

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: CCSEV  
Contributors: UP

## SECTOR NÁUTICO – MARÍTIMO

### “IDENTIFICAR BARRERAS PARA MEJORAR LOS RESULTADOS DE TU EMPRESA”

**Sevilla, 30 de octubre de 2019**

Cámara Oficial de Comercio, Industria, Servicios y Navegación de Sevilla  
Plaza de la Contratación, 8 – 41004, Sevilla

10:00	Registro de asistentes
10:00	Líneas de subvenciones abiertas para el sector náutico - marítimo Miguel García – Cámara de Comercio de Sevilla
10:15	Proyecto iBlue para la mejora de la competitividad del sector náutico – marítimo <ul style="list-style-type: none"><li>• La importancia estratégica de un modelo de negocio equilibrado</li><li>• Factores económicos, sociales y ambientales en el modelo de negocio</li><li>• iBlue – Red de Empresas Náuticas</li></ul> Eduardo Reina – Cámara de Comercio de Sevilla Javier Cuesta – Cámara de Comercio de Sevilla
11.30	Pausa – Café / Networking
12.00	Sesión práctica – Aplicación de la metodología iBlue en las empresas asistentes Prof. Dr. Roberto Biloslavo – Universidad de Primorska (Eslovenia)
12.30	Conclusiones

## iBlue


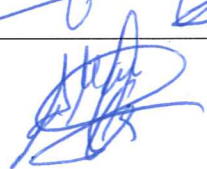
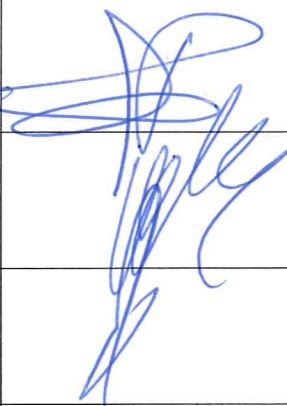


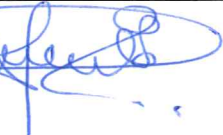
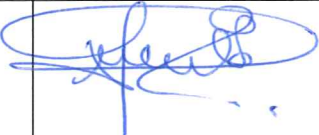
*Investing in sustainable blue growth and competitiveness through 3-Pillar Business Model (3-PBM)*

### SECTOR NÁUTICO – MARÍTIMO

**“IDENTIFICAR BARRERAS PARA MEJORAR LOS RESULTADOS DE TU EMPRESA”**

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**30 de octubre de 2019**

NOMBRE	EMPRESA	FIRMA
Julia		
Ana		
PAULA LUNA	UNIVERSIDAD Sevilla	
IGNACIO RIVERA	PLAYERS ASESORES	
José	Amper Camión	
LAURA ALVAREZ MEJA	INSTITUTO OMNES	
ANNE QUÉRITÉ	City Rusty	

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## 3-PBM methodology Theory session

Seville 30.10.2019.  
Dr. Roberto Biloslavo

# Session 1 **Theory session**

## Introduction in 3-Pillar Business Model (3PBM) methodology

- Strategic importance of balanced business model
- Business model canvas
- Resources-processes-values framework
- Key 3PBM tools

# Session 2 Practice and case studies session

## Practical work and implementation of 3PBM first phase

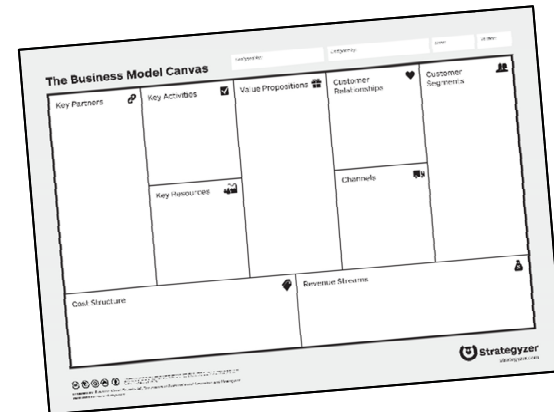
- Initial business model analysis
- Business model impact analysis
- Identification of key trends and possibilities for company performance improvement

# Why three pillars?

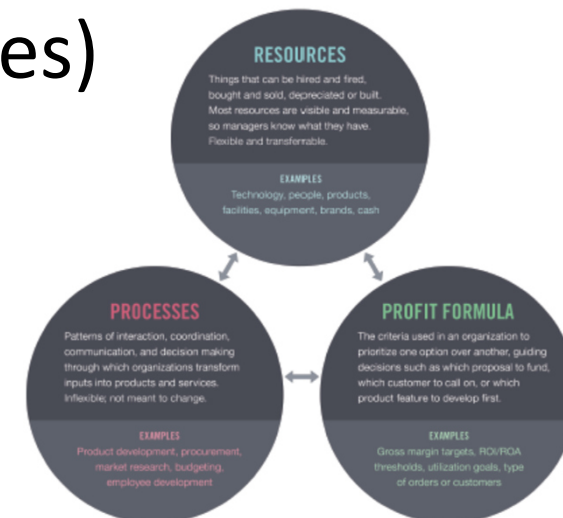


# Two concepts combined into 3-PBM

## Business Model Canvas



## RPV (Resources-Processes-Values) framework





Alphabet





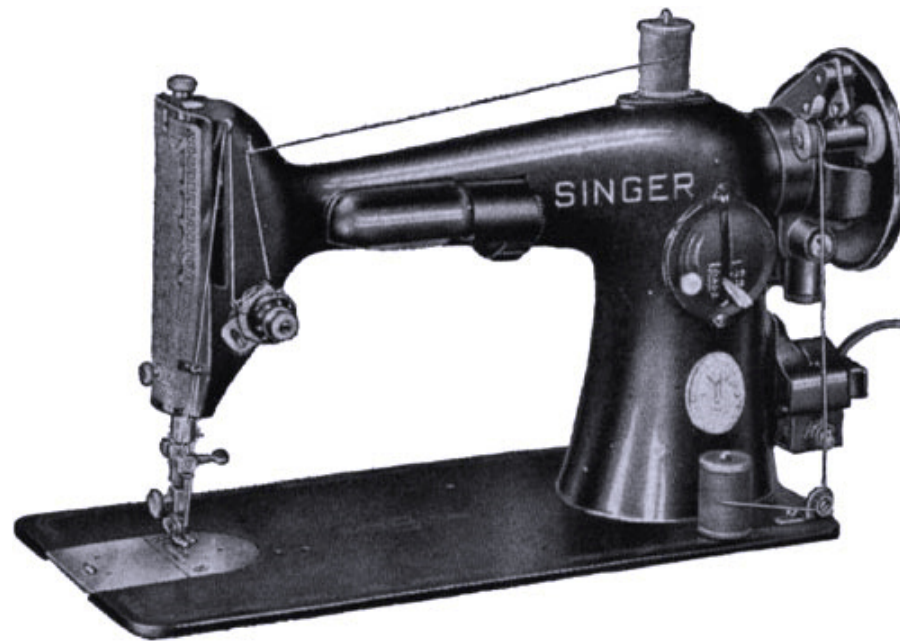
“...superior  
business  
model.”



How do *you* make money?

