

Interreg MEDITERRANEAN Programme

Priority axis-Investment Priority-Specific Objective 1-1-1

Priority Axis 1: Promoting Mediterranean innovation capacities to develop smart and sustainable growth

PI 1.b

1.1 To increase transnational activity of innovative clusters and networks of key sectors of the MED area

iBLUE

Investing in sustainable blue growth and competitiveness through 3-Pillar Business Model (3-PBM)

Project No. 830

TRAINING COURSE FOR THE METHODOLOGY APPLICATION

WP/ACT related to the Deliverable: WP5/ACT5.4

Deliverable no.: L5.4.1

Author: CCCI
Contributors: UNIUD and KEDGE

iBlue 3PBM Methodology Training Workshop 'how to transform your yachting business into a sustainable one'











Thursday, 19th September 2019

Crown Plaza Hotel, Limassol


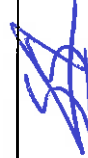
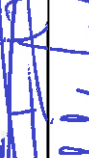
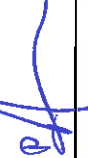


09.00	Registration & Welcome coffee
09.15	Methodology training: theory session
	<p>Introduction in 3-Pillar Business Model (3PBM) methodology (mentored by Katia Richomme Huet and Lucia Cicero)</p> <ul style="list-style-type: none"> • Strategic importance of balanced business model – financial, social and environmental • Business Model Canvas – leading framework for business model innovation and management • Strategic perspective of Resources-Processes-Values framework • Key 3PBM tools • From theory to practice: The case of Cypriot pilot actions (Michalis Maimaris, Philip Ammerman)
11.15	Coffee break
11.30	3-PBM Methodology Training: practice and case studies session
	<p>Practical workshop for participating companies: hands-on implementation of 3-PBM methodology on real business case studies (mentored by Michalis Maimaris and Philip Ammerman)</p> <ul style="list-style-type: none"> ✓ Initial business model analysis ✓ Business model impact analysis ✓ Identification of key trends and possibilities for company performance improvement based on 3-PBM sustainability methodology
13.30	Light Lunch

«3-Pillar Business Model Sustainability Methodology»

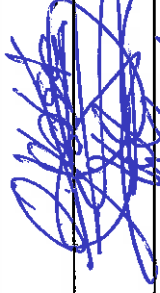


Thursday 19th September 2019
Crowne Plaza Hotel, Limassol

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30	Philip Ammerman	NAVIGATOR CONSULTING		

I authorise the CCCI to store all above data for the purpose of the iBlue project events it organizes and/or dissemination of information. In addition, I consent to the uploading of photographs from such CCCI events on websites and/or Social Media. I understand that the CCCI undertakes not to provide this information to third parties, while I can withdraw this consent and/or have access to amend the above personal data anytime through a written notice to the CCCI, in accordance with the GDPR -- General Data Protection Regulation EU/2016/679.

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3-PBM methodology Theory session

Limassol 19.09.2019.

Lucia Cicero & Katia Richomme-Huet

Session 1 **Theory session**

Introduction in 3-Pillar Business Model (3PBM) methodology (mentored by Katia Richomme Huet and Lucia Cicero)

- *Strategic importance of balanced business model* – financial, social and environmental
- *Business Model Canvas* – leading framework for business model innovation and management
- *Strategic perspective of Resources-Processes-Values framework*
- *Key 3PBM tools*
- *From theory to practice: The case of Cypriot pilot actions* (Michalis Maimaris, Philip Ammerman)

Session 2 Practice and case studies session

Practical workshop for participating companies: hands-on implementation of 3-PBM methodology on real business case studies (mentored by Michalis Maimaris and Philip Ammerman)

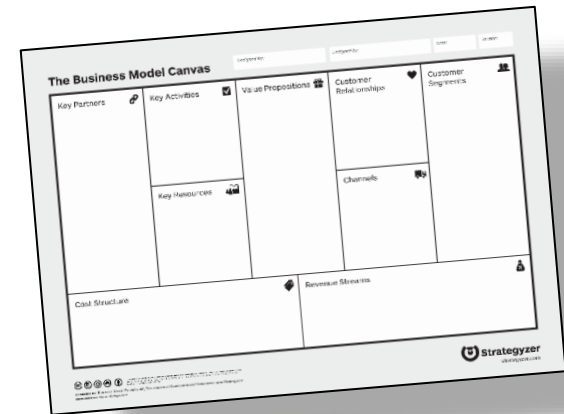
- Initial business model analysis
- Business model impact analysis
- Identification of key trends and possibilities for company performance improvement based on 3-PBM sustainability methodology

Why three pillars?

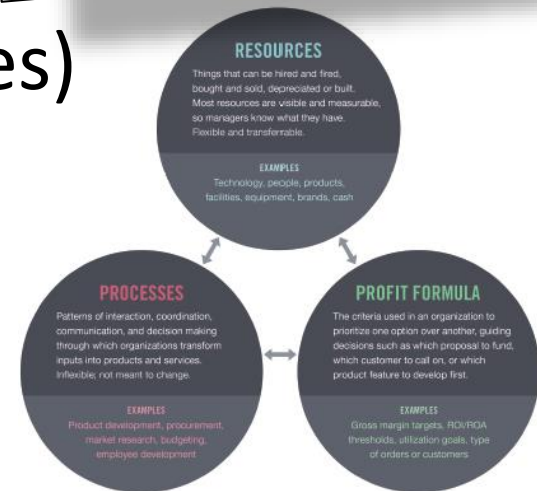


Two concepts combined into 3-PBM

Business Model Canvas



RPV (Resources-Processes-Values) framework





Alphabet

?

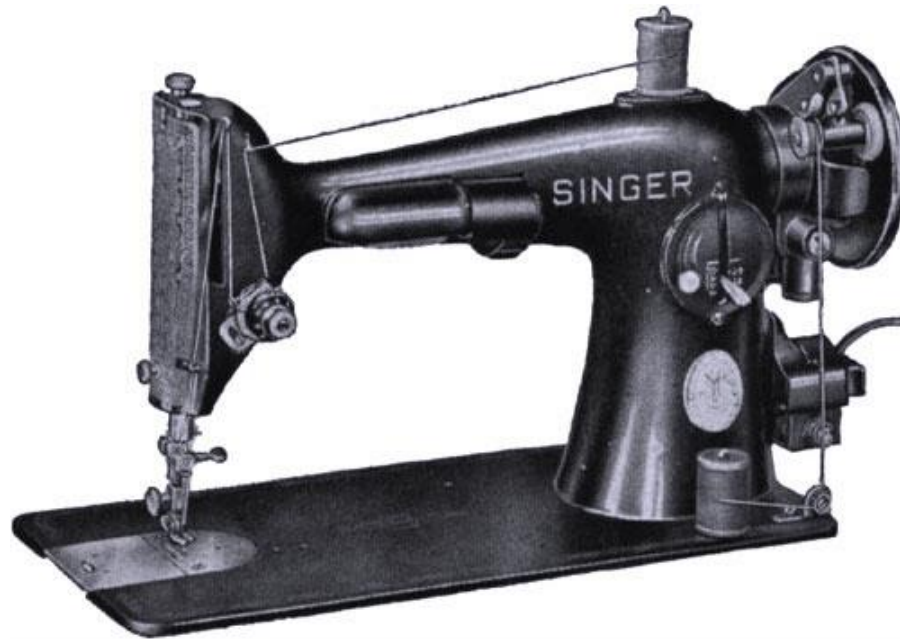
“...superior
business
model.”



How do *you* make money?

Business model is
the rationale of how an
organization creates, delivers and
captures value

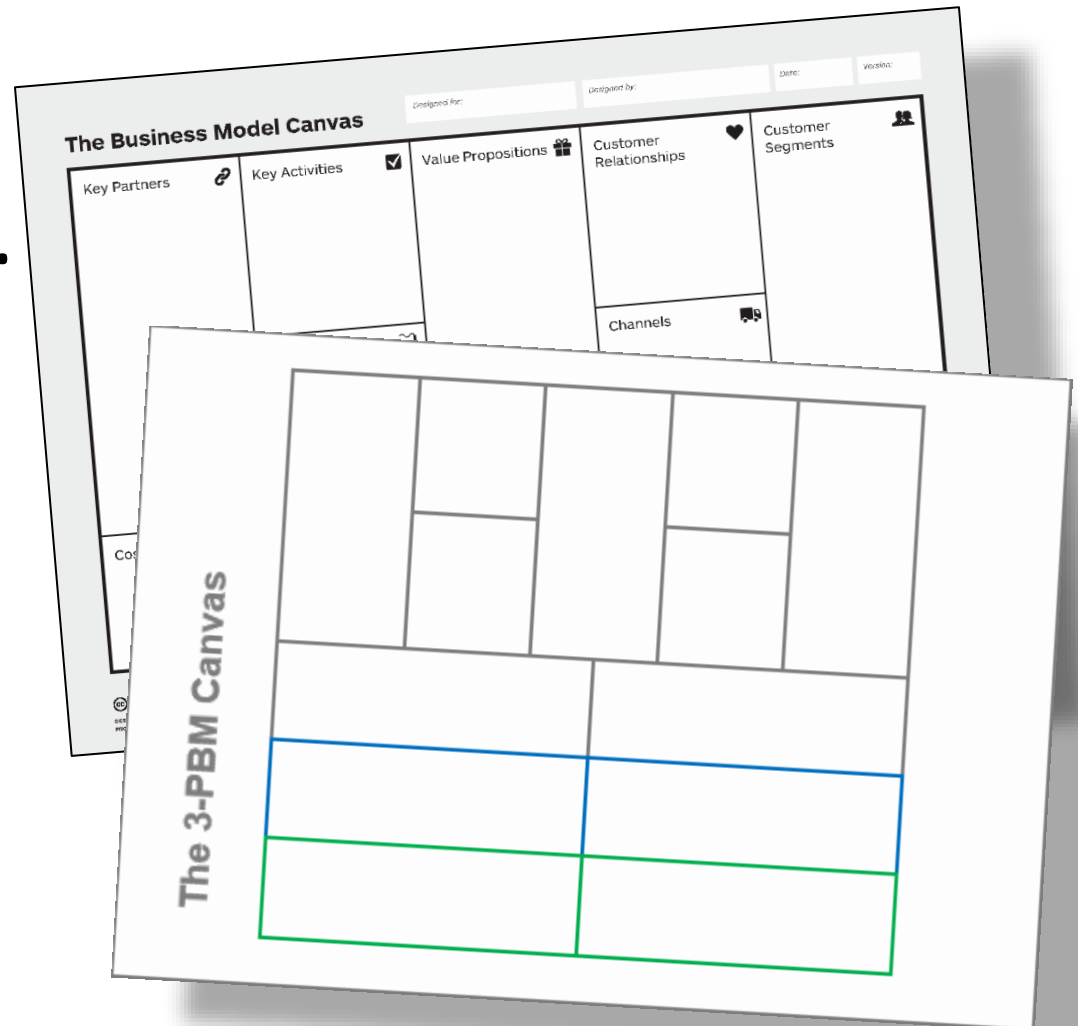
= makes money
+ impact
social & environmental



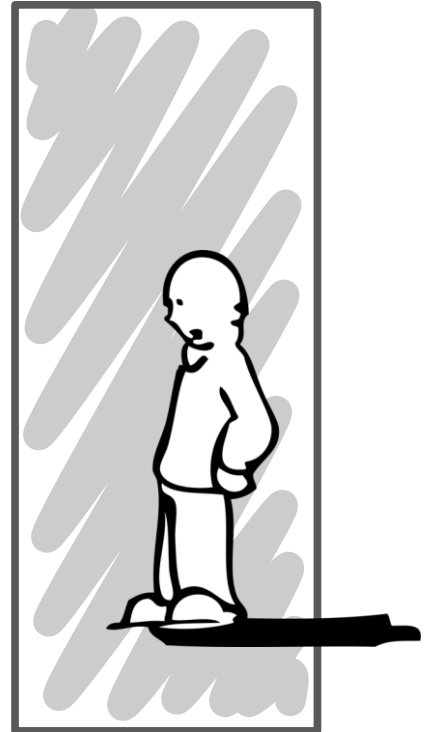
“Dollar down, dollar a week!”

The Business Model Canvas.

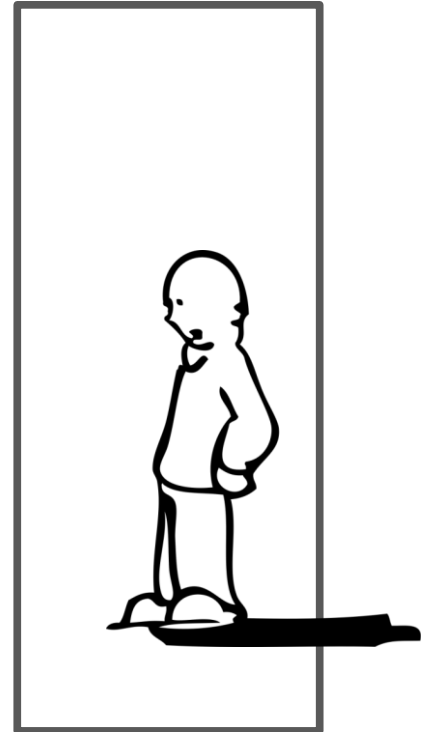
It allows you to describe, design, challenge, invent, and pivot your business model.



