in the spindling industry (preserves , frozen, IV Range, etc.).

And in the face of a reality like this, the key question appears: what to do to make operator-level workers want to work with you back campaign after campaign.

We don't need to invent anything. We're not even making anything up. Because as early as 1,943, **Abraham Maslow** established the Pyramid of Human Needs. 5 levels of scale of needs, and a basic idea: everyone aspires to meet higher needs in the pyramid, but only when the immediately lower needs are met.

At maslow's lower 3 levels, **Frederick Herzberg** called them Hygienic Factors. Without covered levels 1 through 3, our workers will feel deep dissatisfaction, but covering them doesn't mean they feel motivated. At levels 3 to 5 (feeling valued, recognized, deeply respected) they were called Motivational Factors, or that their presence really drives the Commitment.

Therefore, the generation of environment and motivating culture begins when workers feel affection, breathe pride in working in the company, or feel deeply respected, valued and recognized.

You have no choice but to work on creating your Engagement Ecosystem. This is:

1. **Make sense of your work.** Tell them about the Company's Mission, and fall in love with your Vision. With facts, by example, with actions, with the word.
2. **The leadership of your commanders.** That is, the style of exercising that double-edged power called "managing people". The way and style with which your managers and managers relate to their employees and collaborators will be definitive.
3. **Internal communication:** We people are social beings, and we need to know what happens, besides that we need to be heard. You should give them information about the company, what customers say about you, what the competition is doing, even the plans you have for the future. And you must LISTEN to them: their opinions, their doubts, their problems, their suggestions, and their contributions to the business.
4. And it has its own **system of organization.**



Las Marismas de Lebrija, SCA.

Cooperative that was born in the Lower Guadalquivir in the late 70s, after the drying of the marshes of the left bank of the Guadalquivir River and its production as farmland. Pioneering company in the production of processed tomato and currently in the handling and packaging of fruit and vegetable products for fresh marketing.

It is the philosophy of this company to make the worker and the partner that the Cooperative is part of each of them: it is a great company, of national and international scope but at the same time maintains the proximity of the territory where it produces. This closeness translates into the Integral Service that its farmers, which allows them to be present throughout the production process chain, from the time a seed is planted until the finished product reaches the customer.

<https://www.marismas.es/>

Algodonera del sur, SA (ALGOSUR)

It is an agro-industrial group specialized in the research, production, processing, and marketing of agricultural products starting with cotton fiber, and later, industry tomato, white pipe sunflower, quinoa, popcorn corn, waxy corn. It currently has the construction of the largest mill in Europe.

Specialized in adding value to the crops present, developing and implementing new crops in the Guadalquivir Valley, manages and transforms the agricultural production of some 30,000 hectares of irrigation. This situation means that there is a complete linkage of the agro-industrial mark with the growing area. This synergy makes it necessary for each division to have a team of technicians specialized in each product who advise the farmer throughout the campaign, from planting to harvesting.

<https://www.algosur.es/es/>

Area: **INTO ACTION**

WORKING WITH OTHERS

H1 Accept diversity

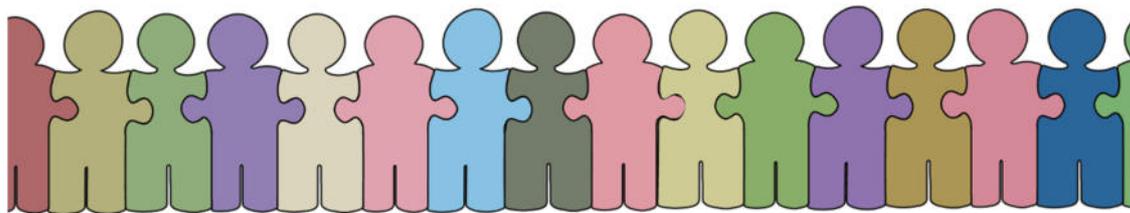
H2 Develop emotional intelligence

H3 Listen actively

H4 Team up

H5 Work together

H6 Expand your network





CONCEPT

We refer when we talk about working with others to the ability to integrate within a group of people, so that collaborative and cooperative relationships are established aimed at achieving common goals.

Among the main advantages when working in teams or working with others is the fact that members' skills are combined and their efforts are enhanced, the time spent in the work decreases and the effectiveness of the results increases.