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

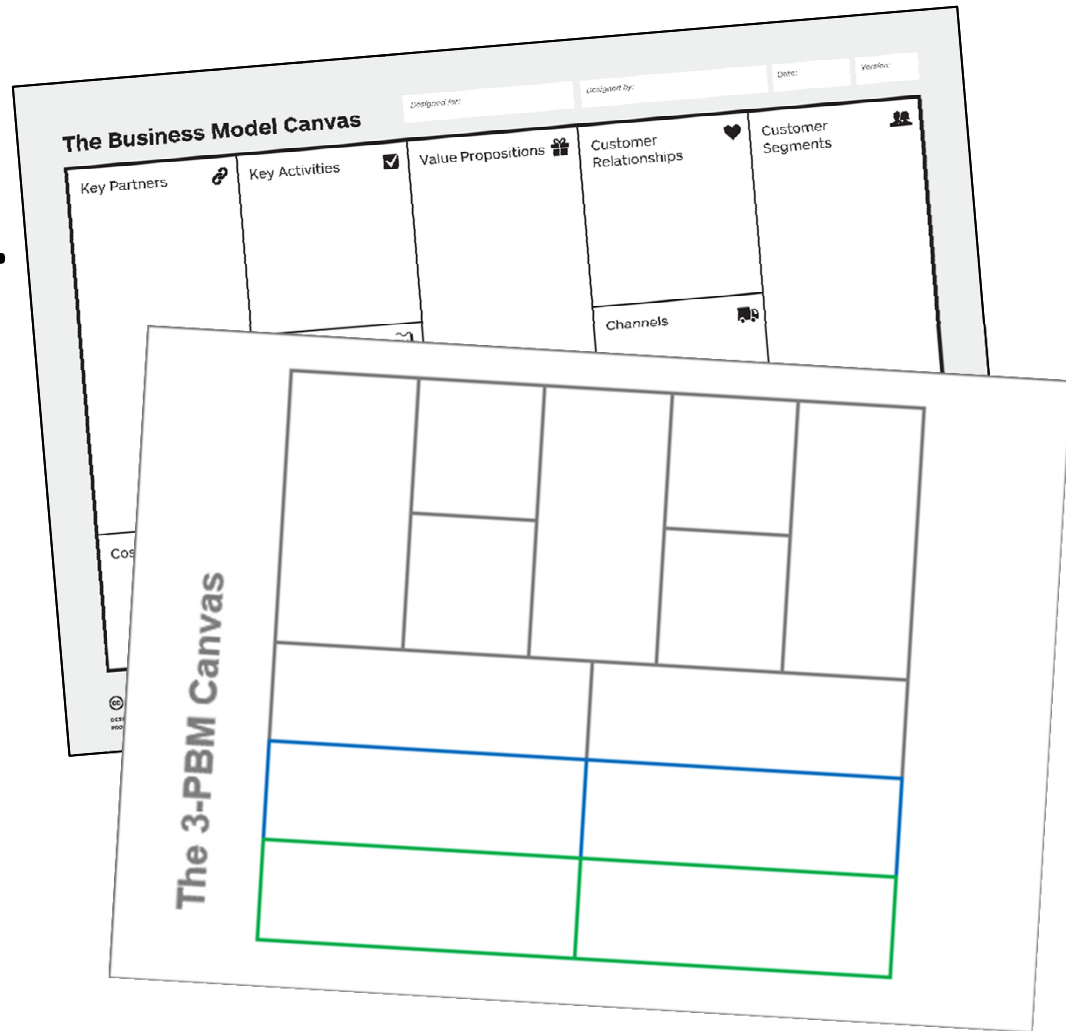
= makes money  
+ impact  
social & environmental



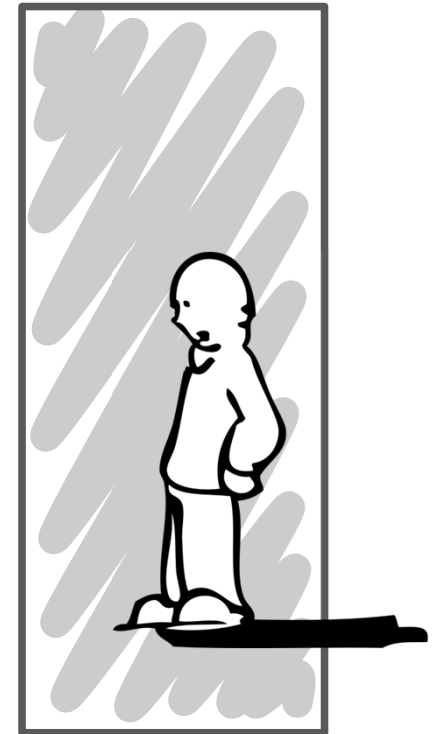
“Dollar down, dollar a week!”

# The Business Model Canvas.

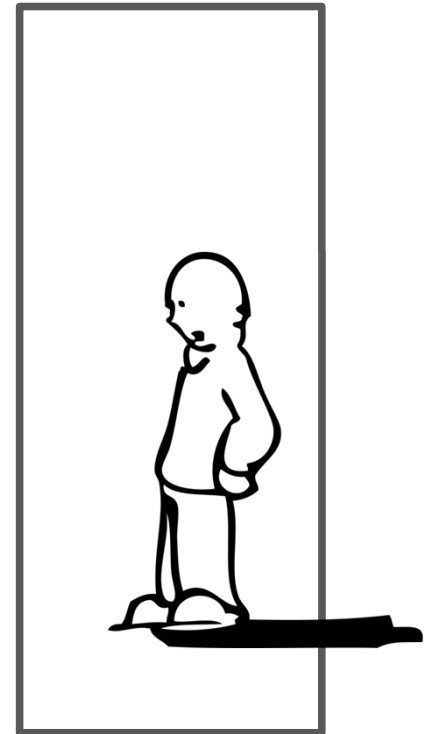
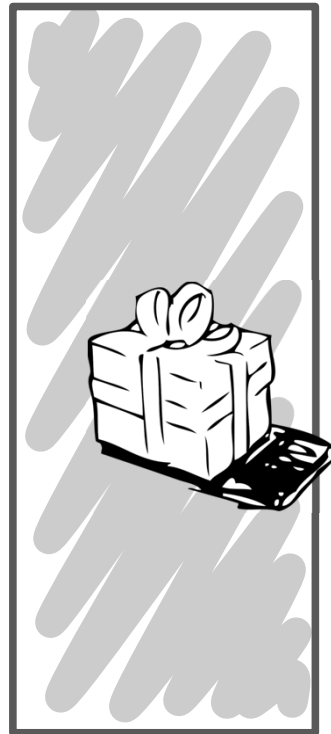
It allows you to describe, design, challenge, invent, and pivot your business model.