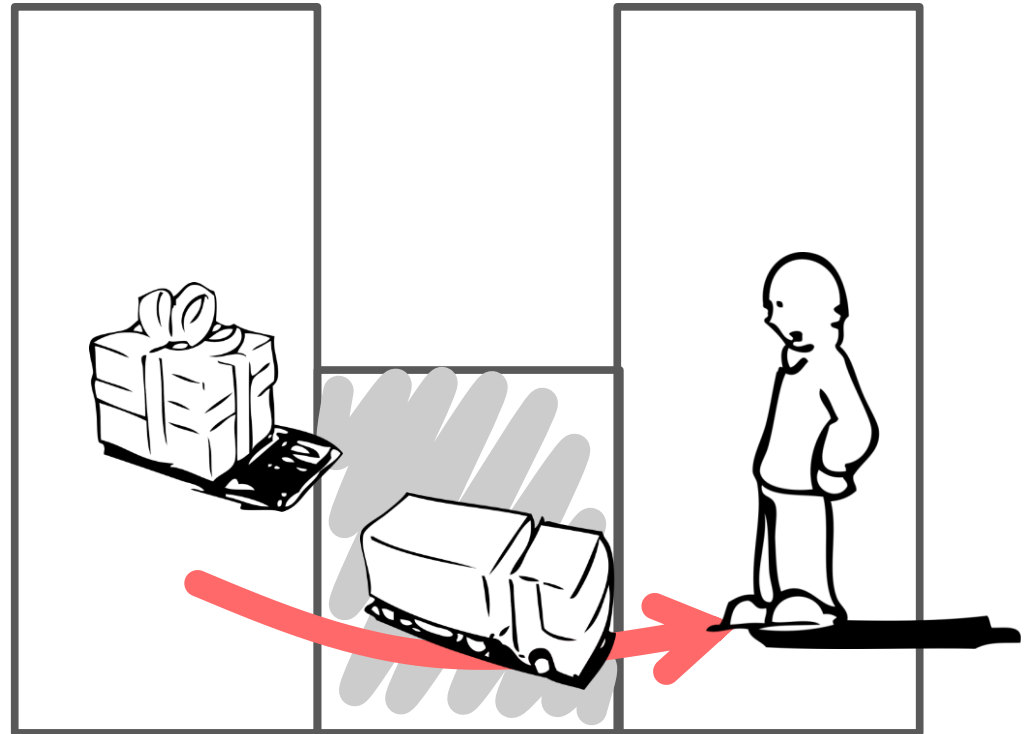
Customer Segments



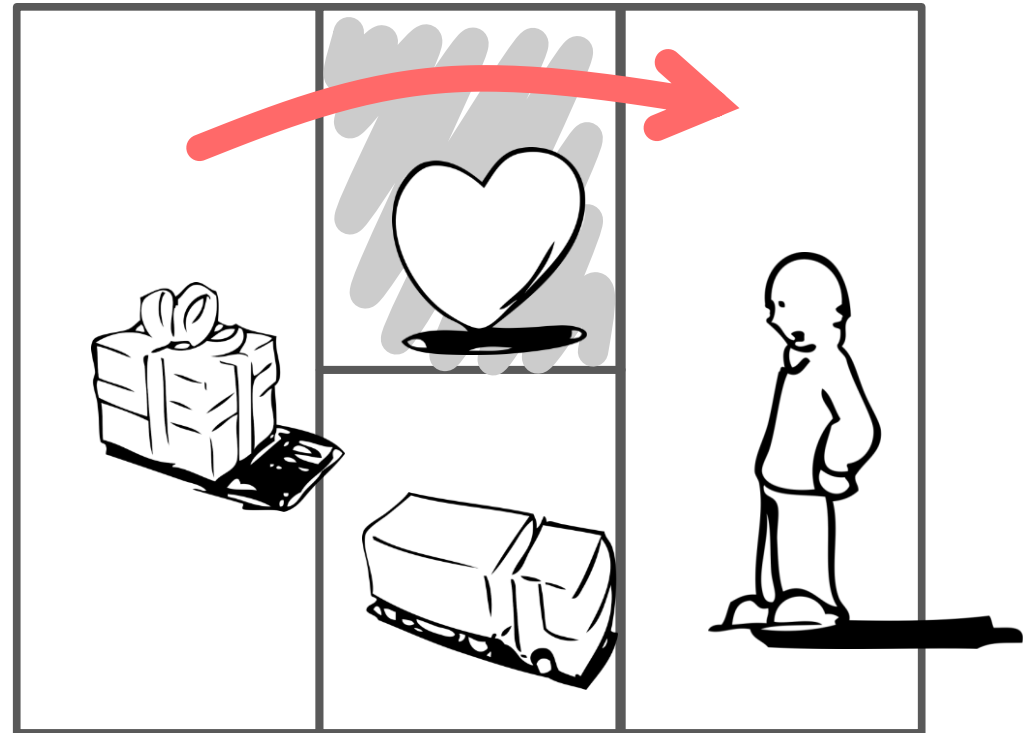
Value Proposition



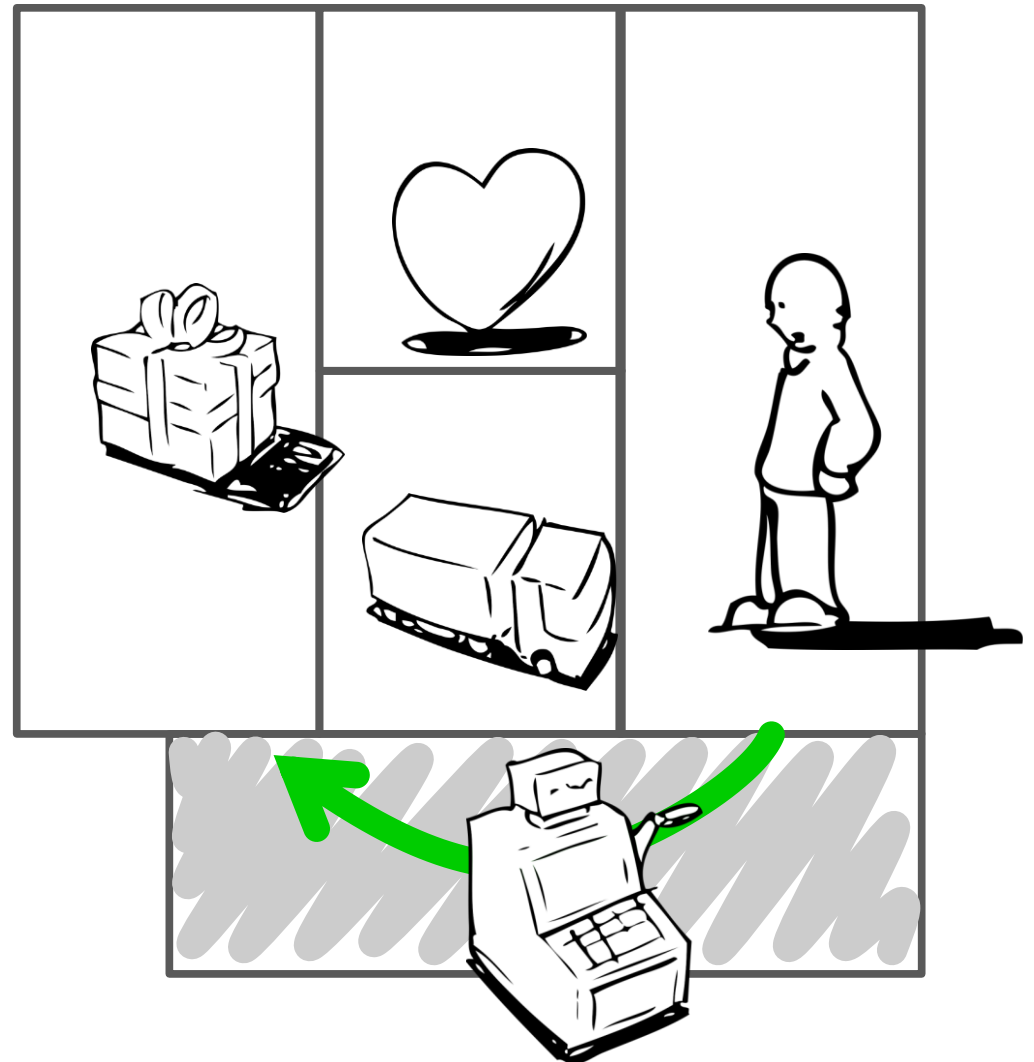
Channels



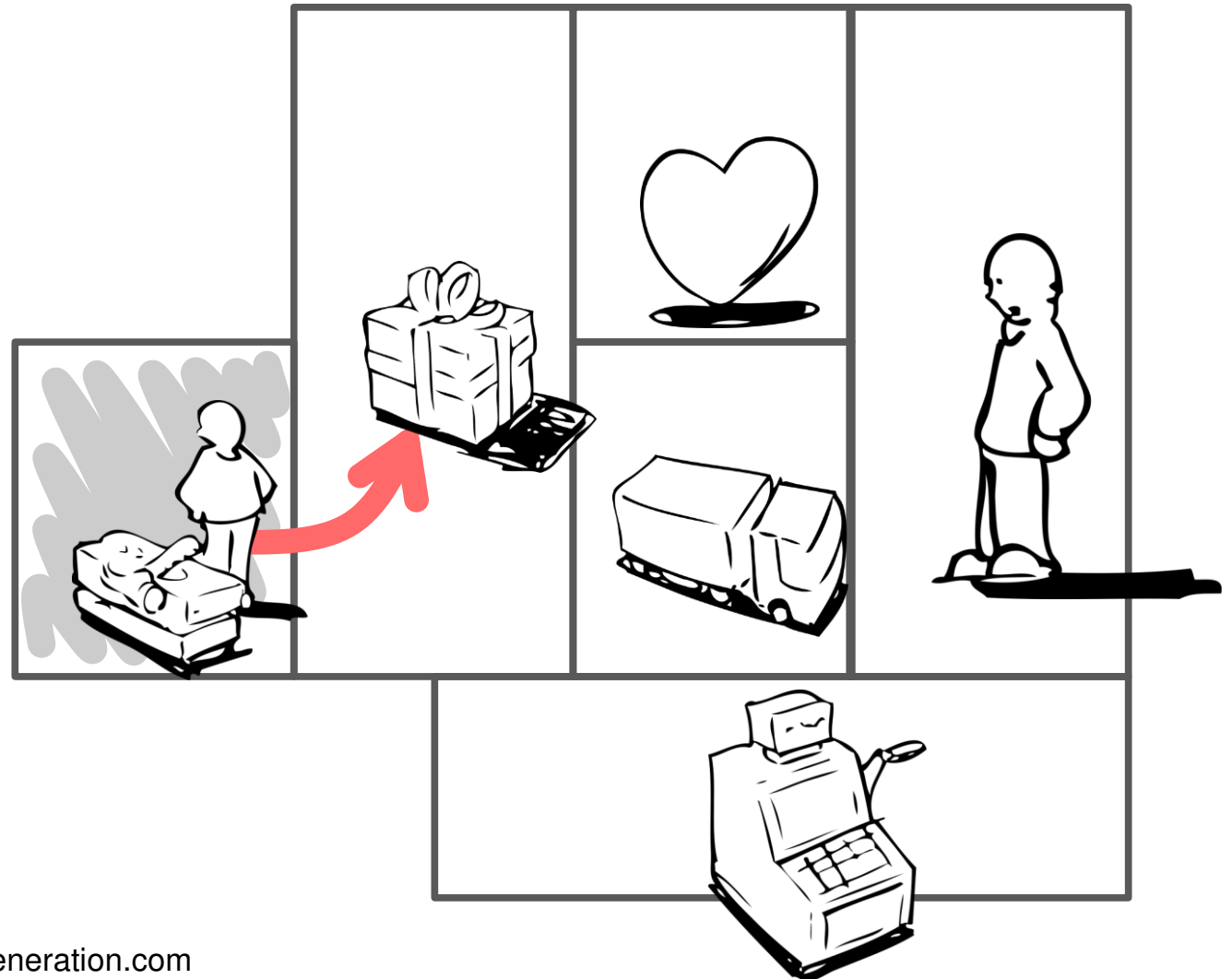
Customer Relationships



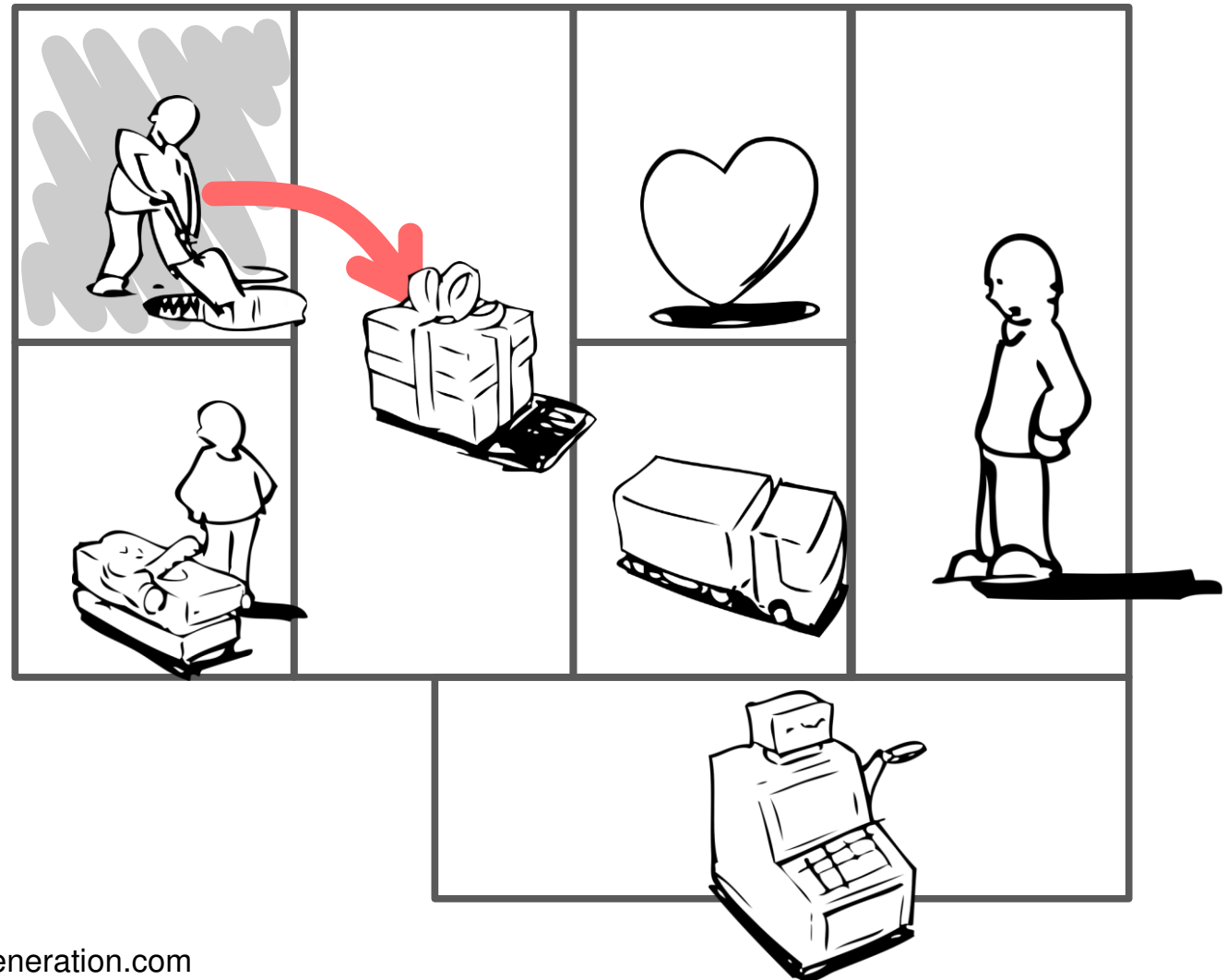
Revenue Streams



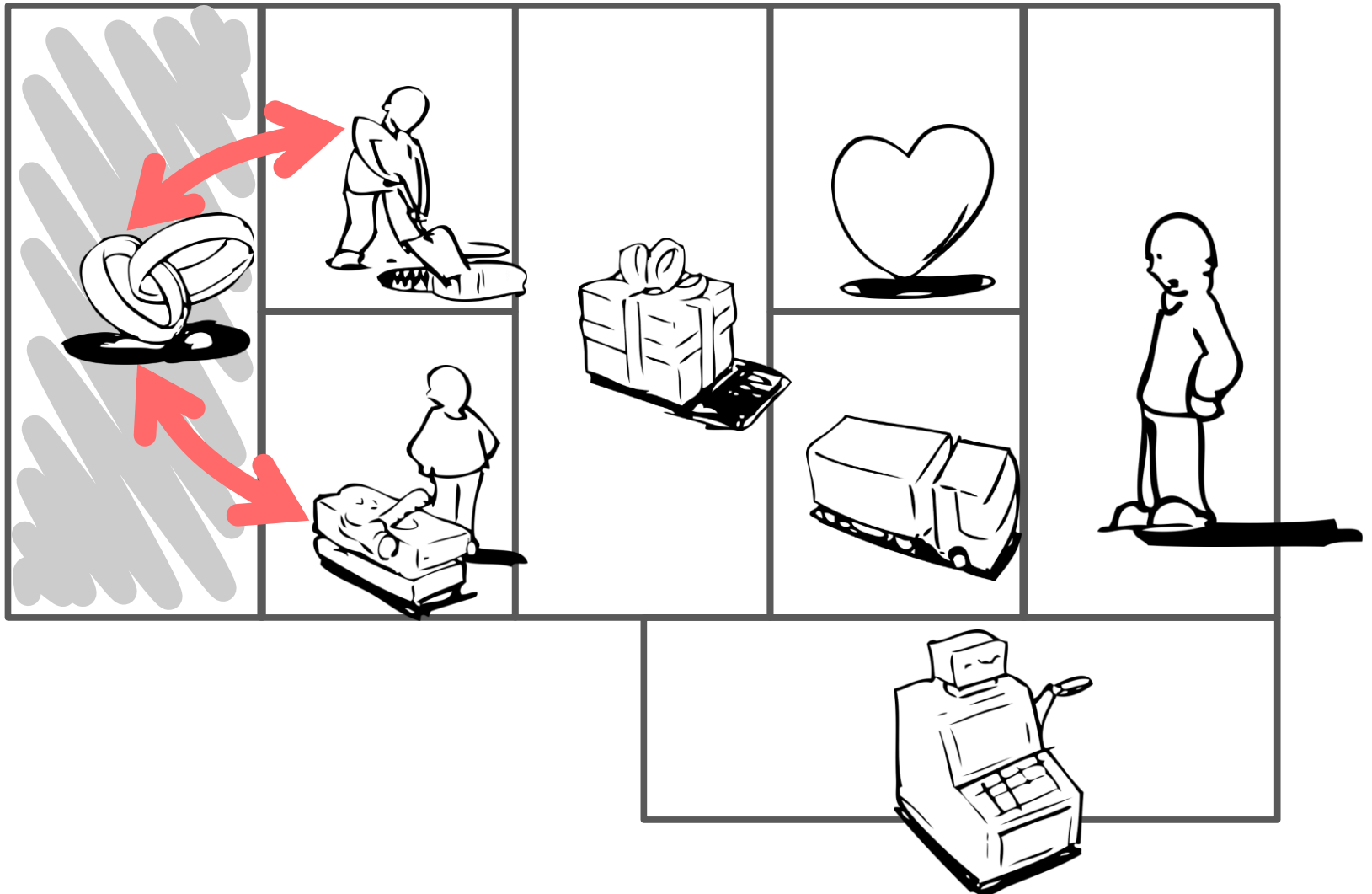
Key Resources



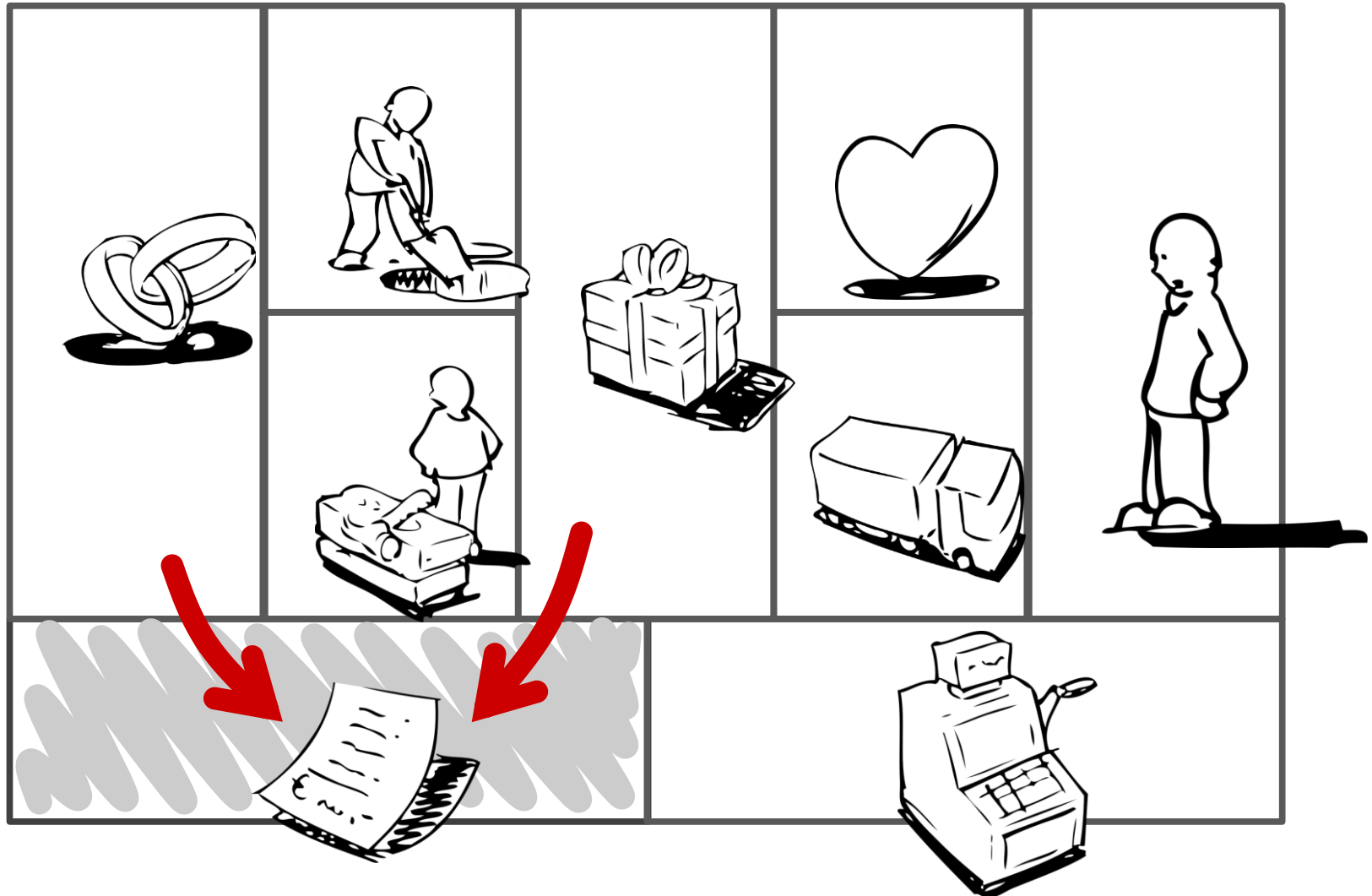
Key Activities



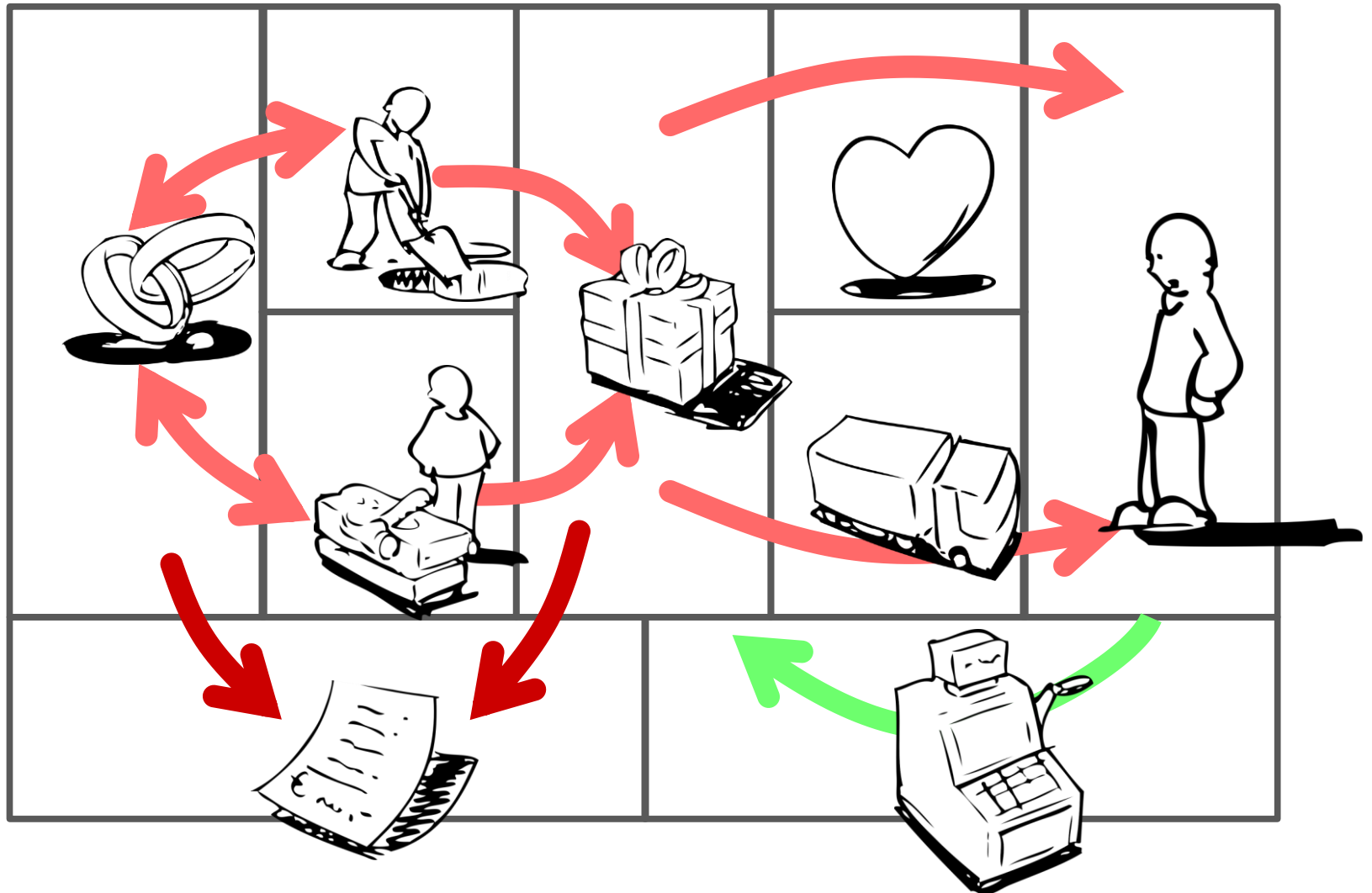
Key Partners



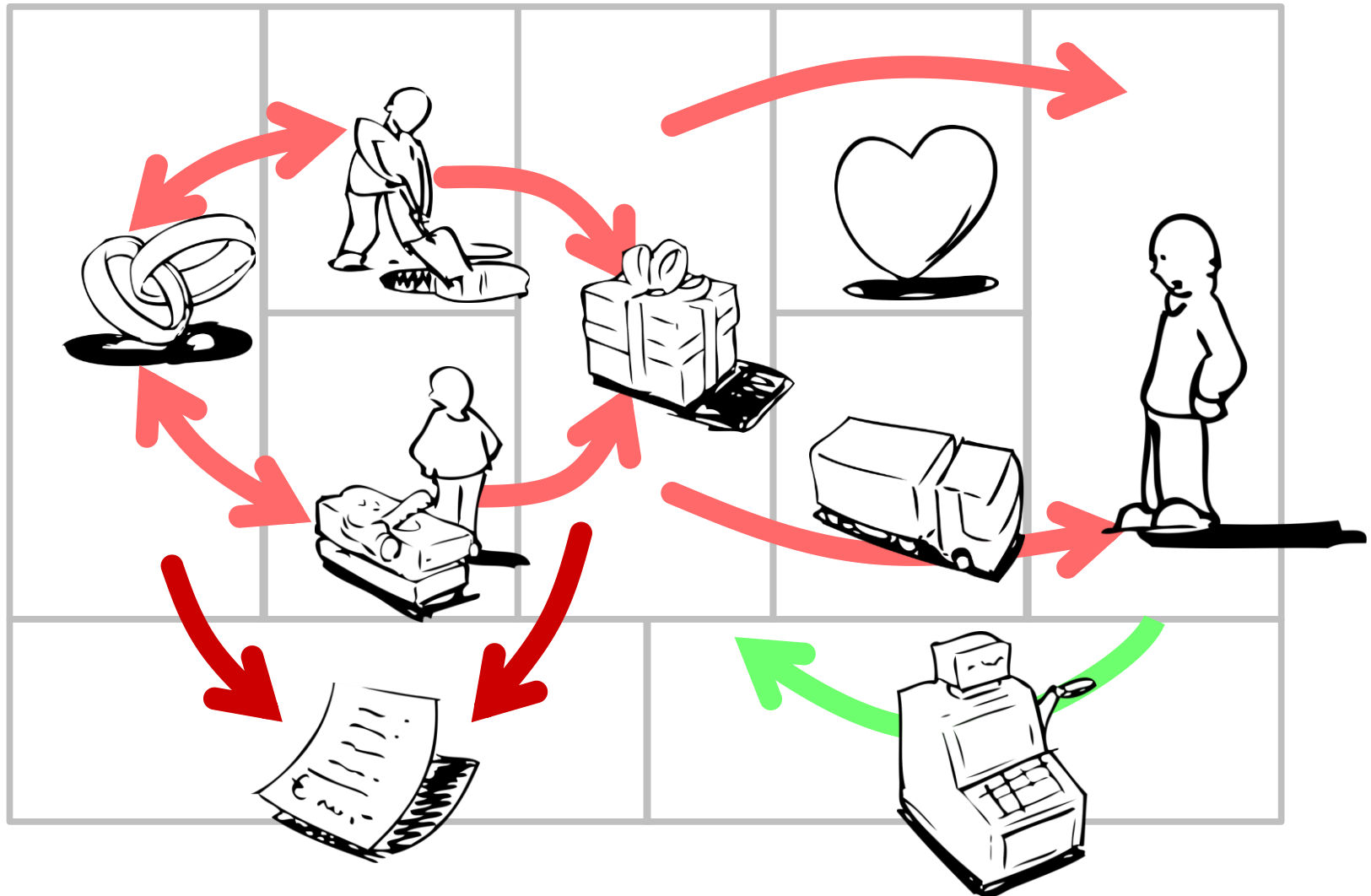
Cost Structure



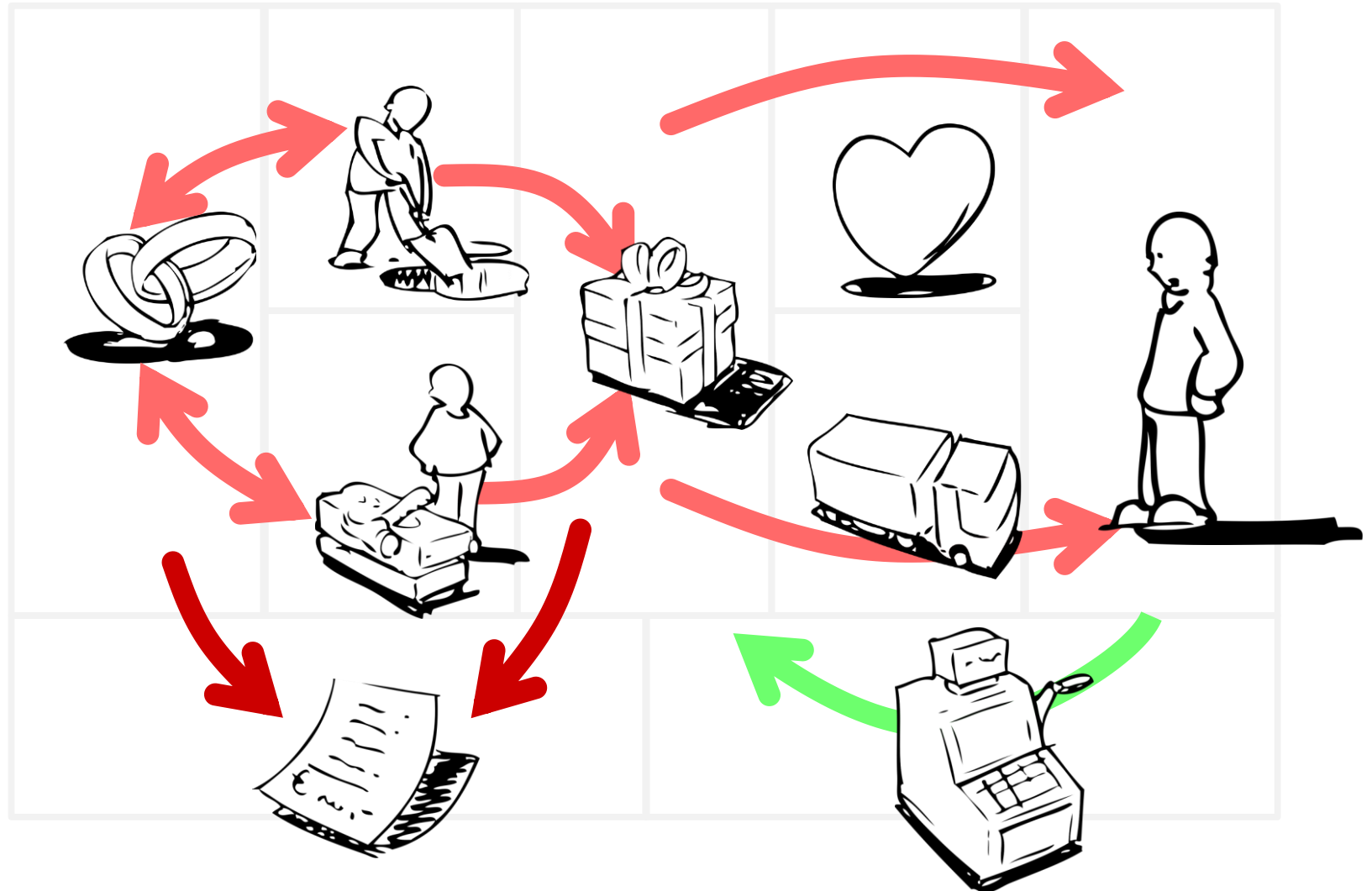
Business Model Canvas



Business Model Canvas



Business Model Story

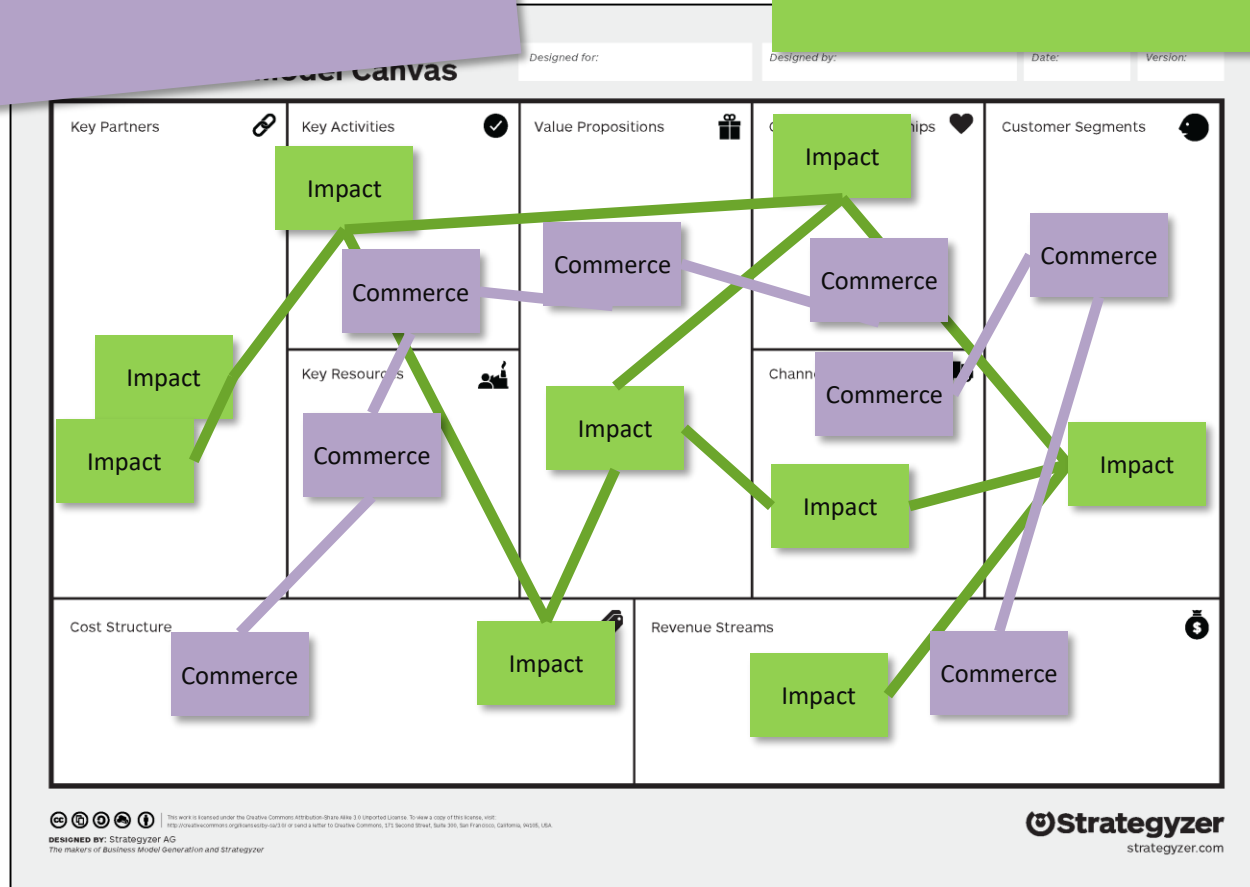


Business model is
the rationale of how an
organization creates, delivers and
captures value

= makes money
+ impact
social & environmental

Commerce

Impact



Key partners	Key Activities	Value propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost structure			Revenue streams	
Societal Costs			Societal Benefits	
Environmental Costs			Environmental Benefits	

Ground Rules

RULE #1

Avoid writing directly on a canvas



RULE #2

Don't get stuck with
Blah Blah Blah



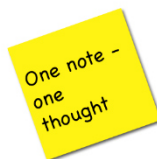
RULE #3

Start with any building block



RULE #4

Never use bullet points

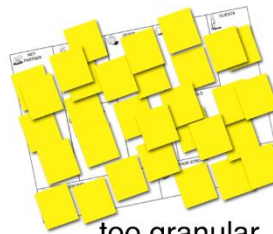


RULE #5

Avoid too much detail



too much info



too granular

RULE #6

Be precise for every building block



The RPV framework

Three classes or sets of factors that define what an organization can and cannot accomplish.