DIMENSIONS OF WORKING WITH OTHERS

Orientation to shared homework

Consiste en la habilidad de la persona para orientar la propia acción hacia la consecución de las metas comunes.

Integration

This dimension mentions the ability for the active participation of the person within the group, giving rise to a team that articulates with other people with different roles and styles.

Comunication

This dimension focuses its attention on the ability to share information, listening to other people's opinions, always in favor of the group's goals.

PROMOTING COOPERATION

One of the ways to work with others is through cooperation. Working each person to achieve their goals but doing so in a coordinated way with other people.

It involves providing and sharing experiences and information with all team members, as well as openly expressing and requesting opinions or views supporting the members of the group while maintaining the "team spirit", when a conflict arises.

"Strengths are in our differences, not in our similarities" – Stephen Covey

"Talent wins matches, but teamwork and intelligence win championships." – Michael Jordan

COOPERATION BETWEEN ENTREPRENEURS

It is the establishment of temporary or permanent agreements between two or more projects, with the aim of jointly enhancing their actions to expand competitive capacity, while sharing resources, reducing the risk factor, facilitating the development of common projects, as well as the implementation of actions that allow to achieve a joint objective of a general or specific nature.

Advantages of cooperating

- ✓ Creating and developing synergies between different people and perspectives.
- ✓ Feeling belonging to a group of people with similar interests.
- ✓ Participate in decision-making processes with more information and perspectives.

Disadvantages of cooperating

- ⊗ References to our own performances are lost to others.
- ⊗ Execution of tasks not contrasted and confronted with others with similar interests.
- ⊗ Loss of opportunities in generating synergies.

TALKING ABOUT NETWORKING

Concept

The term networking is widely used today within the so-called entrepreneurial ecosystem. With it, we refer to this receptive attitude towards the configuration of a contact network in the professional field allows us to make ourselves known to us and our business, to listen and learn from others, to find potential collaborators, partners or investors, etc.

Advantages

- ✓ Give visibility to our company or our entrepreneurial initiative.
- ✓ It allows you to meet new suppliers or companies to collaborate with.
- ✓ Improve your professional skills.
- ✓ You can reach new customers.

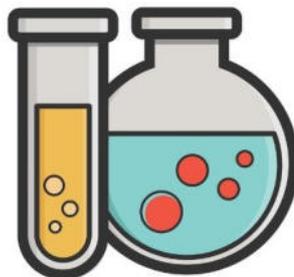
Area: **INTO ACTION**

LEARNING THROUGH EXPERIENCE

H1 Reflect

H2 Learn to learn

H3 Learn from experience





CONCEPT

People learn "things" through different channels and channels. In the case of learning from experience, or also called experiential learning, it requires a person's own interest in learning from uncertainty and even from failure.

Experiential learning has a virtue, which is that it is an "obscure" learning, always accompanies the person if he wants. Knowledge arises from the combination of capturing and transforming everything experienced into knowledge.

KNOWLEDGE ELEMENTS FROM EXPERIENCE

- ✓ Learning should be conceived as a process and not as a result. Learning is actually re-learning, based on the person's own experiences.
- ✓ Learning involves the different dimensions of the person through integral behavior (thinking, feeling, perceiving and behaving).
- ✓ Learning is done through the assimilation of new experiences and from the creation of concepts thanks to these experiences.

Each of the ways in which we perceive and process (feeling and thinking, observing and doing), is a different way to generate knowledge and contribute to our learning.

WHAT IS IT AND HOW CAN A MENTOR FIGURE HELP YOU?

Concept

The mentor is a person who, thanks to his past experiences and previous life path, offers advice, support and guidance to facilitate learning and development by having less experience, fostering confidence and modeling positive behaviors. The mentor figure is not intended to tell you what to do or how to act. A mentor should encourage, based on his or her own experiences, to recognize each other's talent, to set goals and see the areas in which it can and should be improved.

How can a mentor help you?

It will share your experience, help reach the maximum potential of each person, encourage progress, be somehow a role model, favor the development of one's own responsibility. Having set goals and a strategy, the mentor will be able to reach these goals more quickly and safely.

"Wisdom is the daughter of experience." – Leonardo da Vinci



CAN YOU LEARN FROM FAILURE?

It's can and should be. Mistakes and failures are still experiences that accompany us on our life journey and it is not always in our hands to anticipate or anticipate them. It is in our hands to draw on these valuable experiences to keep moving forward.