# Customer Segments

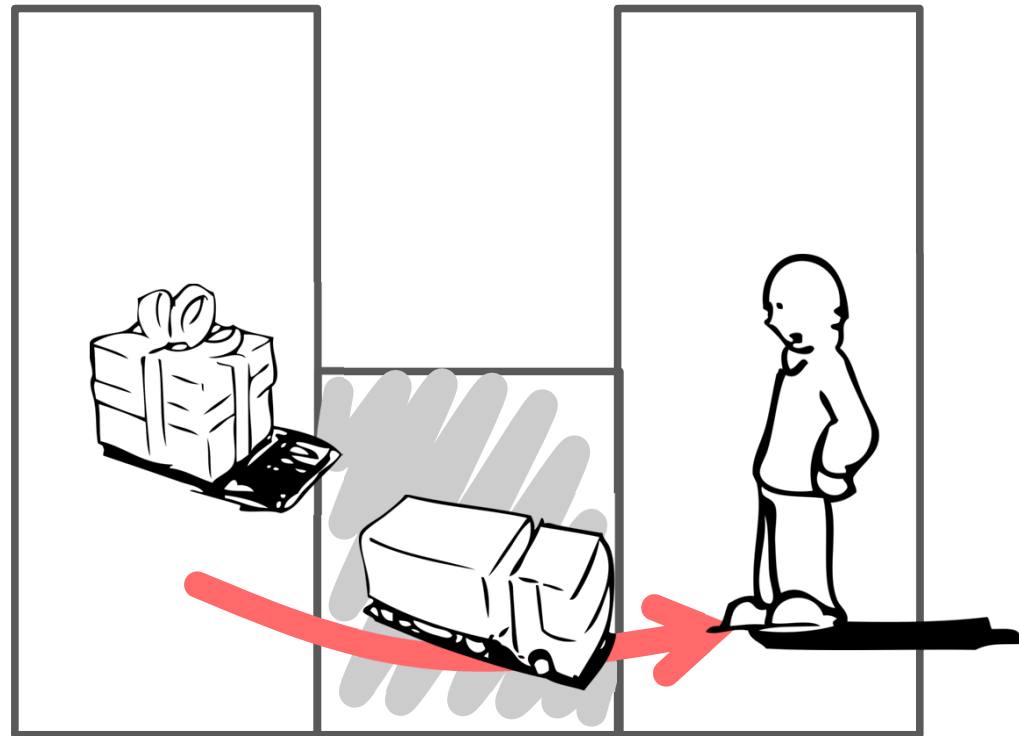


# Value Proposition

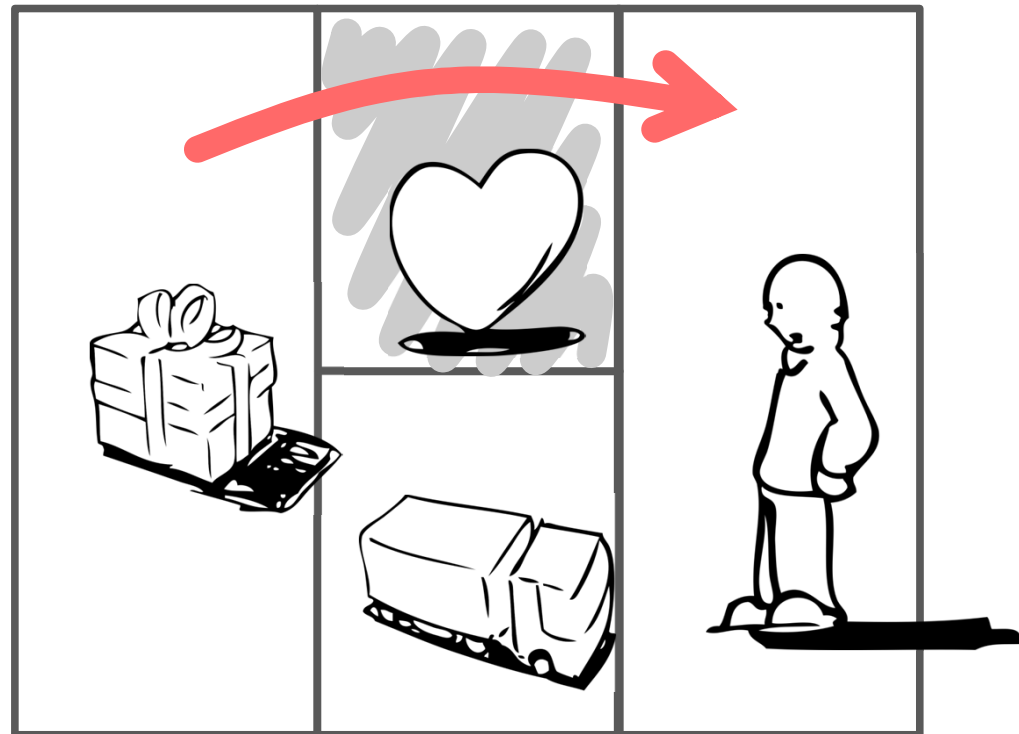




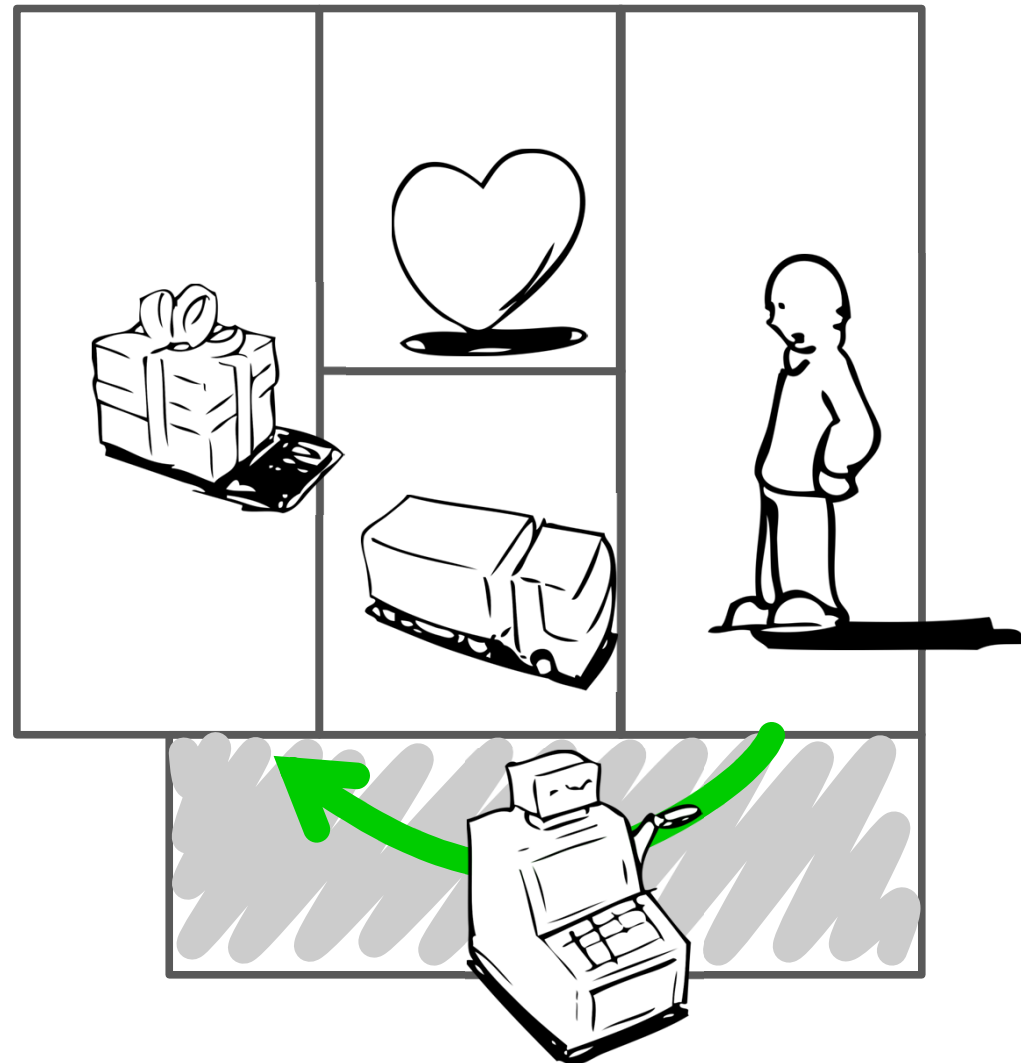
# Channels



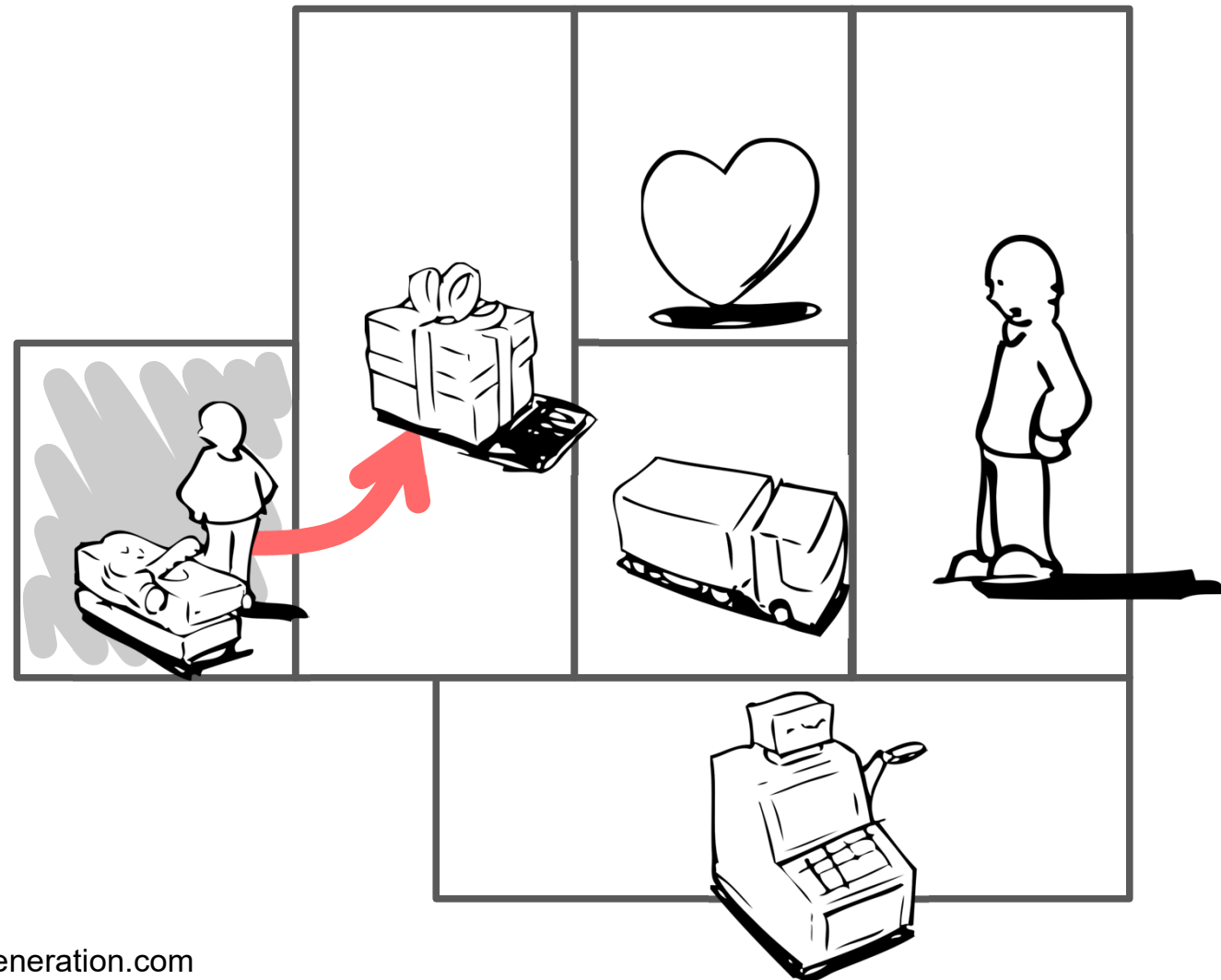
# Customer Relationships



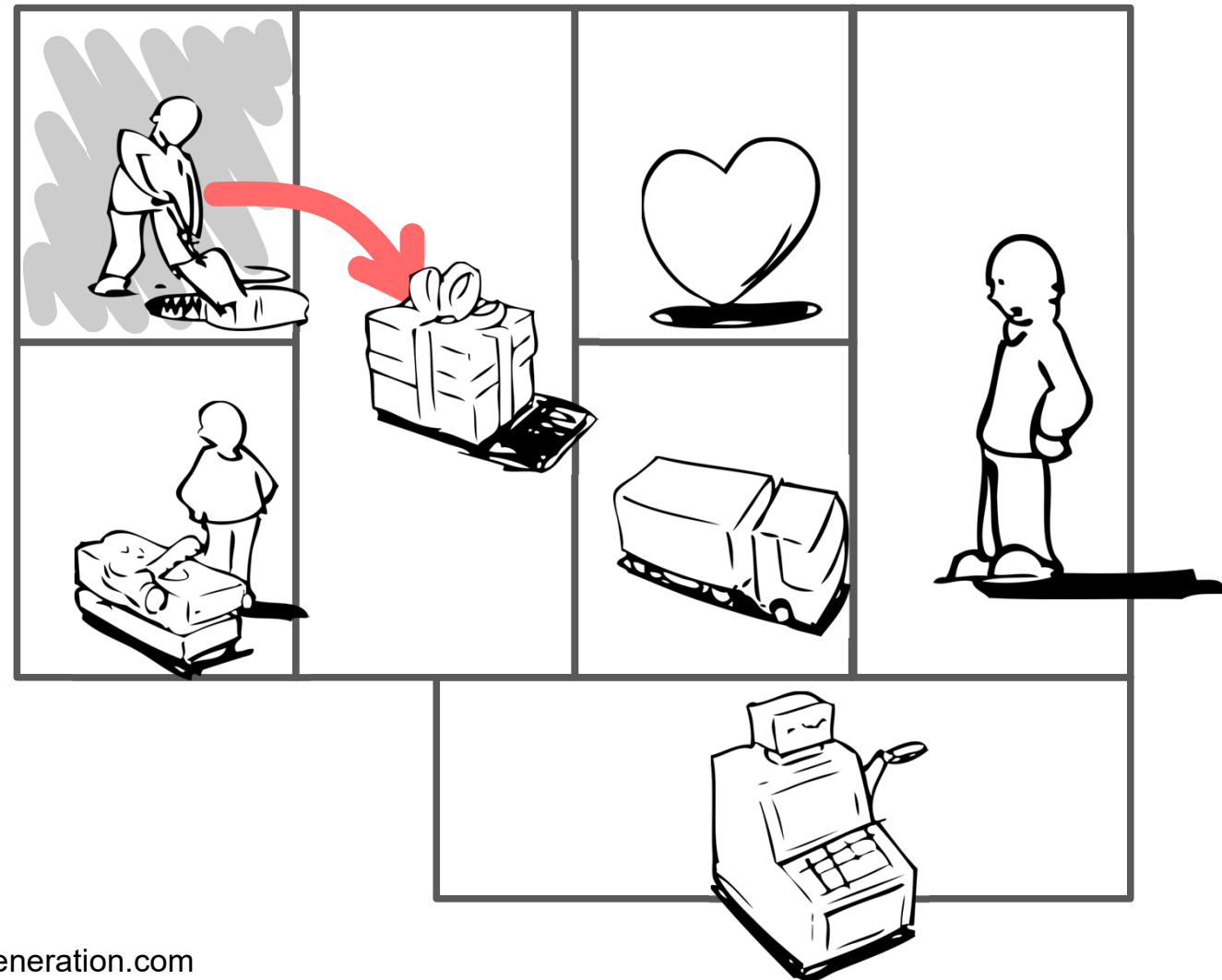