The RPV framework

Term	Definition	What to Look For
Resources	Things company has or has access to	<ul style="list-style-type: none">• Tangible assets: Technology, products, balance sheet, equipment, distribution network• Intangible assets: Human capital (employees' backgrounds, accumulated skills), brands, accumulated knowledge
Processes	Ways of doing business (skills)	<ul style="list-style-type: none">• Difficult problems we know the company has repeatedly solved over time• Typical processes: Hiring and training, product development, manufacturing, planning and budgeting, market research, resource allocation
Value	Prioritization determinant (motivation)	<ul style="list-style-type: none">• Business model:<ul style="list-style-type: none">• Way a company makes money (e.g., mix of sales revenue to postsales service revenue)• Cost structure/income statement• Size and growth expectations• History of investment decisions – what has been prioritized in the past

3-PBM key forms



RPV explanation & examples

Term	Definition	What to look for
Personnel	TELL US WHOSE NAMES YOU WANT TO SEE ON THE LIST OF PEOPLE TO BE HIRING	<ul style="list-style-type: none"> People who manage people, products, or service lines, regions, divisions, etc. People who control financial, physical, or intellectual resources People who make decisions, have authority, or have knowledge
Processes	What is being broken down? What is the problem? What is the current state? What are you trying to achieve?	<ul style="list-style-type: none"> What is the problem with the current state? What is the current state? What is the current state? What is the problem with the current state? What is the current state? What is the current state? What is the problem with the current state? What is the current state? What is the current state?
Tools	What are the tools that you are using? What are the tools that you are using? What are the tools that you are using?	<ul style="list-style-type: none"> What are the tools that you are using? What are the tools that you are using? What are the tools that you are using? What are the tools that you are using? What are the tools that you are using? What are the tools that you are using? What are the tools that you are using? What are the tools that you are using? What are the tools that you are using?

[illegible]

The diagram illustrates the Strategic Management Process as a sequence of three stages: Form, Process, and Value. These stages are arranged vertically in a column. To the right of this column is a large, light gray rectangular area labeled 'Influencing Forces' at the top. A red arrow points from the 'Value' stage towards the 'Influencing Forces' area.

Form	Influencing Forces
Structure	
Process	
Value	

Einheit	Erwartete Notizen	Beachte
Themen 1		
Themen 2		
Themen 3		

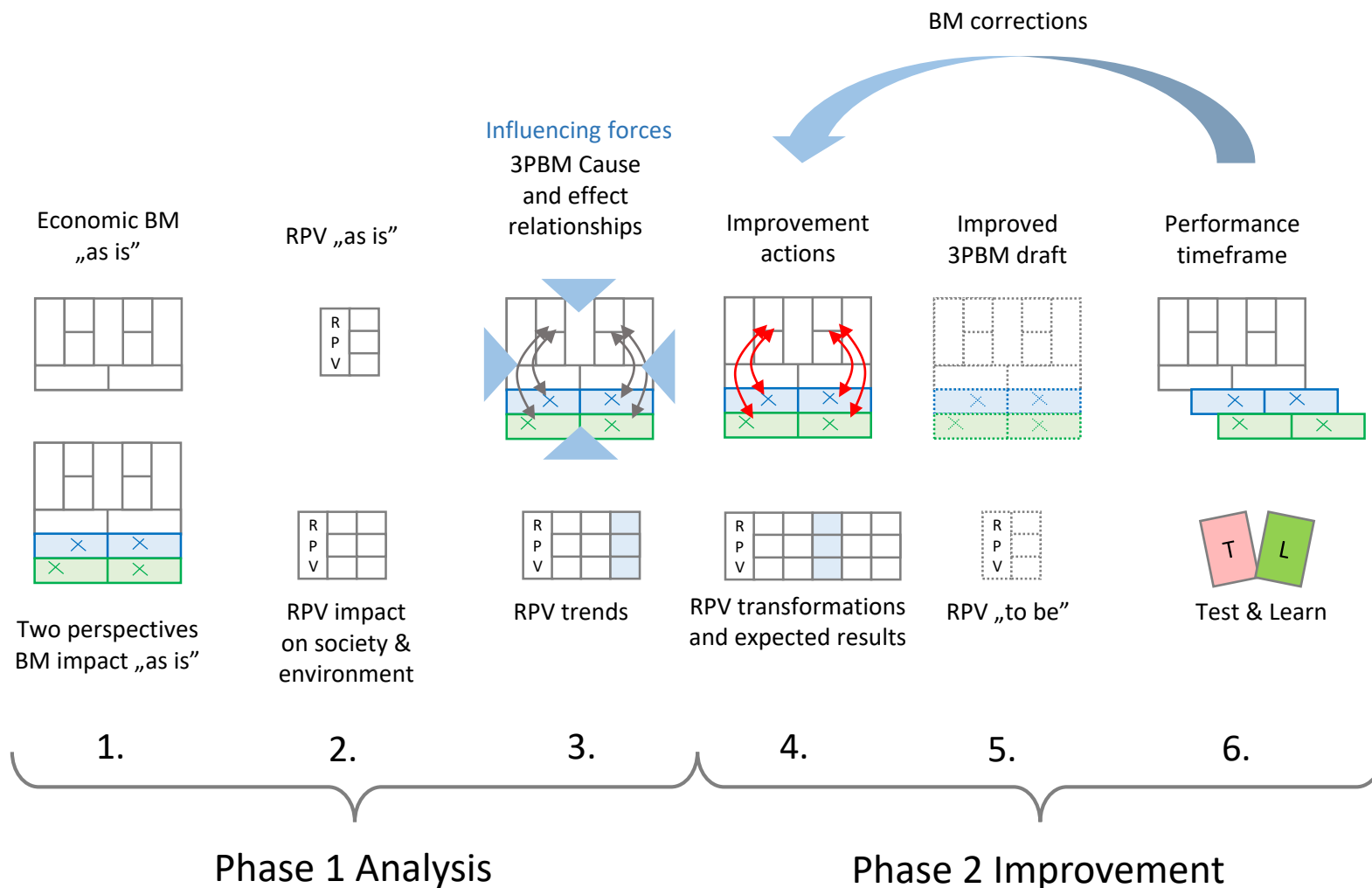
RPV description “as is”

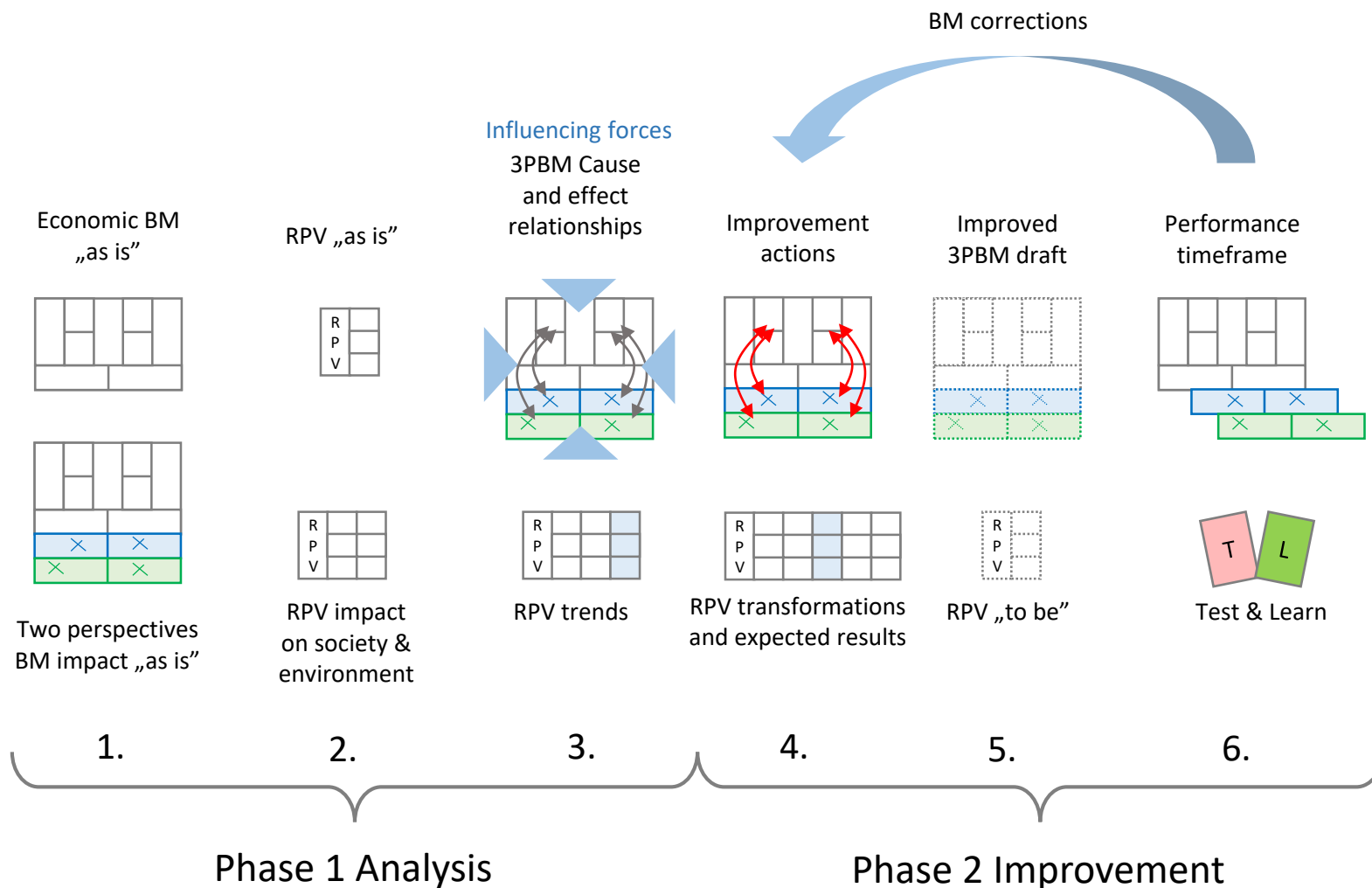
RPV impact on society and environment

Influencing forces

Transformations

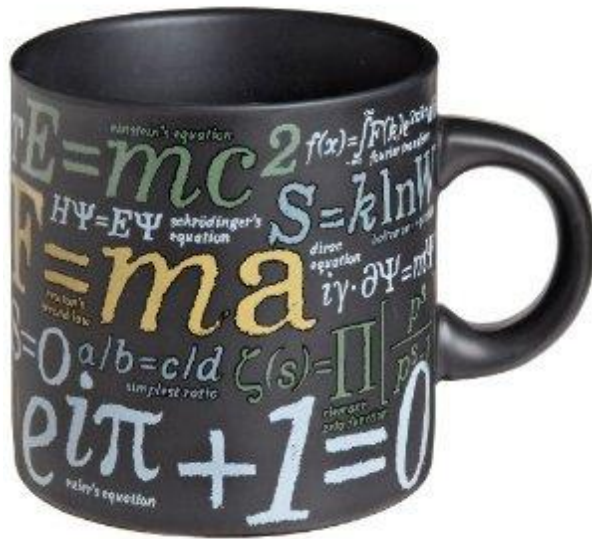
Results







Discussion



Thank you.