Participate in decision-making processes with more information and perspectives.

Failures if well exploited can help the person succeed.

"An experience is never a failure, because it always comes to prove something." – Thomas Alva Edison

LEARNING BY DOING

Concept

Learning by doing, or also known as learning by doing, is a methodology of learning and knowledge through the experimentation of "doing things". The method involves making mistakes and looking for creative formulas to carry out projects, real or experimental, as a team. Participants work as if they were their own companies.

This learning methodology uses certain resources and tools depending on the context and phase in which we are, among the best known we have: Design Thinking, to generate innovative ideas, the Canvas Method to define well the business model and add value proposals or the Lean Startup to accelerate the creation at the lowest cost of the Minimum Viable Product (MVP).

Advantages of Learning by doing

- ✓ Participants develop their professional knowledge, skills and attitudes in a real context or simulation of a real situation.
- ✓ It promotes motivation and commitment, by engaging the person directly in the resolution of issues or situations.
- ✓ It enhances technical and functional training based on experience, as it brings back previously acquired knowledge that can be applied at the moment.
- ✓ It helps to solve problems and decision-making, as well as the interpersonal and communication skills of people involved in this type of methodology.

"A thorn of experience is worth more than a forest of warnings." – James Russell Lowell



Cases of success



For some years now, the marketing of agricultural products has been affected by the presence of numerous intermediaries in the chain. This makes trade margins narrow and leaves producers without bargaining power.



Cítrika , is a 100% exporter of fresh fruit: oranges (70,000 tons), clementines (2,000 tons) and stone fruits (2,000 tons). Almost the total export volume is directed to EU countries, with a small specialization in central countries. Outside the EU, it has been exported to Croatia and Dubai. This production comes entirely from the four cooperatives that form Cítrika. Each of them owns just over 23% of Cítrika's capital, and the rest is contributed by the Caja Rural del Sur foundation. These cooperatives are: Productores del Campo (Alcalá del Río), San Sebastián (Lora del Río), Hortofrutícola Naranjales del Guadalquivir (Cantillana) from Seville and the Gaditana Campo de San Martín del Tesorillo.

The birth of this company in 2006 is marked by two key factors: the external factor was the anticipation of the change in regulations and the withdrawal of subsidies for part of the production; and as an internal factor highlights the need to reach a size large enough to be a valid interlocutor with large distribution chains.

The idea of the creation of **Cítrika** arose from the cooperatives themselves, five in the beginning, which had several previous conversations in which they revealed the needs of each one, the threats they all faced and the advantages/benefits that they could get if they joined each other.



To create a climate of total trust among future members, **FAECA** (Andalusian Federation of Agricultural Cooperative Companies) was approached, which acted as a neutral mediator in the entire process of creating **Cítrika** , lending its facilities for holding meetings and the collaboration of your staff.

Thus, once the first mistrusts were overcome, the objectives were set: to reduce commercial costs, expand / complement the offer (since each cooperative presented different varieties of oranges) and reach a critical size to achieve bargaining power and eliminate intermediaries .

Since its creation, the key factors for the success of the cooperation process have been mutual trust, transparency in conversations, daily communication with all cooperatives, in both directions. In addition to all of this, the will and commitment shown by the four cooperatives is fundamental.

Regarding the financing of **Cítrika's** costs , these are assumed by each cooperative based on their production.

In **Cítrika** , business cooperation is conceived as an indispensable element to commercialize consumer products. So from it all companies are encouraged to start a process of cooperation, always looking for the figure of an external body to guide the process and provide their help in the initial moments.

Grupo Alimentario DCOOP, S.Coop.And.



It is a large second-grade food cooperative, that is, its partners are companies - the vast majority cooperatives - which in turn own 75,000 farmers and ranchers.

Dcoop is the world's largest oil producer and is also a leading wine production company, as well as operating in the supply, livestock, nuts and cereals sectors.

Dcoop has the recognition as a priority associative entity and is committed to bringing together the effort of all to achieve the highest profitability for its partners through the best possible marketing of its productions and the lowering of costs.

A large agri-food cooperative that brings together thousands of families of farmers and ranchers who work together to offer their productions. They don't talk about partners, they talk about families and they work as a team to achieve their goals.

<https://www.dcoop.es/>

Here's an example

<https://youtu.be/sWOWWhO9sk4>

And here you can find many more

<https://www.dcoop.es/familias>