# Revenue Streams



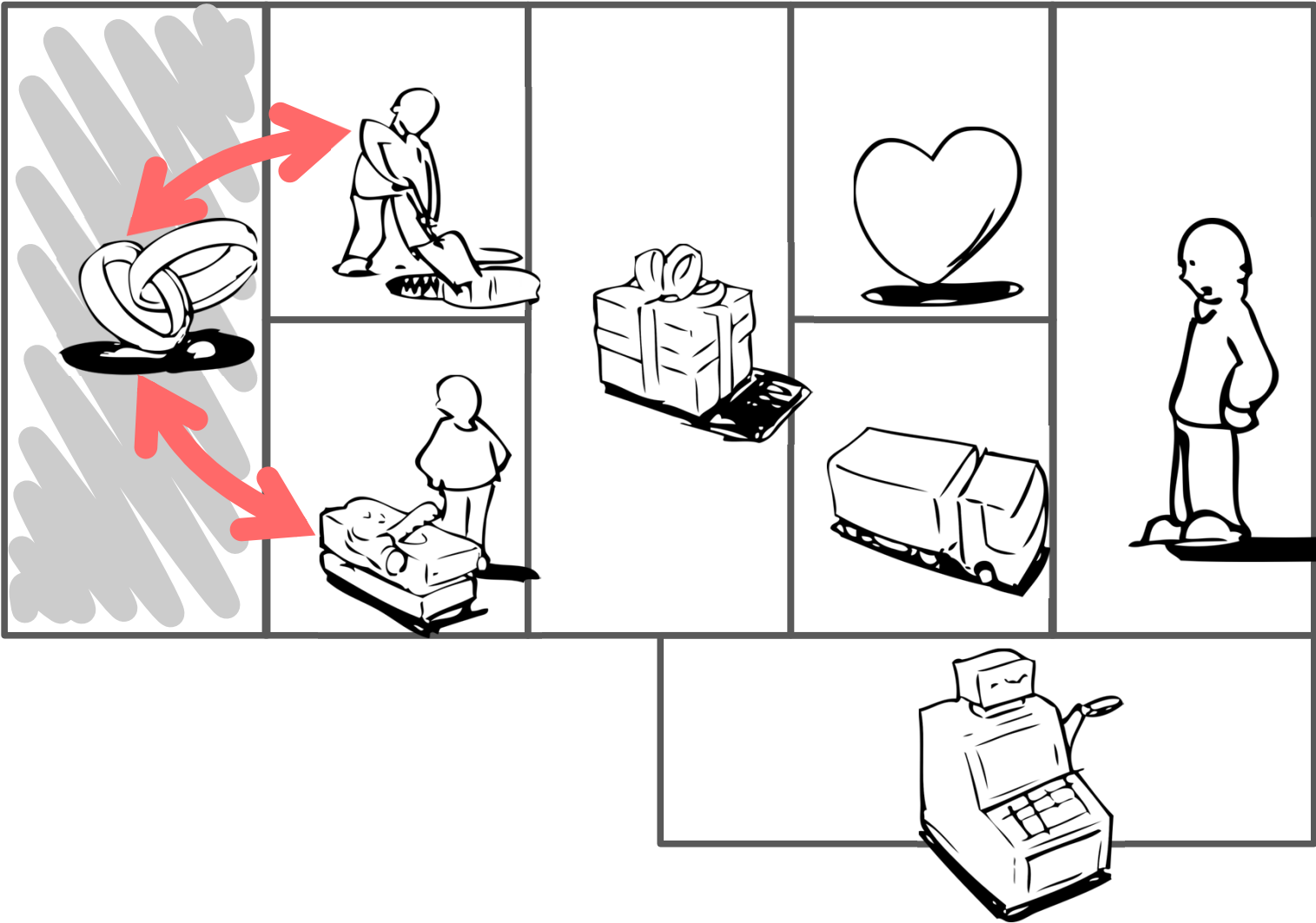
# Key Resources



# Key Activities

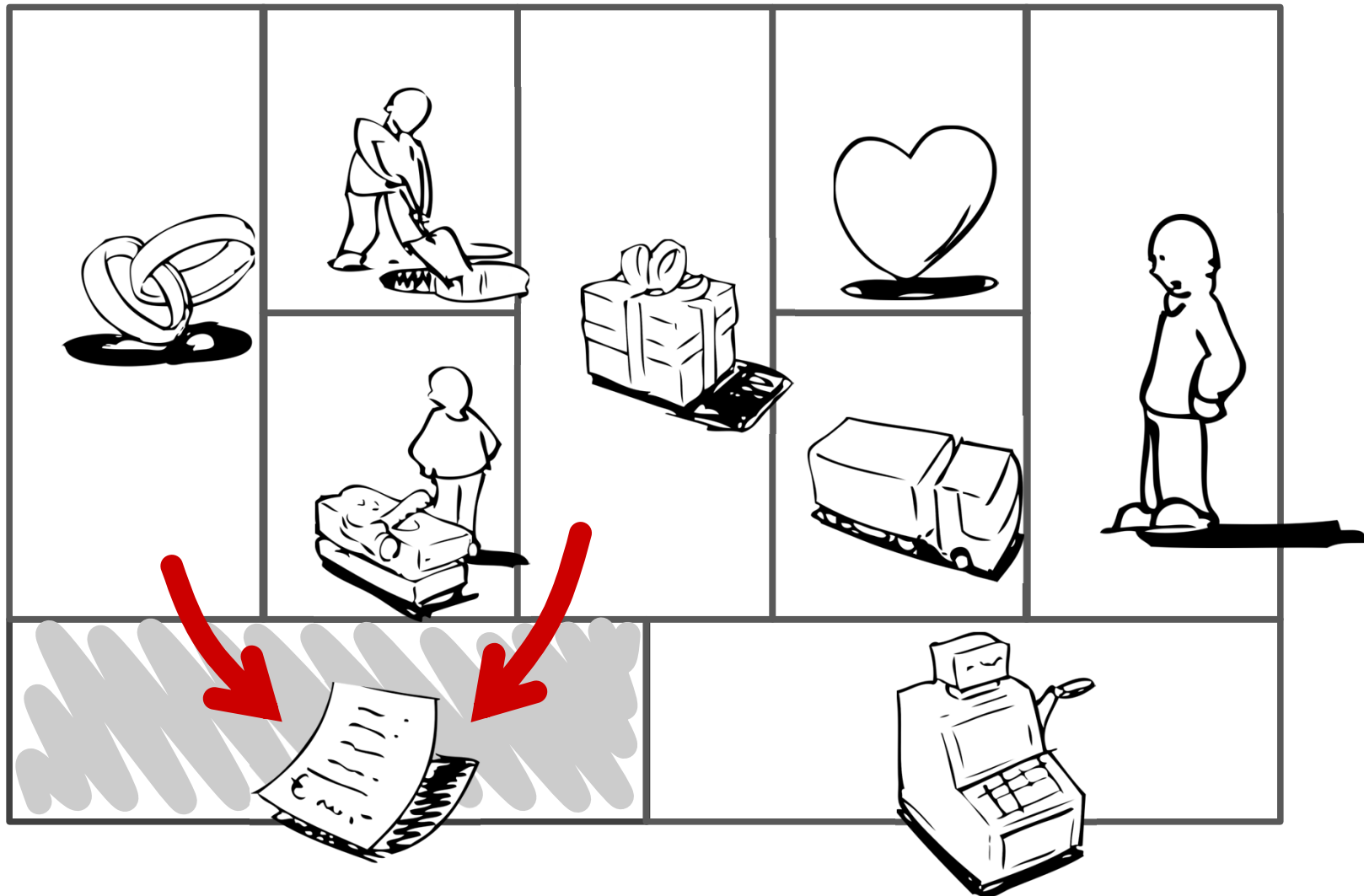


# Key Partners

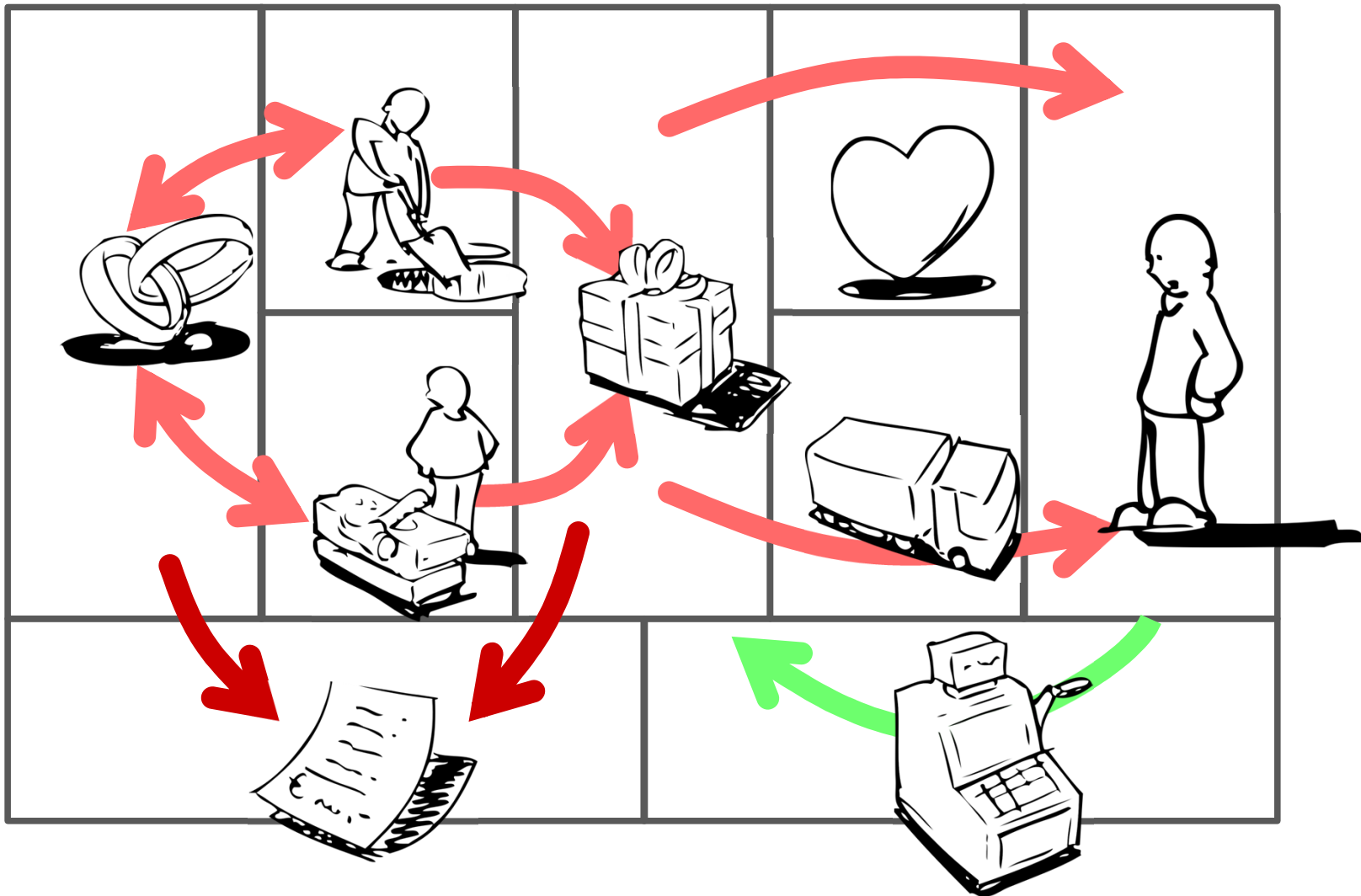




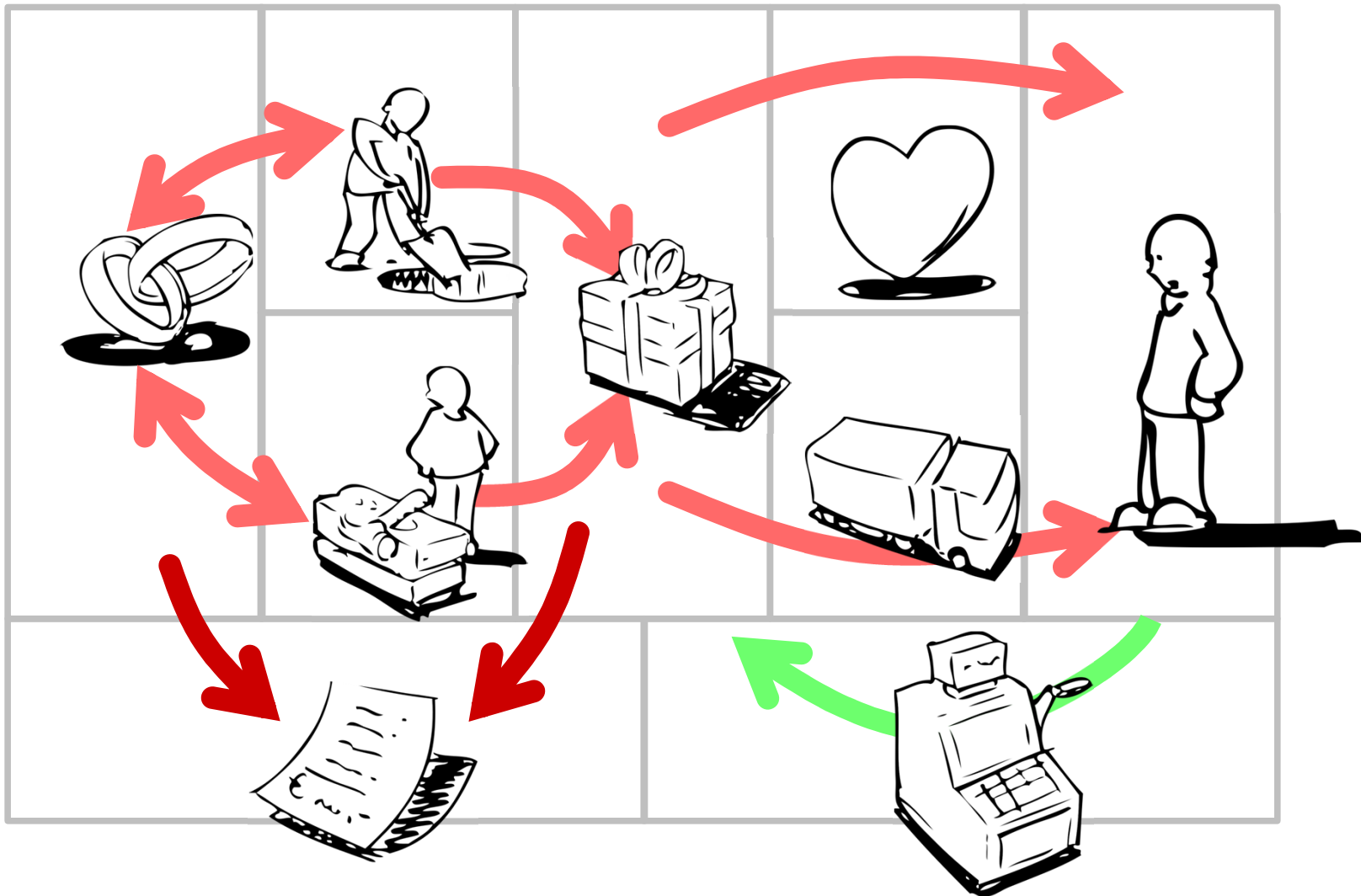
# Cost Structure



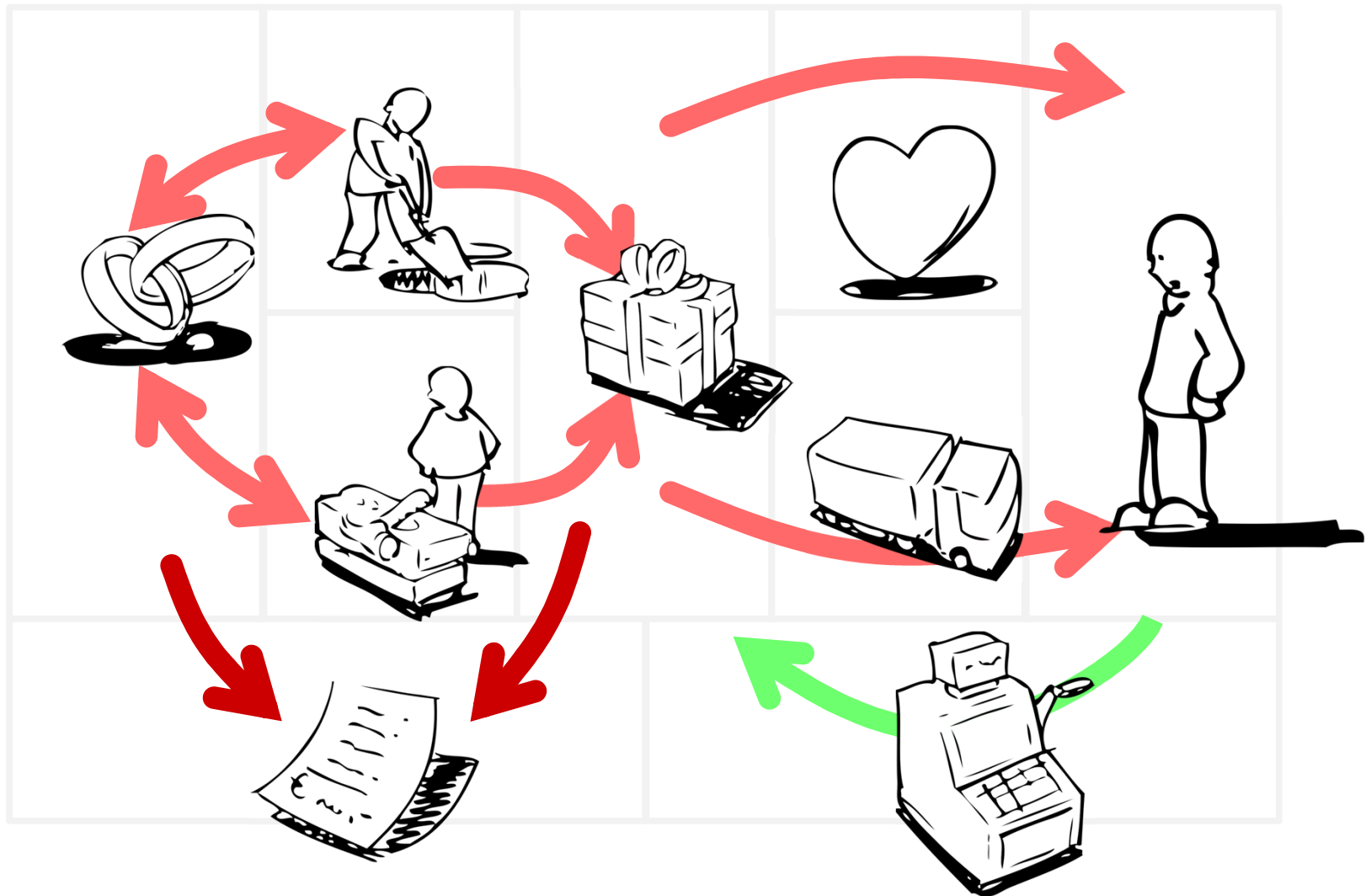