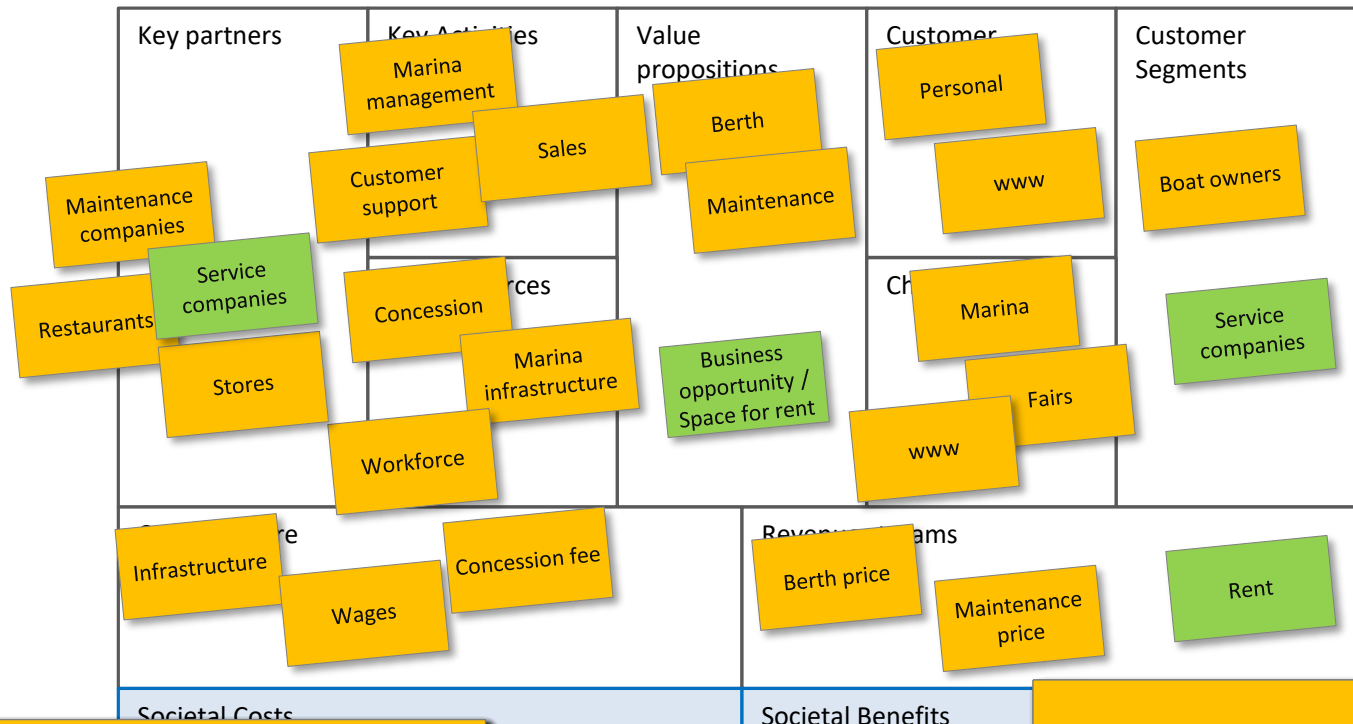
Elements created by Boris Golob
bgolob@uniri.hr

3-PBM methodology From Theory to Practice

Limassol 19.09.2019.

Michalis Maimaris & Philip Ammerman

Marina



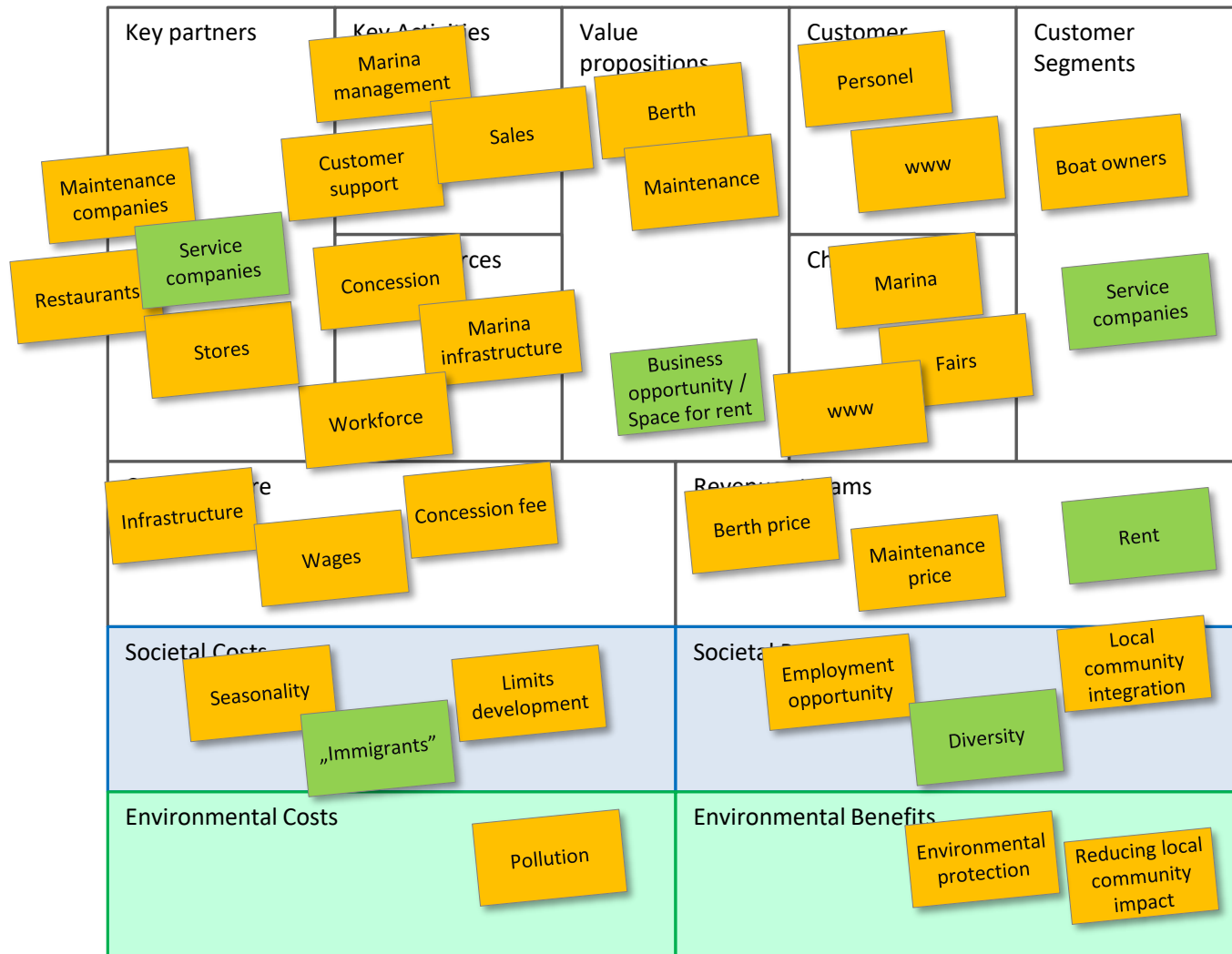
Business

Service companies

opportunity
Space for rent

Rent

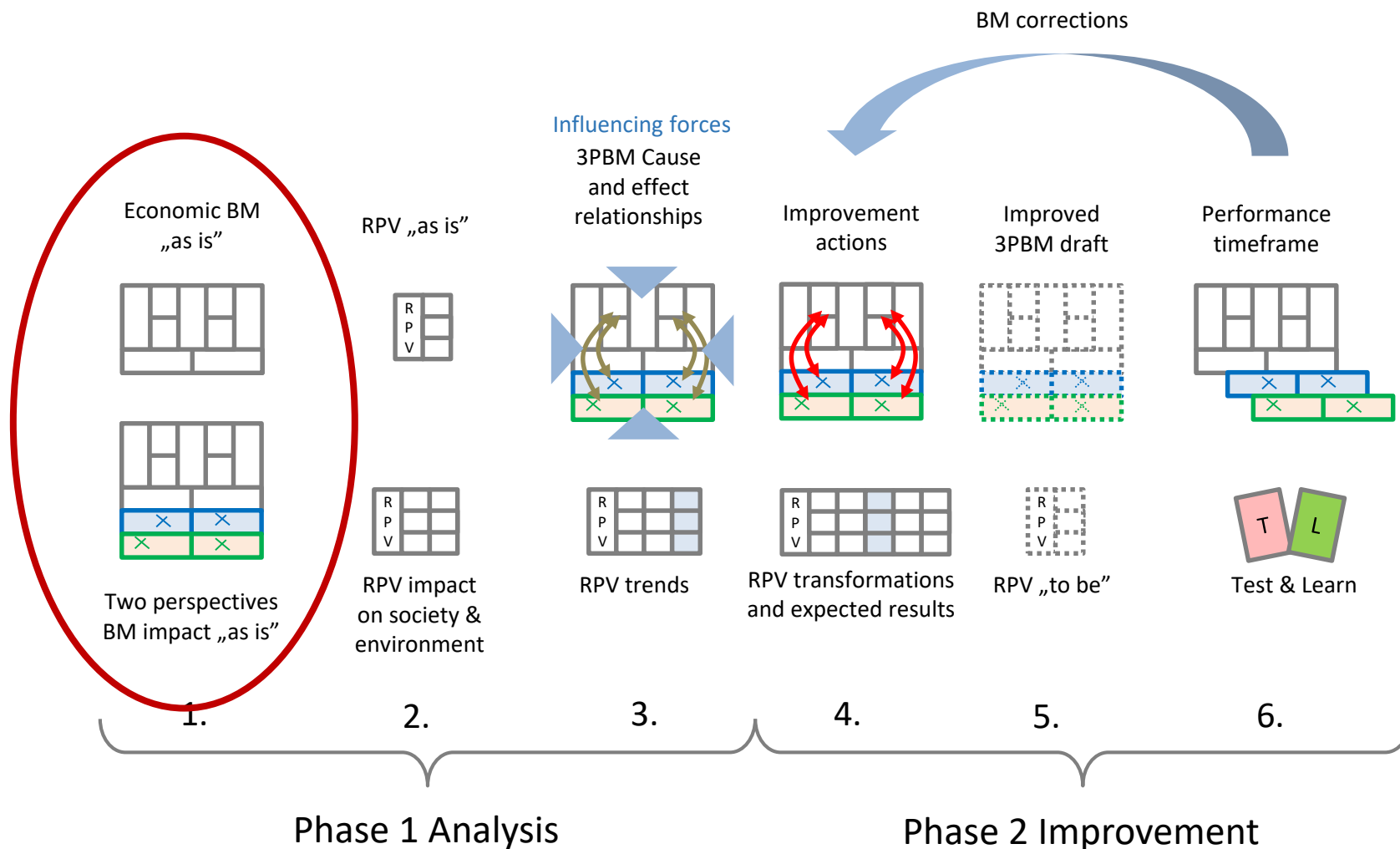
Marina



3-PBM methodology Practical session

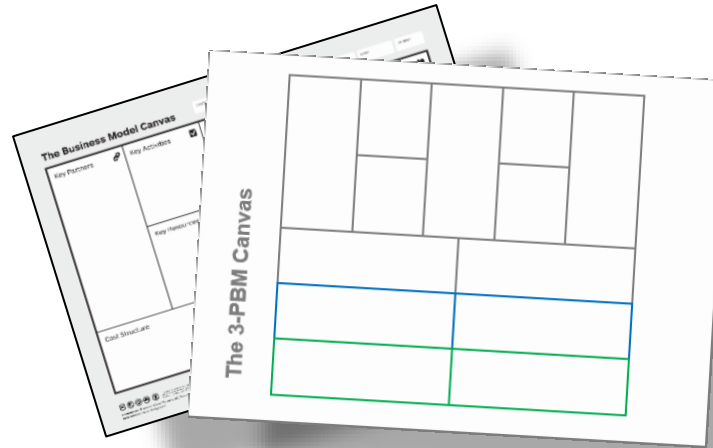
Limassol 19.09.2019.

Michalis Maimaris & Philip Ammerman



Key partners	Key Activities	Value propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost structure			Revenue streams	
Societal Costs			Societal Benefits	
Environmental Costs			Environmental Benefits	

3-PBM key forms



Term	Definition	What to look for
Business	Full range of activities to meet customer needs, build or destroy	<ul style="list-style-type: none"> Target market, target segments, product/service, distribution channels, revenue model, business model, business strategy, business plan
Process	Way of doing business, value proposition, value chain, business model, business strategy, business plan	<ul style="list-style-type: none"> Business model, business strategy, business plan, business strategy, business plan
Value	Performance, effectiveness, efficiency, productivity, business model, business strategy, business plan	<ul style="list-style-type: none"> Business model, business strategy, business plan, business strategy, business plan

Term	Definition	What to look for
Business		
Process		
Value		

Term	Definition	What to look for
Business		
Process		
Value		

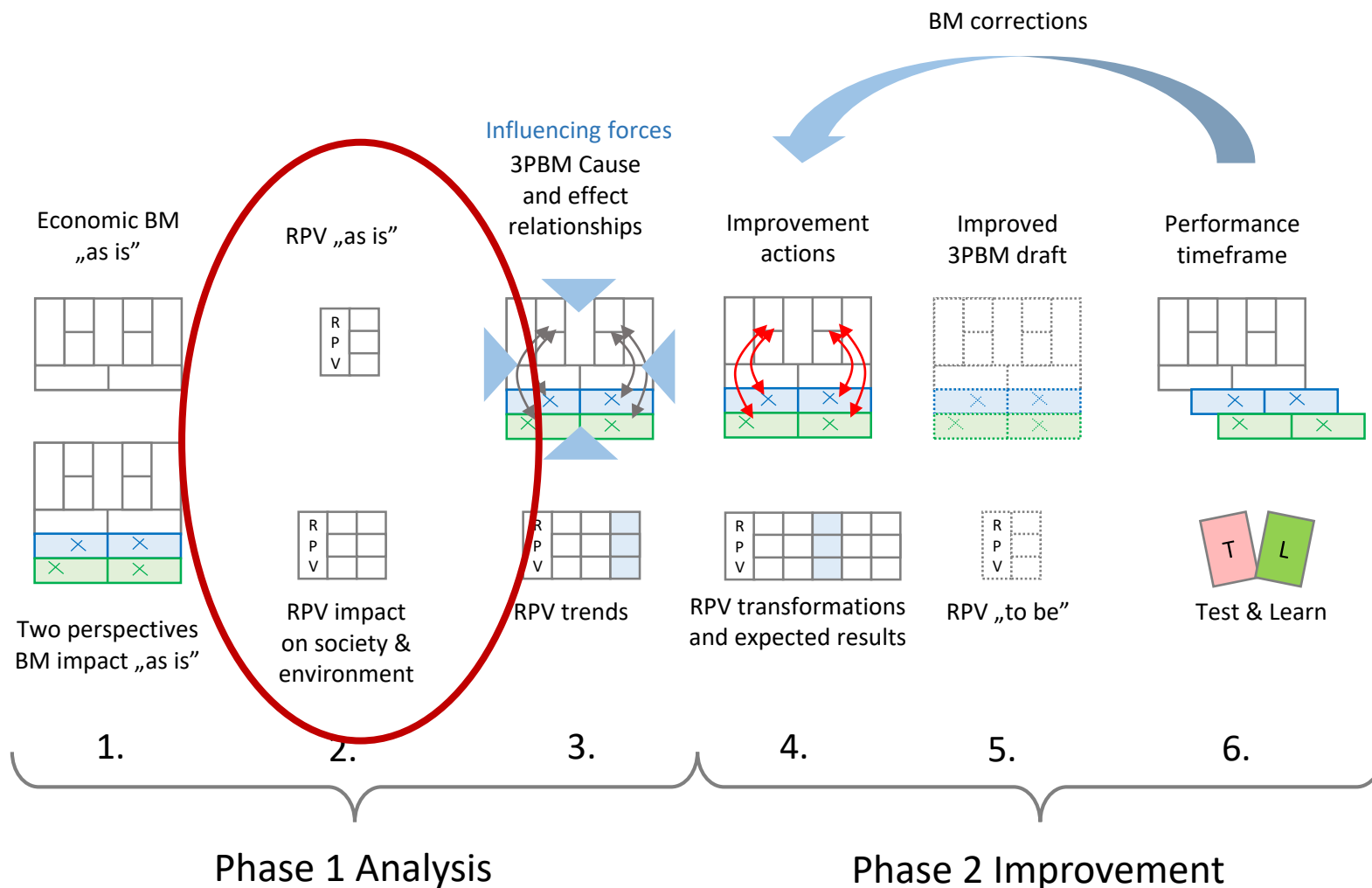
Term	Definition	What to look for
Business		
Process		
Value		

3-PBM initial steps

Which BM elements impact society perspective?

