

TRANSNATIONAL WORKSHOP REPORT

WORK PACKAGE N. 3 - TESTING

Activity 3.5 Exchange of Information

Deliverable 3.5.3

Document Information Summary

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TRANSNATIONAL WORKSHOP -Refining the business model-

FOURTH STEERING COMMITTEE MEETING

Valencia (Spain) 4-5 December 2018

INTRODUCTION

The aim of the **TRANSNATIONAL WORKSHOP** was to refine the Business Model by sharing ideas with partners involved in the project, making the most of experiences in the testing phase and comparing different visions from partners of different nations.

The 2 hours workshop was organized in phases:

- Introduction to Business Model Canvas (approximative time required: 15')
- Brainstorming (approximative time required: 15')
- Working groups (approximative time required: 60')
- Debriefing (approximative time required: 30')

INTRODUCTION TO BUSINESS MODEL CANVAS (BMC)

The business models are potentially endless since they are adapted to the fisherman, a specific territorial context and a specific customer segments.

This information can be gathered through:

- Preliminary analysis of the positioning of the fishing tourism activity – touristic market in general in the area;
- Analysis of the territorial strengths of the cultural tourism proposals in the area, to integrate the fishing tourism offer into the system.

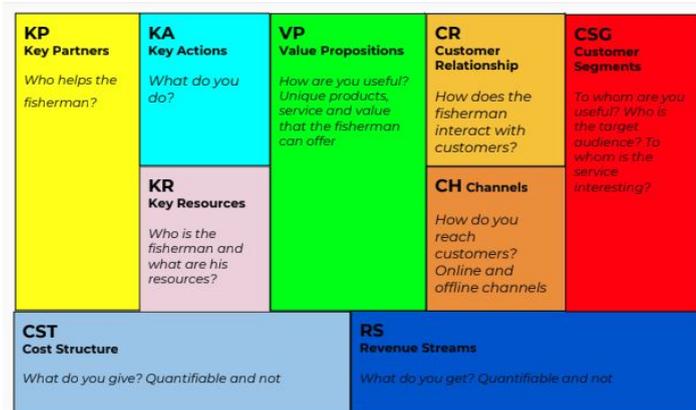
Preliminary analysis had the main objective to understand the tourism sector situation in the operational area (i.e. Absent, Growing, Steady, Decline), the possible competitive advantages deriving from the connection with the tourism sector in an area, resources of the fishing area (fishing vessels, buildings, other structures) useful for tourist activities and the presence of interest among fisheries operators to collaborate more closely with tour operators.

Territorial analysis focuses on resources related to fishing: **Natural resources** like rivers, lakes, beaches and bathing establishments; **Traditions** like fishing vessels seaport, fishing vessels and their activities, farms and fish farms, shipyards and boat building, fishing festivals; **Fish resources** like fresh fish and seafood, worked or canned traditional delicacies, local tradition recipes, fish markets and auctions, smoke facilities, seafood restaurants, fish bar and gastronomy take-away; **Local tourist context** like tour operators and organizations, accessibility and infrastructure).

From each basic "starting element" it is possible to create different business models based on the interrelations that the focus point develops with the other basic elements. This is the peculiarity of BMC and also the main reason to prefer it over other models.

BMC focuses on 9 areas/elements:

- Key Partners
- Key Actions
- Key Resources
- Value Proposition
- Customer Relationship
- Channels
- Customer Segments
- Cost Structure
- Revenue Streams