# Business Model Canvas



# Business Model Canvas



# Business Model Story

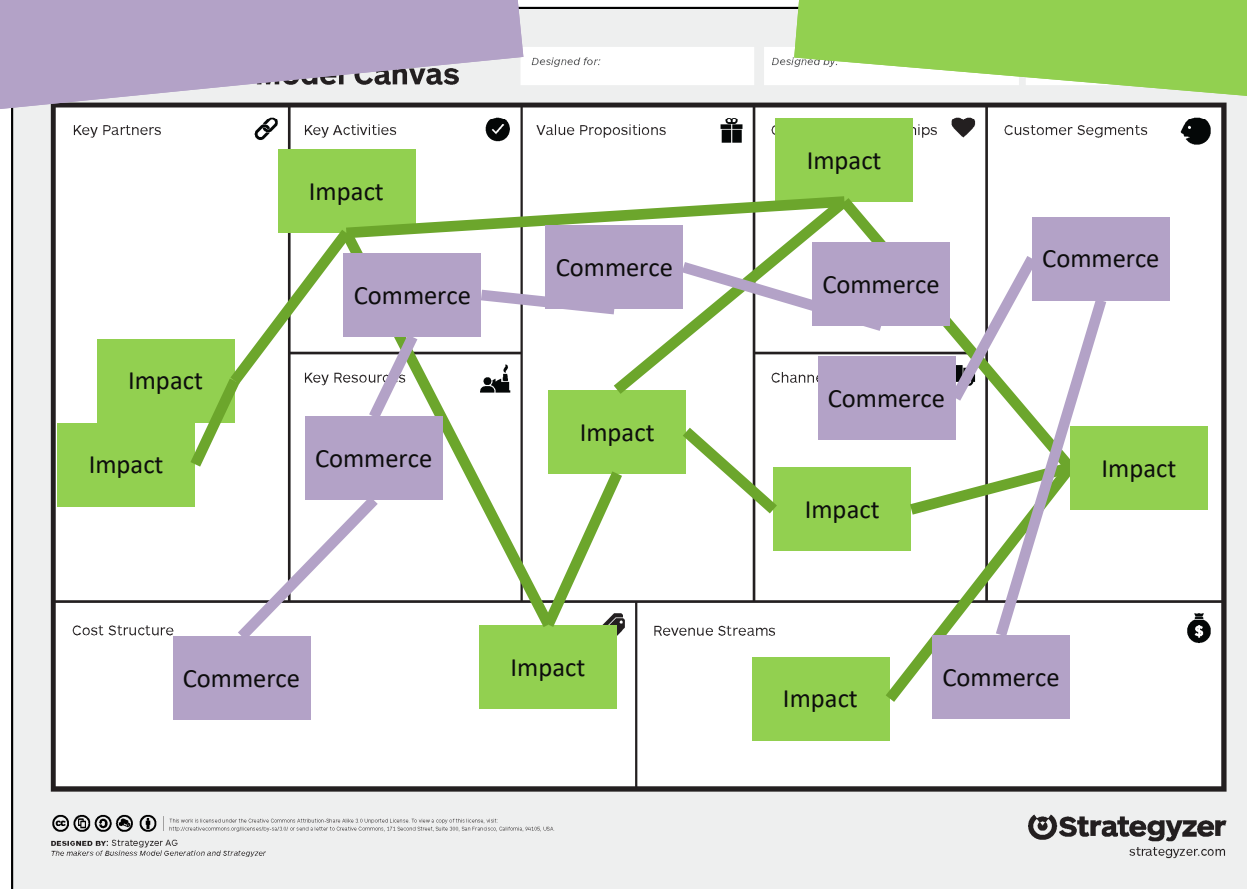


Business model is  
the rationale of how an  
organization creates, delivers and  
captures value

= 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



# Best Practices

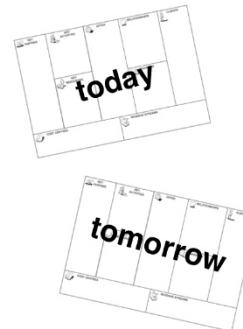