Which BM elements impact environment perspective?

How? Why? – Speculate.



3-PBM key forms



Form	Definition	What to look for
Business	Fill in details for each of the nine boxes in the top half of the canvas.	<ul style="list-style-type: none">• Key Partners: People, companies, organizations that help you do the business.• Key Activities: What you must do to make the business work.• Key Resources: What you need to make the business work.• Cost Structure: How much it costs to make the business work.
Impact	Fill in details for each of the nine boxes in the bottom half of the canvas.	<ul style="list-style-type: none">• Key Partners: People, companies, organizations that help you do the business.• Key Activities: What you must do to make the business work.• Key Resources: What you need to make the business work.• Cost Structure: How much it costs to make the business work.
Value	Fill in details for each of the nine boxes in the bottom half of the canvas.	<ul style="list-style-type: none">• Key Partners: People, companies, organizations that help you do the business.• Key Activities: What you must do to make the business work.• Key Resources: What you need to make the business work.• Cost Structure: How much it costs to make the business work.

Form	Definition	What to look for
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RPV description “as is”

RPV impact on society
and environment

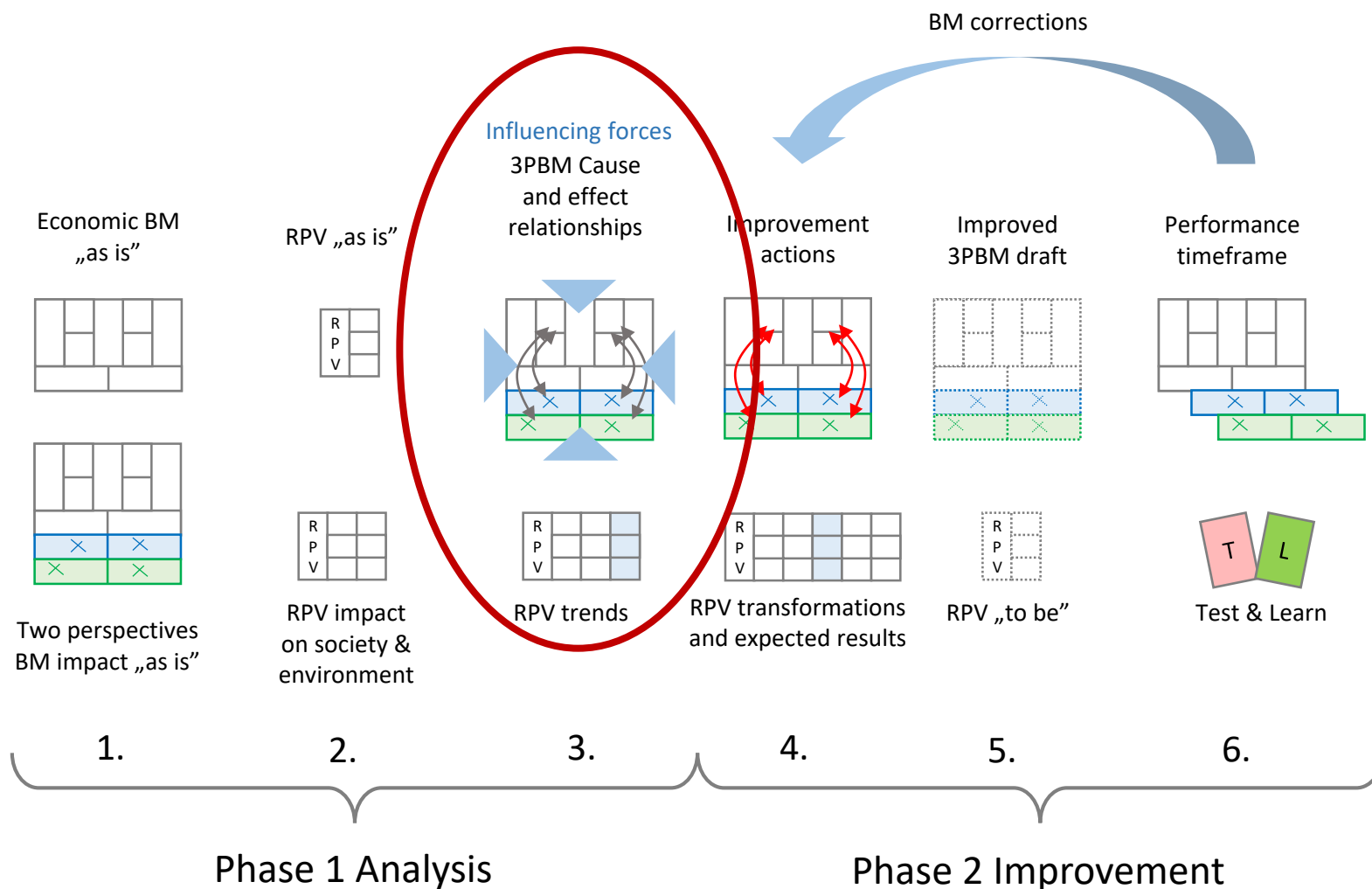
What to ask to identify values?

Without getting politically correct answers?

Decision making criteria? ...procedures?

Attitudes toward customers, employees,
environment?

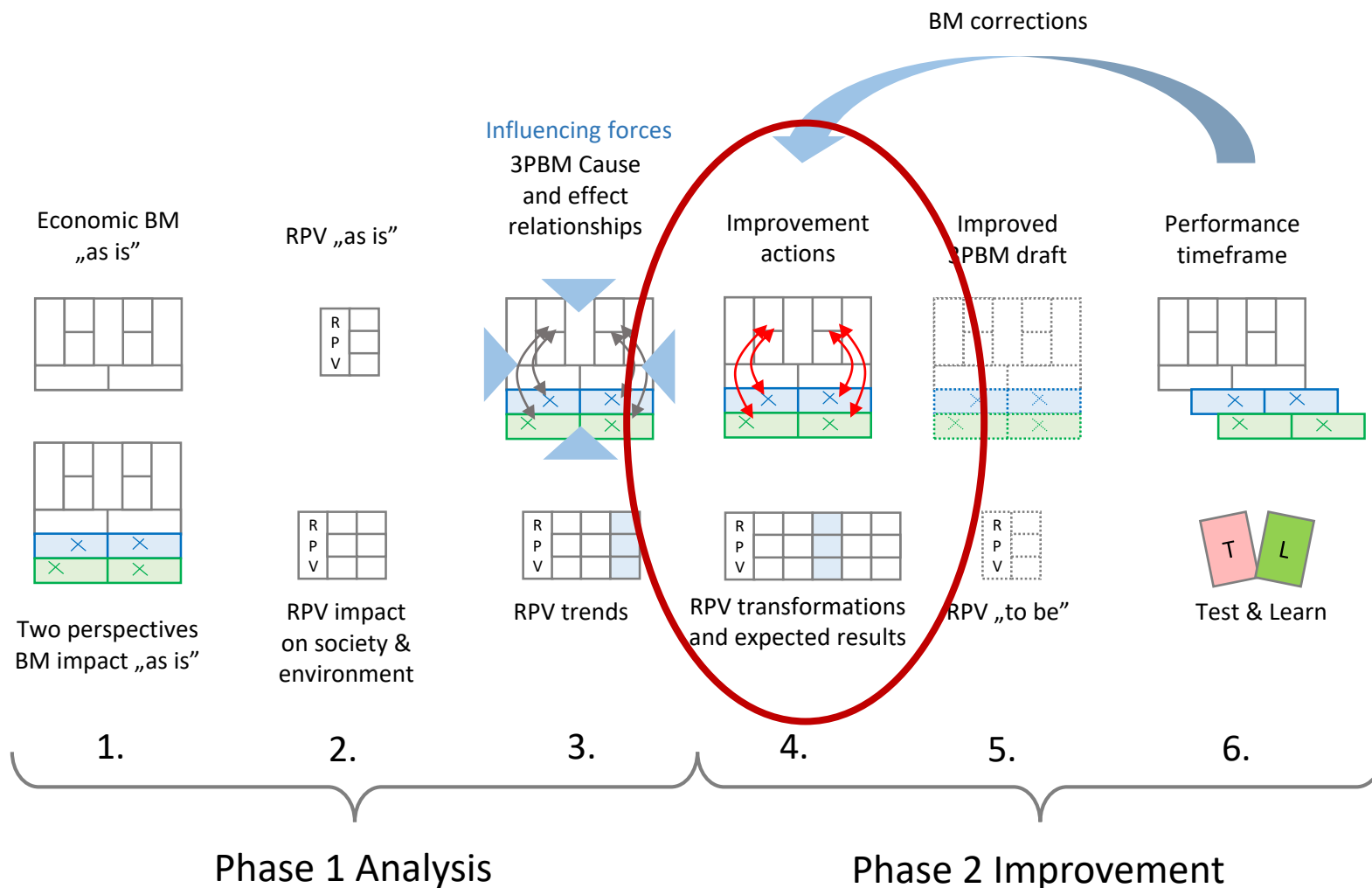
Resource allocation criteria? Where do they
invest, which areas?



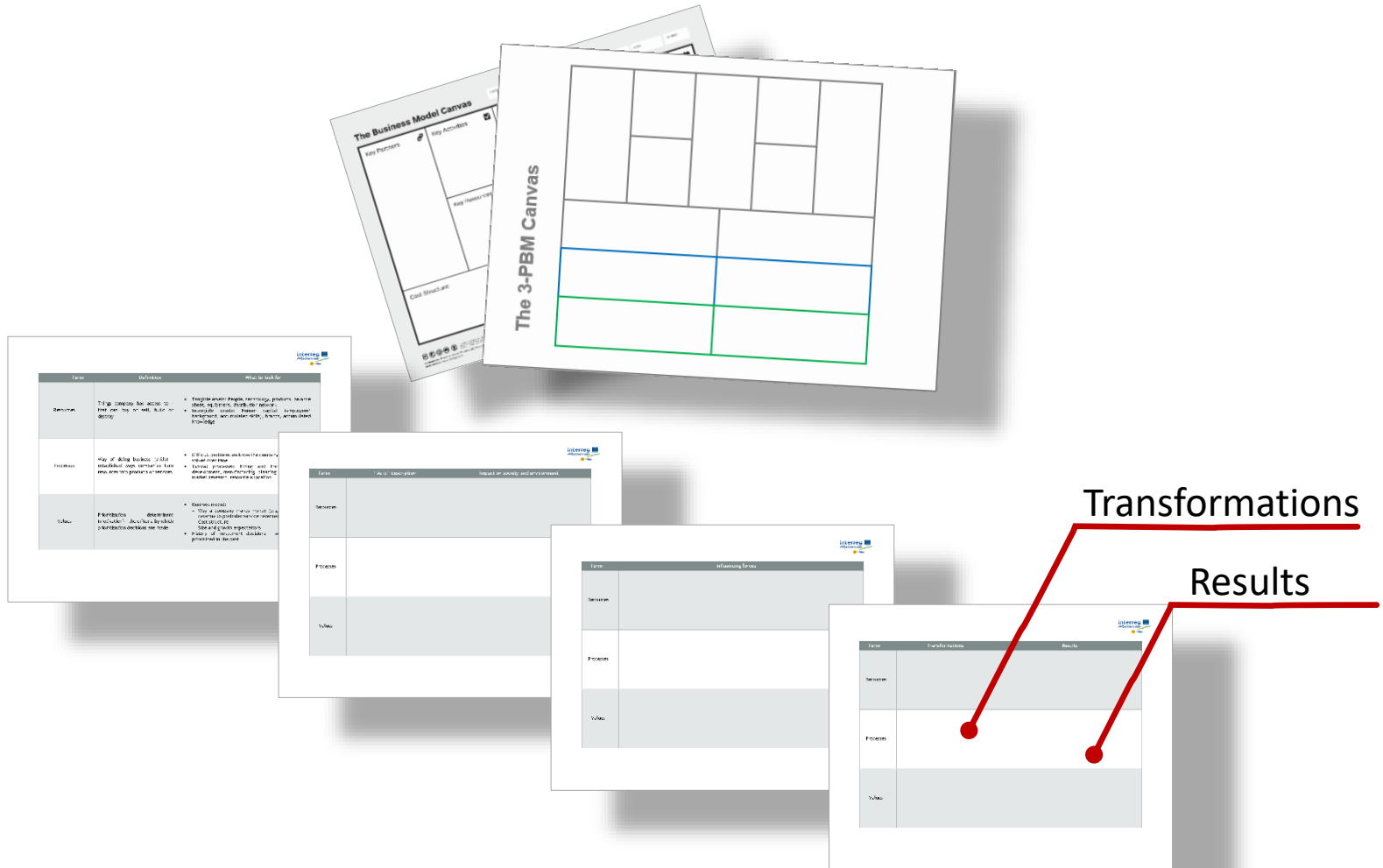
3-PBM key forms



Influencing forces



3-PBM key forms





Questions & Answers

3-PBM methodology From Theory to Practice

Limassol 19.09.2019
Michalis Maimaris



iBlue
Experience
as a
Consultant



Biggest Challenge

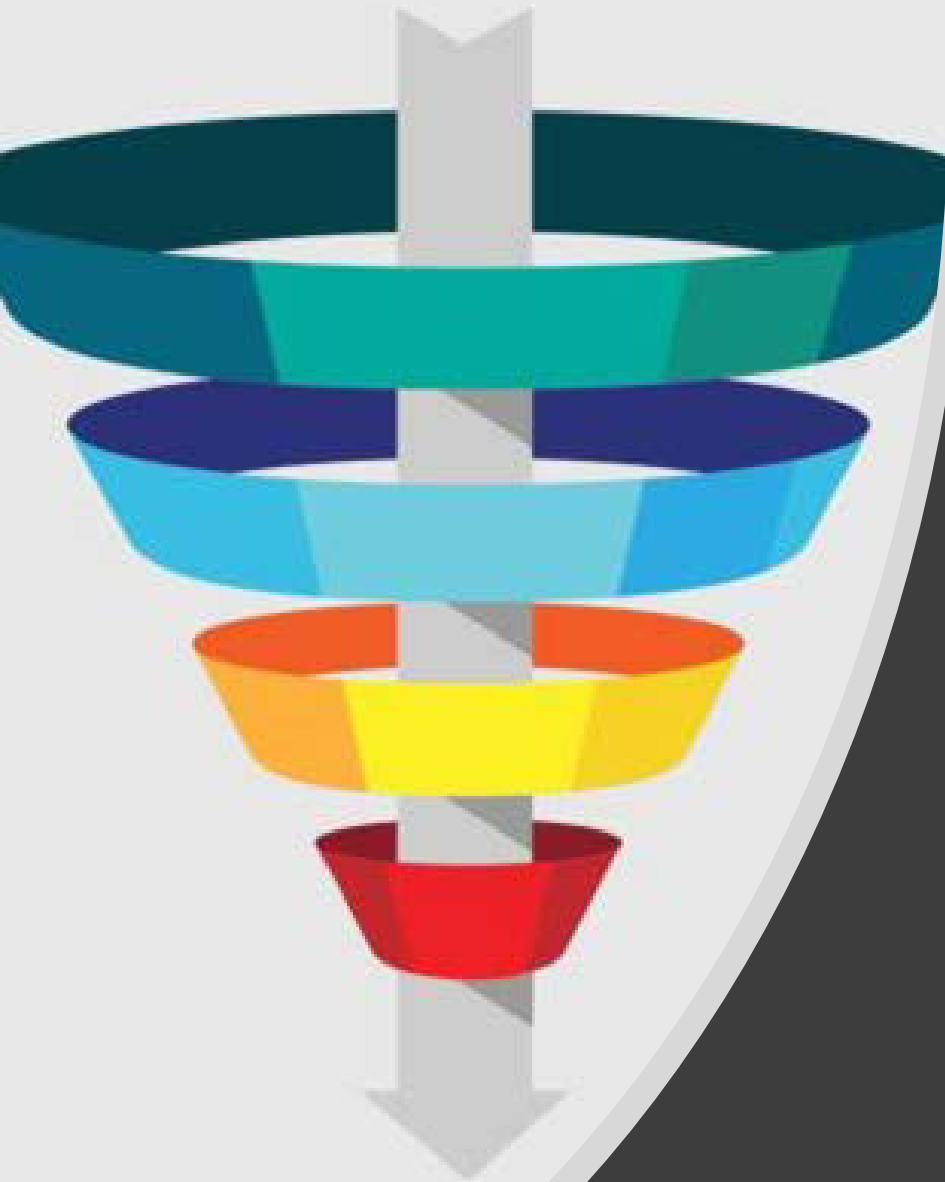
To find an available
business man, due to
seasonality



People who love what they do!