BMC and related questions to support the activity

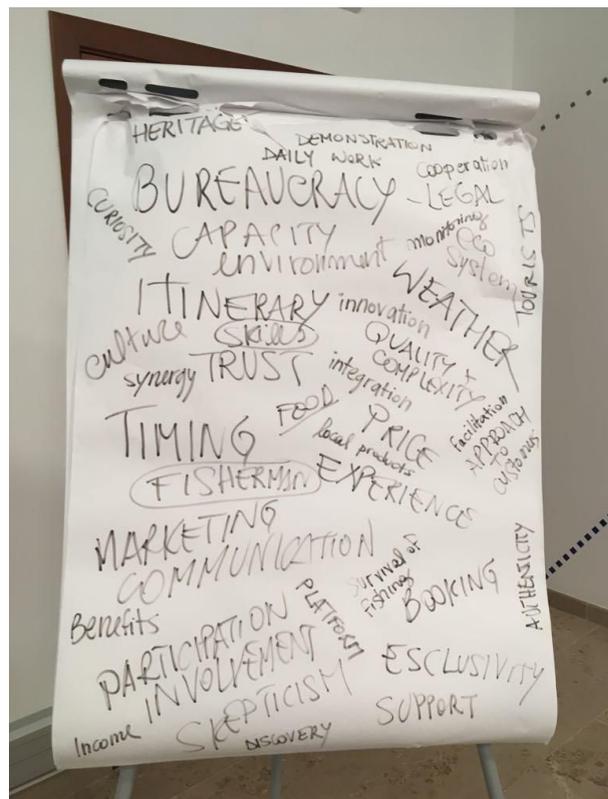
Many questions were introduced to better understand the element and to facilitate the develop of the model.

BRAINSTORMING

It was asked to every partner to share ideas, concept or even simple words around the topic of FISHINGTOURISM and, more in general, around the project and the testing experiences. Every word was written on a flip chart. The stream of ideas came out easily, firstly without a logical sense (every new word written on the flip chart has apparently nothing to share with the previous one) while finally partners start developing the main ideas by splitting concepts or going deeper in the meaning of a word; the relation with testing experience became clear.

Here some words that came out firstly: bureaucracy, weather, marketing and communication, scepticism, price. The whole Brainstorming in the photo.

The main objective of this phase was to share ideas among partners with no necessary explanation of the situation from which the concept comes out. On the other hand, partners could be inspired by a word already written on the flipchart and in many cases it stimulated an extra word or a deeper concept.



Results of the Brainstorming phase

WORKING GROUPS

All partners have been divided into 2 groups (n.b. representatives of the same partners has been assigned to different groups).

Each group was equipped with:

