Business Coaching Report

Climate-resilient lake management service for Trichonis lake

1. Coaching context and Trichonis-specific commercial opportunity

The proposed proof-of-concept is a climate-resilient lake management service for Trichonis Lake in Greece. The business idea responds to a combination of pressures rather than to one isolated environmental problem. Trichonis is the largest lake in Greece and supports agriculture, irrigation, food supply and fishing, while also contributing to recreation and tourism. At the same time, the ProCleanLakes demonstration-site description identifies degraded shoreline habitats, chemical pollution partly associated with agriculture and olive-oil mill waste, water abstraction, climate change and biodiversity loss as relevant pressures.

The service will use water-quality, hydrological, biodiversity, meteorological, agricultural-runoff and abstraction data to produce a practical climate-risk and intervention picture. Nature-based interventions such as vegetation buffer strips and wetland integration, already considered relevant for Trichonis within ProCleanLakes, can then be linked to the monitoring and risk-assessment layer.

2. Selecting the most commercially attractive first use case

The recommended first use case is a targeted Climate-and-Pollution Stress Assessment for agricultural inflow and shoreline zones. This is more commercially focused than attempting to manage the whole lake from the beginning. It directly addresses the interaction between agricultural pollution, water demand, shoreline degradation and climate-related stress, while allowing the service to produce a clearly defined output that can be purchased as a pilot.

A pilot could identify one or two priority zones, analyse stress trends, rank risks, and recommend a limited intervention package such as buffer-strip extension, wetland integration, improved monitoring, or changes in abstraction and runoff management.

Use-case criterion	Why it matters	Evidence available / needed	Commercial value
Clear environmental pain	Customer needs a reason to act now	Runoff, water quality, abstraction and habitat data	Creates urgency for a paid assessment
Defined geographic scope	Keeps first pilot manageable	One inflow, shoreline or agricultural zone	Makes scope and price easier to define
Measurable outcome	Supports proof of value	Stress map, hotspot ranking, intervention priorities	Allows before/after comparison
Actionable intervention	Avoids 'data-only' consultancy	NbS, monitoring or management recommendation	Connects diagnosis to investment decision

Replication potential	Supports scale beyond one pilot	Comparable zones around Trichonis / other lakes	Builds repeatable service logic

3. Paying customers and strategic partners

The most appropriate first paying customers are organisations that have responsibility for environmental outcomes and access to budgets. For Trichonis, this points first to municipalities, lake/water-management authorities and EU-funded restoration or climate-adaptation projects. Agricultural cooperatives and olive-oil sector actors are also important, but their adoption logic is different: they are more likely to pay when the service is linked to compliance risk, water availability, operational continuity, collective reputation or access to environmental funding.

The distinction between customer, beneficiary, data provider and partner is important. A municipality may pay for a risk assessment; farmers may supply operational information and benefit from recommendations; a research organisation may validate environmental indicators; and an environmental engineering firm may design or implement the recommended NbS.

Stakeholder	Primary need	Role in business model	Best entry message
Municipalities / regional authorities	Protect local water resources and reduce climate vulnerability	Primary buyer / pilot sponsor	Prioritise limited budgets using evidence
Lake / water-management bodies	Integrated view of pressures and interventions	Primary technical customer	Identify where action is most urgent
EU restoration / adaptation projects	Demonstrable, reportable project outcomes	Pilot funder / reference customer	Turn monitoring into measurable intervention logic
Agricultural cooperatives	Water reliability, runoff management, collective compliance	Co-funder / user	Reduce environmental risk while protecting production
Olive-oil producers / mills	Wastewater and environmental-risk management	Private customer / co-funder	Target pollution risks before they reach the lake
Research / environmental engineering partners	Scientific validation and implementation capacity	Technical partner / channel	Strengthen credibility and delivery

The recommended route to market is partnership-based. A small venture should not attempt to own every dataset, monitoring instrument and restoration capability. Instead, it should control the customer-facing decision process: data integration, risk interpretation, hotspot prioritisation, intervention recommendation and performance

reporting. Specialist monitoring, laboratory analysis, hydrology, agronomy and NbS implementation could be delivered through partners.

For the first 10-15 customer interviews, the focus should be on behaviour rather than general interest. Questions should explore which environmental pressures are already funded, what decisions are delayed by missing information, who approves a pilot, which indicators are required in reports, and what budget could realistically be allocated to a targeted climate-resilience assessment.

Customer approach should be differentiated. Public-sector organisations should be approached with a decision-support and budget-prioritisation message, supported by a clearly bounded pilot and reporting package. Agricultural cooperatives should be approached around shared exposure to drought, irrigation pressure and runoff management, while olive-oil actors should receive a more compliance- and risk-oriented proposition. This avoids using one generic message for stakeholders with very different motivations.

A useful partnership architecture would assign one lead commercial relationship to the venture while external partners contribute specialist capacity. Research institutions can validate indicators and methods; laboratories can provide accredited analyses when needed; environmental engineering firms can design or install NbS; agricultural organisations can facilitate access to farms and local data; and municipalities could provide institutional legitimacy and connect the service with local climate-adaptation plans. The venture should retain ownership of the integrated methodology, customer interface and decision report.