A Captain-Entrepreneur



From
General to
Specific

Conclusions



A knowledgeable business man



No written plan



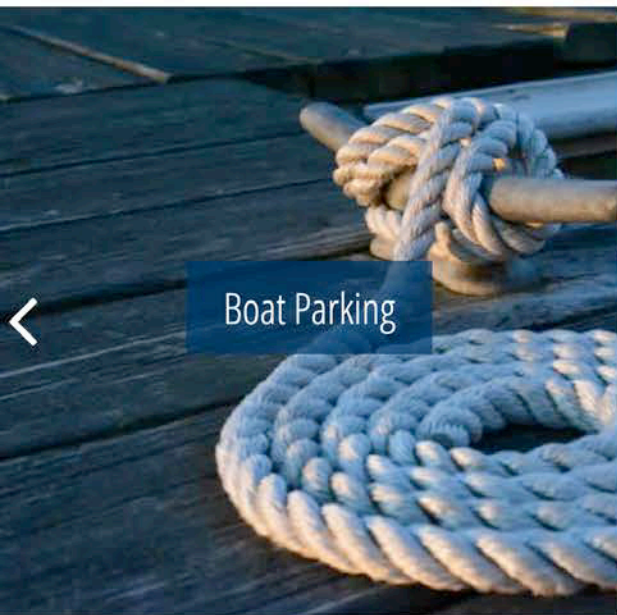
Loyal staff



Outsourcing Services



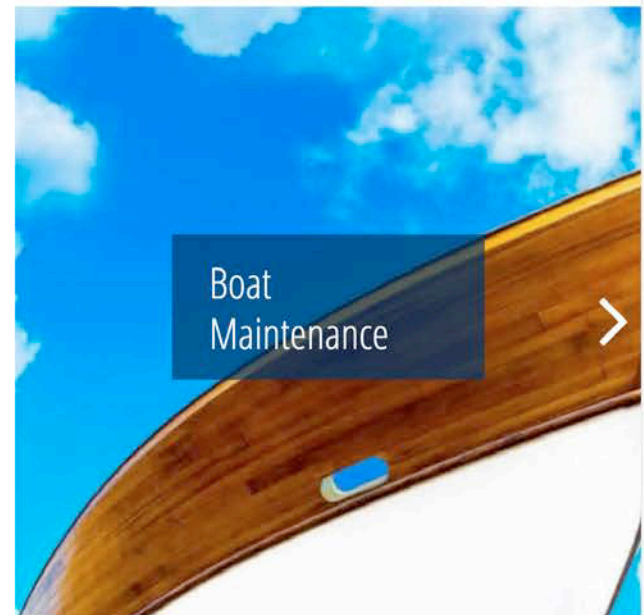
Big and reliable network



Boat Parking



Boat Cleaning



Boat
Maintenance

Welcome to our site

Welcome to Diamantides Yachting one of the leading yacht and boat service provider in Cyprus. We are pleased to present our new website and are dedicated to provide you with excellent and professional vessel management services.





Diamantides Yachting

@Diamantidesyachting

Αρχική σελίδα

Υπηρεσίες

Κριτικές

Φωτογραφίες

Βίντεο

Δημοσιεύσεις

Πληροφορίες

Κοινότητα

Δημιουργήστε Σελίδα

👍 Σας αρέσει ▼ 📶 Ακολουθείτε ▼ ➦ Κοινοποίηση ...

👍 Μου αρέσει!

💬 Σχόλιο

➦ Κοινοποιήστε

🔄 Buffer



Γράψτε ένα σχόλιο...

📷 📺 📧 📧



Diamantides Yachting

5 Αυγούστου · 🌐

Γνωρίζεις τα εφόδια τα οποία πρέπει να υπάρχουν υποχρεωτικά στο σκάφος σου;

👉 Τρία βεγγαλικά χεριού

👉 Ένα καπνογόνο

👉 Ένα φορητό πυροσβεστήρα τύπου CO2

👉 Ένα ζευγάρι εφεδρικά κουπιά, έστω και αν το σκάφος σου έχει μηχανή... Δείτε περισσότερα



| Τι πρέπει να έχω στο σκάφος; |

www.diamantidesyachting.com

👍 38

👍 Μου αρέσει!

Πιο σχετικά ▼



Γράψτε



Eleni Mil

Μου αρέ

2 α



Diaman

2 Αυγού

Diamantides Yachting

✕ | κοινοποιήσεις

📌 Διαλέξτε μια επιλογή ή πληκτρολογήστε το μήνυμά σας:

Πόσο κοστίζουν οι υπηρεσίες σας;

Τι είδους υπηρεσίες προσφέρετε;

Πού βρίσκεστε;

Ποιο είναι το ωράριο λειτουργίας της επιχείρησής σας;

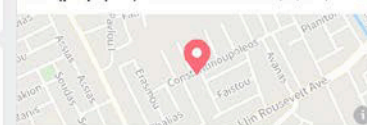
📧 Στείλτε μήνυμα

κοινοποιήσει την παρουσία τους εδώ



Πληροφορίες

Προβολή όλων



📍 odos Konstantinoupolis 12 (63,25 km)

3011 Λεμεσός

Λήψη οδηγιών

📞 99 241025

🗨️ Συνήθως απαντάει σε μία ημέρα

Αποστολή μηνύματος

🌐 www.diamantidesyachting.com

📁 Υπηρεσίες σκαφών

💰 Εύρος τιμών \$\$\$\$

📄 Impressum

🕒 Ωράριο:

Πάντα ανοιχτά

🔗 Προτείνετε διορθώσεις



Διαφάνεια Σελίδας

Δείτε περισσότερα

Το Facebook δείχνει πληροφορίες για να σας βοηθήσει να κατανοήσετε καλύτερα ποιες είναι οι σκοπούς μιας Σελίδας. Δείτε τις ενέργειες που κάνουν τα άτομα που διαχειρίζονται και δημοσιεύουν περιεχόμενο.

📅 Ημερομηνία δημιουργίας Σελίδας - 8 Ιουνίου 2018

Σχετικές Σελίδες



Limassol BOA...

Αρέσει στον Ath...

Εκδήλωση

👍 Μου αρέσει!



Σύνδεσμος Προ...

Αρέσει στον Geo...

Μη κερδοσκοπικ...

👍 Μου αρέσει!



Democars CY

Αρέσει στον Chri...

Αυτοκίνητα

👍 Μου αρέσει!

Ελληνικά · English (US) · Türkçe · Español · Português (Brasil)



Πληροφορίες για τα στατιστικά στοιχεία Σελίδων
Απόρρητο · Όροι · Διαφήμιση ·
Οι διαφημίσεις μου >> Cookies · Περισσότερα ·
Facebook © 2019

<div>PROBLEM <i>List your top 1-3 problems.</i></div> <div>EXISTING ALTERNATIVES <i>List how these problems are solved today.</i></div>	<div>SOLUTION <i>Outline a possible solution for each problem.</i></div> <div>KEY METRICS <i>List the key numbers that tell you how your business is doing.</i></div>	<div>UNIQUE VALUE PROPOSITION <i>Single, clear, compelling message that states why you are different and worth paying attention.</i></div> <div>HIGH-LEVEL CONCEPT <i>List your X for Y analogy e.g. YouTube = Flickr for videos.</i></div>	<div>UNFAIR ADVANTAGE <i>Something that cannot easily be bought or copied.</i></div> <div>CHANNELS <i>List your path to customers (inbound or outbound).</i></div>	<div>CUSTOMER SEGMENTS <i>List your target customers and users.</i></div> <div>EARLY ADOPTERS <i>List the characteristics of your ideal customers.</i></div>
<div>COST STRUCTURE <i>List your fixed and variable costs.</i></div>			<div>REVENUE STREAMS <i>List your sources of revenue.</i></div>	

Key partners	Key Activities	Value Propositions	Customer Relationships		Customer Segments
	Key resources		Channels		
Cost Structure			Revenue Streams		
Societal Costs			Societal Benefits		
Environmental Costs			Environmental Benefits		

Term	"As is" description	Impact on society and environment
Resources		
Processes		
Values		





Opportunities for expansion!

3-PBM methodology: from Theory to Practice

‘The Case of Cypriot Pilot Actions’

Limassol 19.09.2019
Philip Ammerman

NAVIGATOR

LESSONS LEARNED



iBLUE OBJECTIVES & OUTCOMES

OBJECTIVES

Project participation as a subcontractor to the Cyprus Chamber of Commerce and Industry.

1. To identify a small enterprise in the Cyprus marine sector.
2. To implement the iBlue 3-PBM Methodology
3. To assess the overall impact on the company and assess results.



ACTIVITIES

Yiotis Boats agrees to participate. Yiotis is one of 2 rigid hull power boat producers still operating in Cyprus.

Over a 3-month period, we implement joint activities to assess and analyse the company.

We find evidence of significant business model innovation designed to leverage company strengths while managing a difficult domestic economic environment.



OUTCOMES

Project participation has improved overall strategic awareness and positioning.

The links between sustainability and the overall project methodology would benefit from further work.

Small companies in this sector confront survival-level challenges: sustainability investments must prove their economic benefits if they are to be adapted in practice.

KEY DIMENSIONS

INTEGRATED MANUFACTURING MODEL

Company produced fiberglass hull powerboats using own molds and designs
High reliance on specialized network of subcontractors
Addition of powerboat engine from a related company
Seasonal manufacturing schedule to avoid high fixed costs
Capacity approximately 40 boats per year; current sales between 15-25

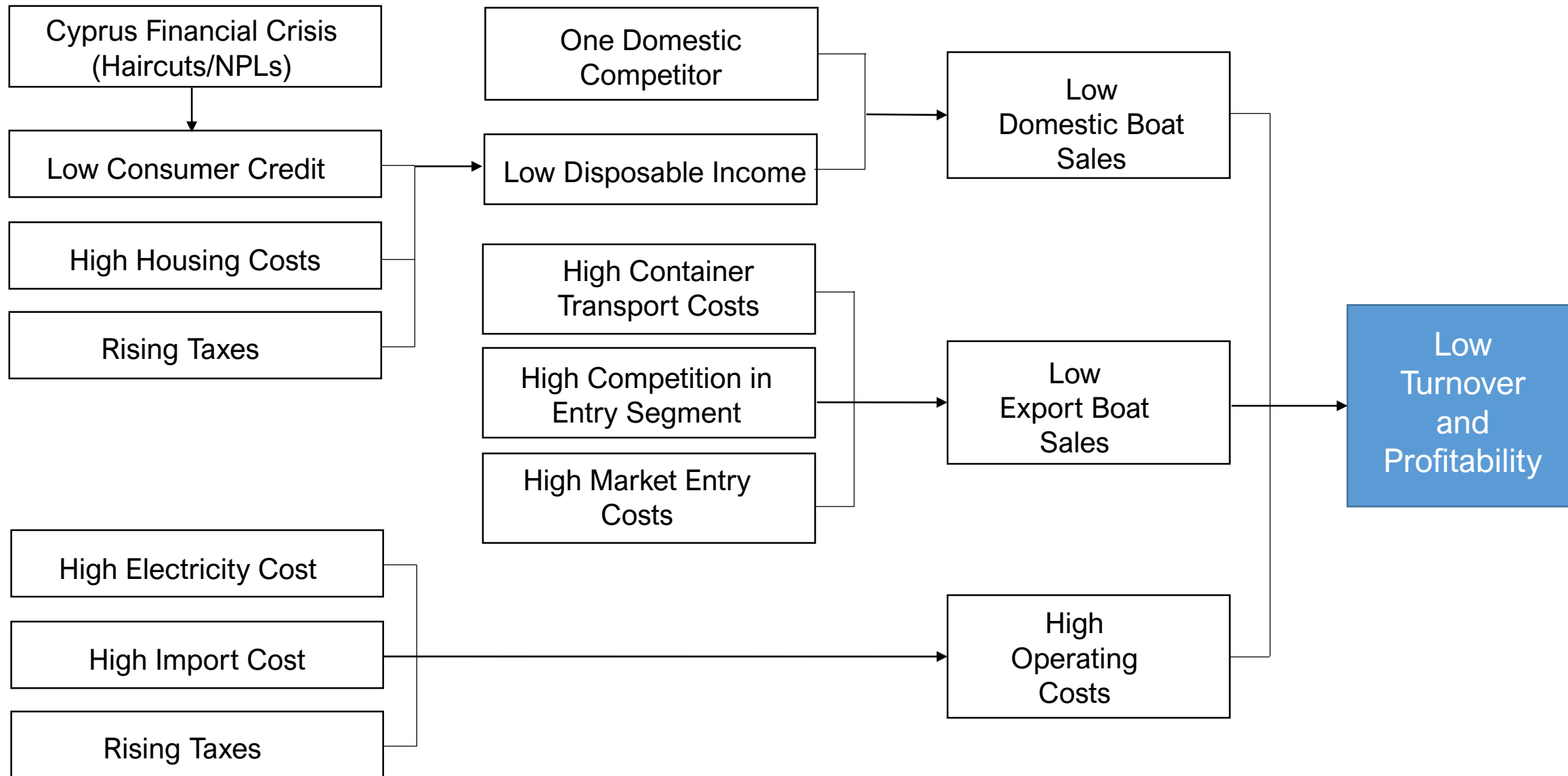
KEY CHALLENGES

Domestic market hit by 2013 economic crisis, euro-related hidden inflation and lower consumer disposable income: boats are now considered luxury items
Export costs high: cost and dimensions of container exports are prohibitive due to structural issues on shipping in Cyprus