## Practice #1

Use colour to separate segments



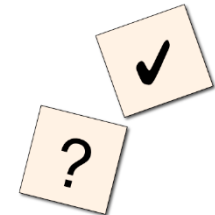
## Practice #2

Separate 'as-is' and 'to-be'



## Practice #3

Distinguish between fact and assumption



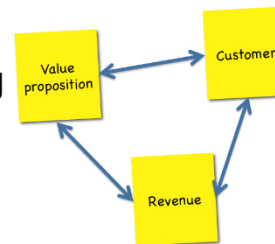
## Practice #4

Design a BM with a story



## Practice #5

Connect the building blocks



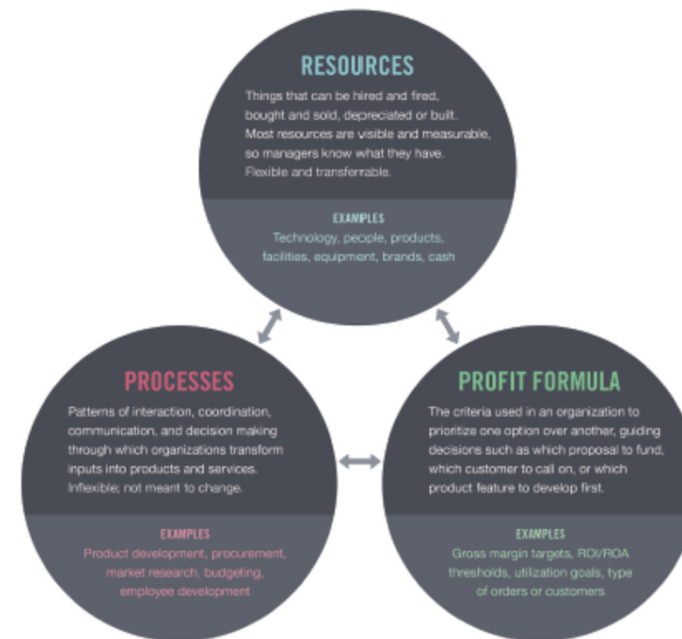
## Practice #6

Different ideas and stories in separate canvases



# The RPV framework

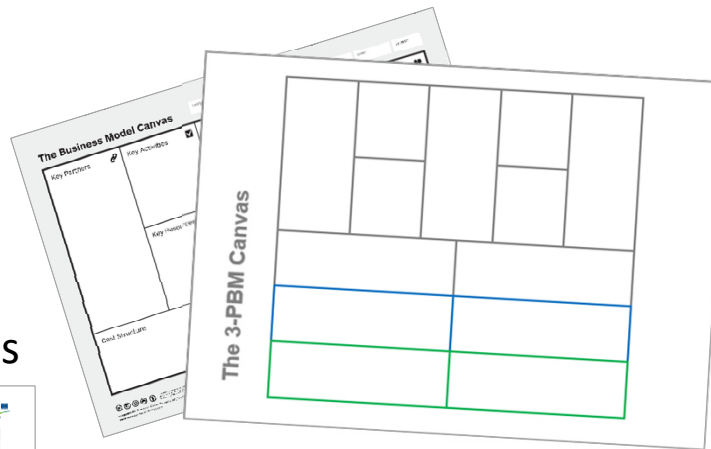
Three classes or sets of factors that define what an organization can and cannot accomplish.