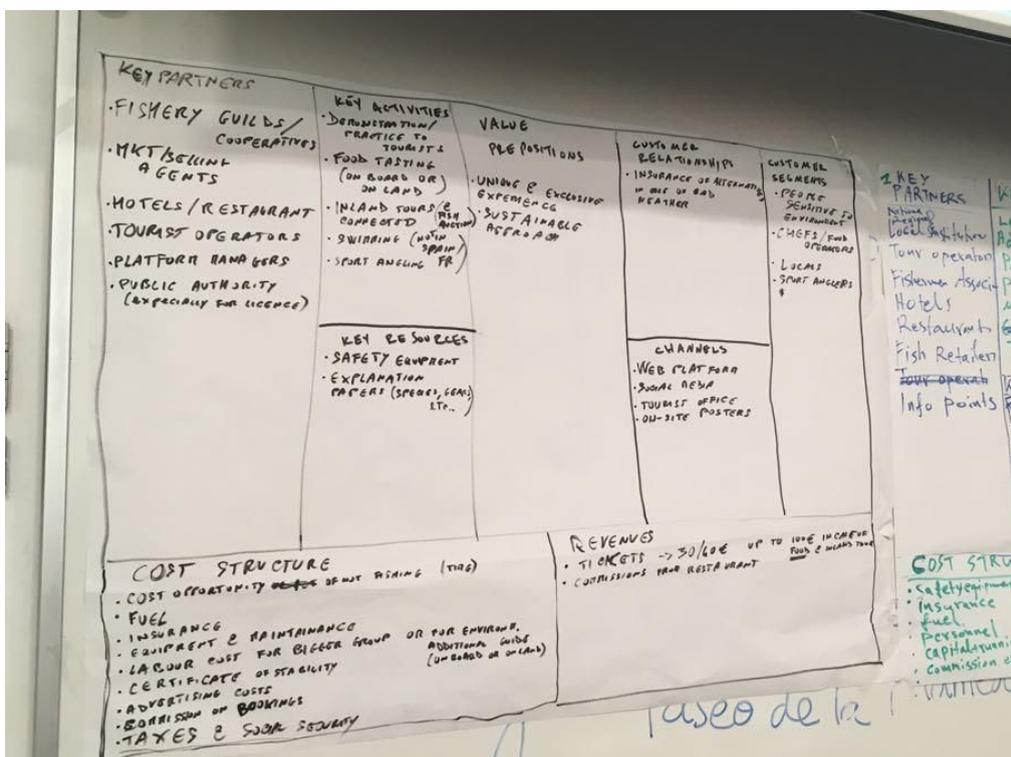
- White sheet format A1
- Markers

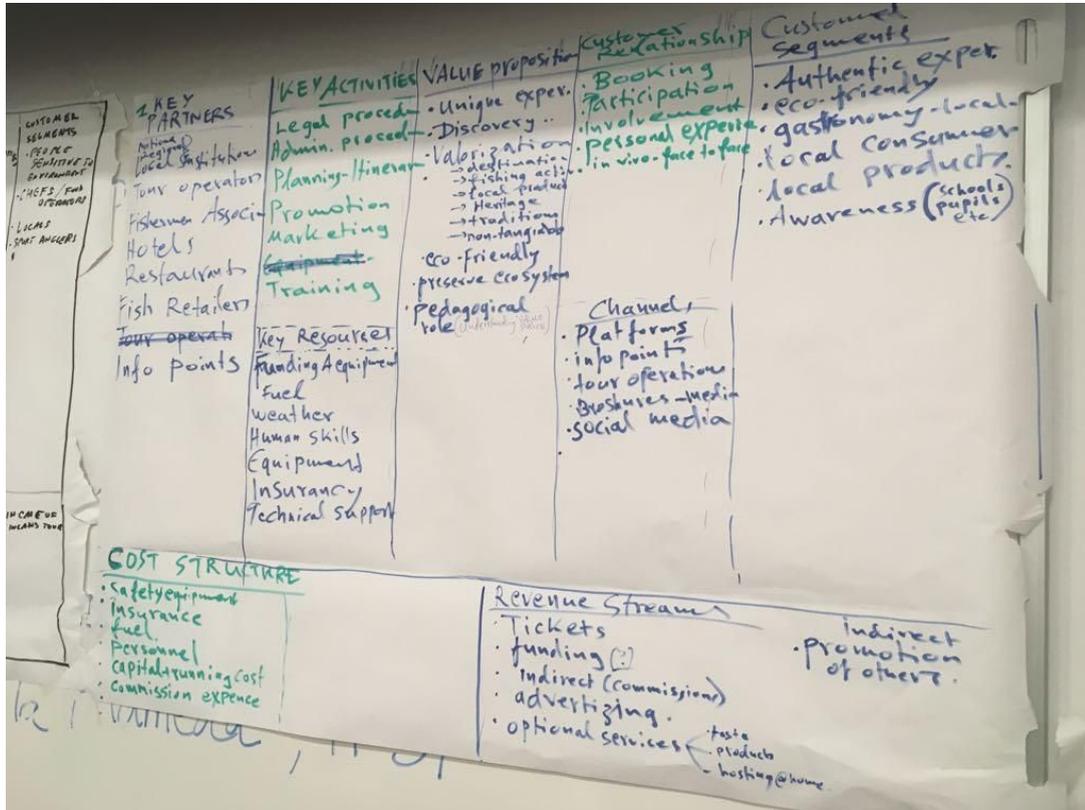
Each group was free to look at the Brainstorming Flip Chart, at the elements of BMC and related questions and to discuss with other members of the same group. Each group has a moderator by Promimpresa to better explain BMC elements, if necessary, to ask questions to stimulate ponderation and reflection and to suggest situations from which take inspiration. There were no rules on the order of completion of the model: it was possible to start from any element of the BMC, to jump to another element and than come back to the previous one. Groups were totally free to follow the order they wanted.

Once the business model was completed, each group chose a representative to explain the stream followed to create the model and to motivate every elements. During the presentation, the members of the other group were free to ask explanations.

The first group started from the **Key Partners**, while the second one from the **Key Activities**. The first group followed a positional order: from left to right, from top to bottom.

The second group followed a random order: starting from the words written on the flip chart, the group tried to identify the area of BMC in which the concept could be inserted. The resulting BMCs are showed below.





DEBRIEFING

During the Debriefing phase, all partners discussed about the BMC created by each group, talking about the difference between the two model and the similarity. By sharing ideas and experiences, partners identified their favourite model (not necessary the one created by the group they belonged to) and suggested changes and integrations. The created BMCs opened a proactive discussion with the aim of improving procedures, experiences, ideas and not last the final model itself.