BUSINESS MODEL & PRODUCT INNOVATION

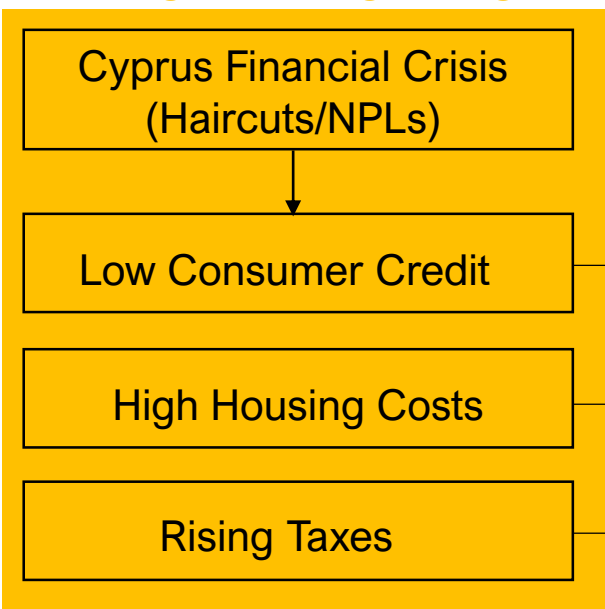
The business model was changed to emphasize seasonal production and reliance on specialized subcontractors
Total revenue was increased by adding powerboat engine sales and maintenance
Business focus was changed to increase and enhance level of customization for professional customers (versus lifestyle family customers)

KEY BARRIERS: ROOT CAUSE ANALYSIS



KEY OPPORTUNITIES

FINANCIAL INNOVATION



COMPETITIVE DIFFERENTIATION

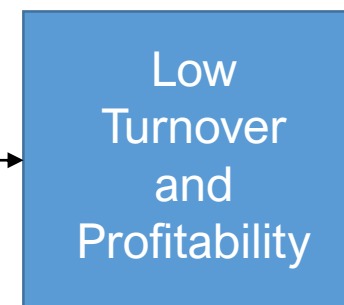
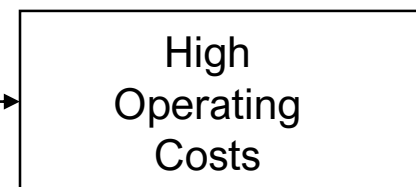
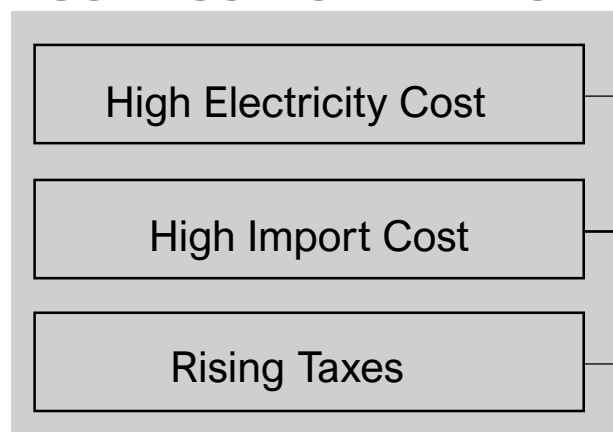


DOMESTIC MARKETING



EXPORT MARKETING

BUSINESS MODEL INNOV



KEY OPPORTUNITIES: HYPOTHESES

With better marketing,
Cyprus Customers will
remember YB



With better finance, Cyprus
Customers can afford to
purchase YB



More Cyprus
Customers will
purchase YB

Key Segments:

Families/Recreational / Yacht Tenders

Key USP: Customisation / Flexible Delivery
Schedule / 2 Years Free Maintenance

Key Value Offer:

- 50% down payment
- 50% on credit card w/4-6 instalments
- Priority given to customers w/motor purchase

Key Indicators

- 15 Boats in 2019/20
- 18 Boats in 2020/21
- 22 Boats in 2021/2022

With better marketing,
International Customers will
learn about YB



With better value, International
Customers will prefer YB



More International
Customers will
purchase YB

Key Segments:

- Israel Dealers & Specialists
- Yacht Tenders / Limassol Marina / Ayia Napa Marina

Key Value:

- High Customisation
- High Quality
- Safe Supplier / Low Tax Supplier

Key Indicators

- 5 Boats in 2019/20
- 7 Boats in 2020/21
- 8 Boats in 2021/2022

Hypotheses link to the RPV Model

BUSINESS SUSTAINABILITY INDICATORS

Units Sold	2018/19	2019/20	2020/21	2021/22
Personal Boats		15	15	20
Recreational Boats		5	10	10
Total Units		20	25	30

Sales Area	2018/19	2019/20	2020/21	2021/22
Cyprus		15	18	22
Export		5	7	8
Export Share		25%	28%	27%

Units Sold w/Finance	2018/19	2019/20	2020/21	2021/22
# Units		5	8	10
Share		25%	32%	33%

Units Sold by Online	2018/19	2019/20	2020/21	2021/22
# Units		2	4	6
Share		10%	16%	20%

BMC FOLLOWING TRANSFORMATION

<div>Key Partners</div> <div>Partner Co</div> <div>To be determined</div>	<div>Key Activities</div> <div>Marketing & Sales</div> <div>Design & Production</div> <div>Sales & Delivery</div> <div>Sales Financing</div> <div>After-Sales Service</div> <div>Managing Staff</div> <div>Production Planning</div>	<div>Value Proposition</div> <div>High quality, low-cost fiber-glass hull boats with long durability</div> <div>Design suited to the Mediterranean environment</div> <div>Excellent outboard motors with low maintenance</div> <div>Highly professional after-sales service and maintenance</div> <div>Sales Financing</div> <div>Best Warranty in Class</div>		<div>Customer Relationships</div> <div>Primary Sales</div> <div>After-Sales Service: Boats</div> <div>After-Sales Service: Motors</div> <div>Refit & Repair</div> <div>Sales Finance</div>	<div>Customer Segments</div> <div>Professional Marine Companies (Diving Schools, Paragliding, other)</div> <div>Individual Boat Owners</div> <div>Ship Captains (for tender repair)</div> <div>Foreign Sales Agents and Sales Referrors</div>		
	<div>Key Resources</div> <div>Limassol Factory</div> <div>Technical Staff</div> <div>Excellent Market Reputation</div>			<div>Customer Channels</div> <div>Direct Sales</div> <div>Referrals</div> <div>Limassol Boat Show</div> <div>Internet</div> <div>Other Promotion</div>			
<div>Cost Structure</div> <div>Fixed Costs</div> <div>Seasonal Production Costs</div> <div>Variable Costs (Per Boat)</div> <div>Admin & Overhead Costs</div> <div>Financing Cost</div>				<div>Revenue Streams</div> <div>Initial Boat Sales w/Accessories</div> <div>Yamaha Motor Sales</div> <div>After-Sales Service</div> <div>Boat Refit and Repair (3rd Party)</div> <div>Financing Income</div>			

KEY ISSUES FOR 3-PBM MODEL

1. The selection of companies informs their ability to implement this model. Most small companies work experientially, not strategically.
2. When confronted by a theoretical model promoting sustainability, enterprise managers need evidence of the tangible benefit offered by the model. There needs to be a clear link between environmental and social sustainability and profitability for a company.
3. Many companies are already paying a high price for mandated environmental or social services (e.g. Green Point, GESY) and do not see a quality or quantity benefit, or are confronted by the need to double-pay services.
4. The methodological links between the BCM, RPV and the 3-PBM Model need to be further established. BCM and RPV examine the status-quo in a superficial manner. The Manufacturing Sustainability Index provides for a very wide range of detailed indicators that are either input linked (not output-oriented) or often beyond the capacity of small manufacturing firms to realistically address.
5. The relevance of other strategic management and analysis models, such as the Balanced Scorecard, should be reviewed for relevance to small enterprises and the ease of implementation.
6. Evidence from other projects, sectors and economic cycles shows that in an economic downturn, or a period of high competitiveness, companies that have made sustainability a key to their business model often face higher volatility effects, as their customers seek cheaper solutions. What are the true costs and benefits of sustainability over multiple business cycles?

This could be a highly useful solution for governments seeking to understand the competitiveness of local manufacturing industry.

Additional work is needed to ensure there are practical and tangible benefits for small enterprises.

Additional methodological work would strengthen the quality of results.

PHILIP AMMERMAN

Philip is a consultant, entrepreneur and investment advisor who has advised start-ups, investors and enterprises on digital disruption, internationalisation and investment-led growth since 1994. He is founder of [Navigator Consulting](#), [Numenor Capital](#) and the [Centre for Innovation & Entrepreneurship](#).

He has advised on over 120 investment transactions with a total investment value exceeding € 6 billion. He has multi-sectoral experience in due diligence, business planning and financial modelling, in sectors including digital/tech start-ups and scale-ups, agri-food, manufacturing and hospitality.

In 2010, he founded the [Navigator Entrepreneurship Charter](#), an initiative to support growth in Europe by investing in 10 new start-ups and spin-offs between 2010 and 2020.

In 2019, he was appointed as Team Coordinator for Greece by the European Bank for Reconstruction and Development (EBRD), and is supporting innovative Greek companies in the field of competitiveness and internationalisation. Projects are underway for [Mastihashop](#), an innovative food, cosmetics and parapharmaceuticals firm and [Milkplan](#), an innovative dairy equipment manufacturer.

Philip acts as regional portfolio manager for [Brookstreet Equity Partners](#), a London-based private equity firm active in tech and innovation investments. Brookstreet recently announced its first investment in Greece, in the nanotechnology firm [Nanophos](#).

He is a non-executive director of Redfin Capital, an asset management firm, and is an evaluator for the [European Commission's Horizon 2020 SME Instrument](#). In Spring 2019, Philip was appointed as [Entrepreneur in Residence](#) at the University of Cyprus, Centre for Entrepreneurship.

Philip studied at Princeton University and Cornell University's School of Industrial and Labour Relations. He is also a graduate of YCombinator's Startup School and the Oxford Fintech Programme.

The image shows a blank business model canvas template. It is a large rectangle divided into six sections by diagonal lines. The sections are labeled as follows:

- Key Partners** (top left)
- Key Activities** (top middle)
- Value Propositions** (top right)
- Customer Relationships** (middle right)
- Channels** (bottom middle)
- Customer Segments** (bottom right)

The template is designed for students to fill in their own business ideas.

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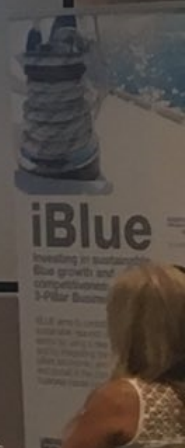
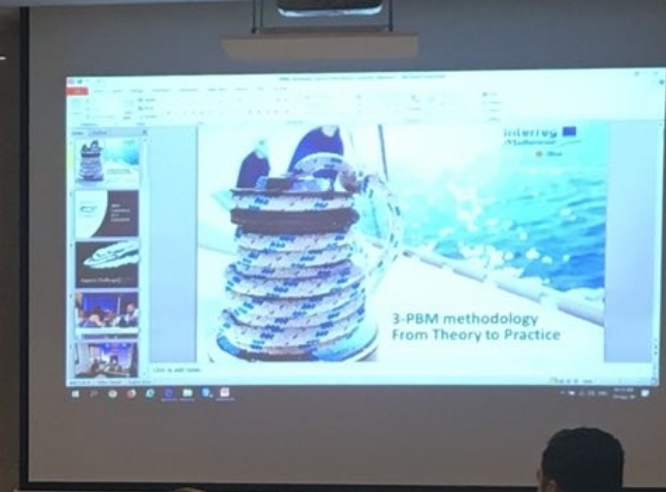
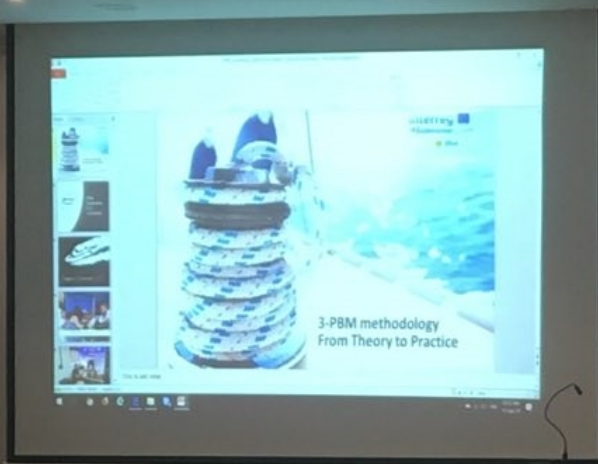
DRINK, THINK, RELAX.

DRINK, THINK, RELAX.

CROWNE PLAZA
LONDON



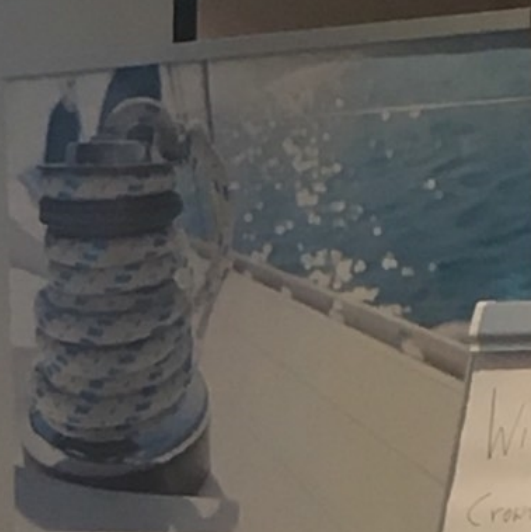
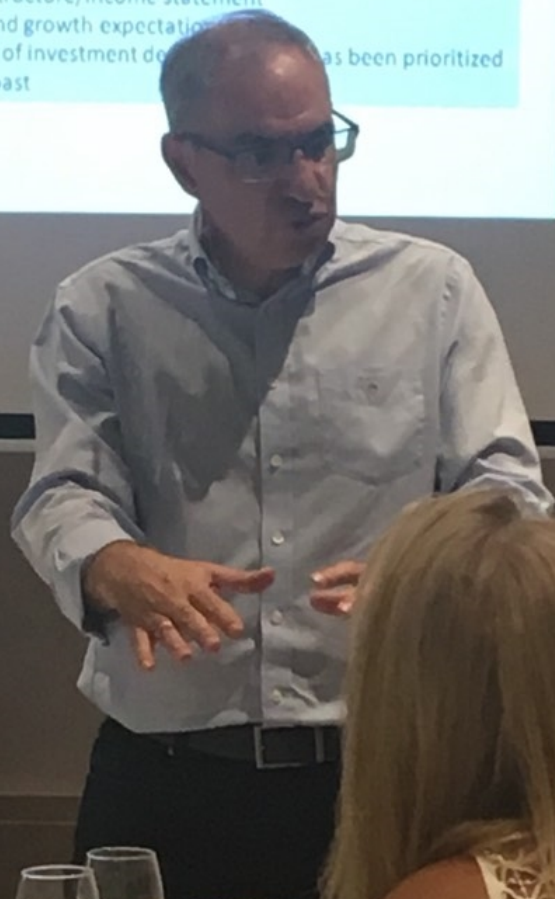






PV framework

Definition	What to Look For
Things company has or has access to	<ul style="list-style-type: none">• Tangible assets: Technology, products, balance sheet, equipment, distribution network• Intangible assets: Human capital (employees' backgrounds, accumulated skills), brands, accumulated knowledge
Ways of doing business (skills)	<ul style="list-style-type: none">• Difficult problems we know the company has repeatedly solved over time• Typical processes: Hiring and training, product development, manufacturing, planning and budgeting, market research, resource allocation
Prioritization determinant (motivation)	<ul style="list-style-type: none">• Business model• Way a company makes money (e.g., mix of sales revenue to postsales service revenue)• Cost structure/income statement• Size and growth expectations• History of investment decisions that has been prioritized in the past



iBlue

Investing in sustainable
Blue growth and
competitiveness through
3-Pillar Business Model

iBLUE aims to contribute to the sustainable renaissance of the maritime sector by using a business model based on innovation and by integrating economic, environmental and social pillars (economic, environmental and social) in the business model

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