For customer validation, the most useful evidence is not positive feedback but signs of commitment: willingness to share data, nominate a pilot zone, introduce the team to the budget owner, co-finance field measurements, or request a priced proposal.

4. Minimum viable commercial service, pricing logic and business model

The minimum viable commercial offer should be a defined service package rather than an open-ended platform. A recommended pilot offer is a 'Trichonis Climate Stress and Intervention Prioritisation Package' for one selected zone. The package should integrate available data, add only the monitoring required to fill critical gaps, generate a spatial risk assessment, prioritise two or three interventions, and provide a short decision report for the client.

The value proposition should emphasise avoided uncertainty and better investment decisions. Customers are not paying for datasets in isolation; they are paying to know where to intervene first, why that location is a priority, which option is most defensible, and how progress will be measured.

Service component	Core activity	Client deliverable	Pricing driver	Commercial role
Baseline integration	Compile water, hydrology, biodiversity,	Integrated baseline and gap map	Data availability / complexity	Entry assessment

	weather and pressure data			
Targeted monitoring	Fill priority gaps with field or partner data	Validated indicators for selected zone	Sampling intensity / partner cost	Evidence layer
Risk assessment	Analyse combined climate and anthropogenic stress	Hotspot and vulnerability map	Area / number of stressors	Core analytical value
Intervention prioritisation	Compare practical NbS / management options	Ranked intervention shortlist	Number of scenarios	Decision-support value
Management reporting	Translate findings into action and monitoring plan	Concise client report and dashboard	Reporting / customisation	Conversion to follow-on work

Pricing should initially be scope-based rather than subscription-only. A fixed-price pilot is easier for public and project customers to understand and procure. Price should reflect the size of the selected zone, the number of data sources, new monitoring required, number of stressors analysed, number of intervention scenarios and reporting intensity. After a successful pilot, the commercial model could evolve toward annual monitoring and climate-risk updates, seasonal advisory services, or multi-zone contracts.

A practical revenue architecture is therefore: fixed-fee diagnosis and pilot assessment; project-based intervention planning; recurring monitoring and risk-update contracts; and implementation or performance-evaluation services delivered directly or with NbS partners.

The pilot price should be tested through three offer levels rather than one abstract fee. A Basic package could use existing data and deliver a risk map and priority actions; a Standard package could add targeted monitoring and two intervention scenarios; and an Advanced package could include seasonal follow-up, a management dashboard and implementation support. Presenting concrete scopes makes willingness-to-pay discussions more realistic and reveals which elements customers value enough to fund.

The service should also establish a clear cost model from the beginning. The principal cost drivers are specialist labour, field campaigns, laboratory analyses, remote-sensing or data acquisition, travel, partner fees, digital processing and reporting. Gross margin should be estimated for each package so that the venture avoids selling technically sophisticated pilots that cannot later be repeated profitably.

5. Commercial roadmap and immediate coaching recommendations

The recommended route to market is a six-step progression from a narrowly defined Trichonis pilot toward a repeatable climate-resilient lake management service. The first

milestone is proof that one customer will use the analysis to make a real intervention or funding decision.

Stage 1 - Select one stress hotspot. Choose an agricultural inflow or shoreline zone where pollution, abstraction, habitat condition and climate vulnerability could be assessed together.

Stage 2 - Secure one decision-owning customer. Prefer a municipality, lake-management body or funded restoration project that can act on the result.

Stage 3 - Define a fixed pilot scope. Agree in advance on the area, indicators, data sources, decision questions, timeline and final deliverables.

Stage 4 - Deliver the minimum viable service. Produce the integrated baseline, hotspot assessment, risk map and ranked intervention recommendations without overbuilding the digital layer.

Stage 5 - Test willingness to continue. Present a concrete follow-on offer for seasonal monitoring, annual risk updates or implementation support and ask for a purchasing decision.

Stage 6 - Standardise and replicate. Convert the pilot methodology into a reusable service protocol for additional Trichonis zones and later for other agricultural lakes facing similar climate and anthropogenic pressures.

The first pilot should track both environmental and commercial indicators. Environmental indicators may include selected water-quality trends, runoff-related pressures, hydrological conditions, abstraction stress, habitat condition and biodiversity signals.

Commercial indicators should include time required to assemble the assessment, partner costs, customer use of the outputs, willingness to fund the next step, sales-cycle duration and the extent to which the methodology can be reused.

The strongest positioning is therefore a decision service that identifies where climate and human pressures are converging, which interventions should be prioritised, and how their effects will be tracked'. The message is more directly connected to customer budgets and to the operational reality of lake restoration.

The first pilot should also include explicit decision gates. A technical gate should confirm that the selected indicators could be measured consistently; a customer-value gate should verify that the risk outputs influence an actual management decision; and a commercial gate should test whether the client is prepared to fund continued monitoring or implementation.

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