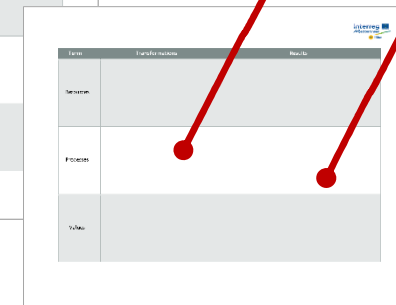
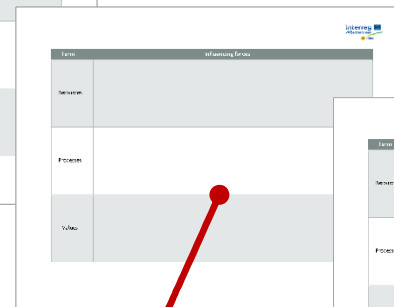
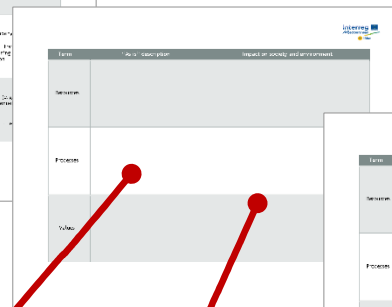
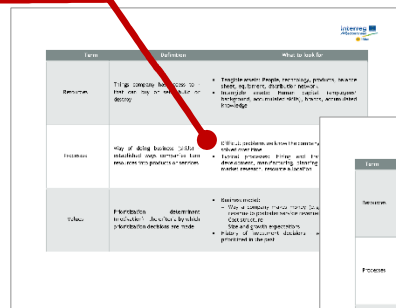
# The RPV framework

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

# 3-PBM key forms



## RPV explanation & examples



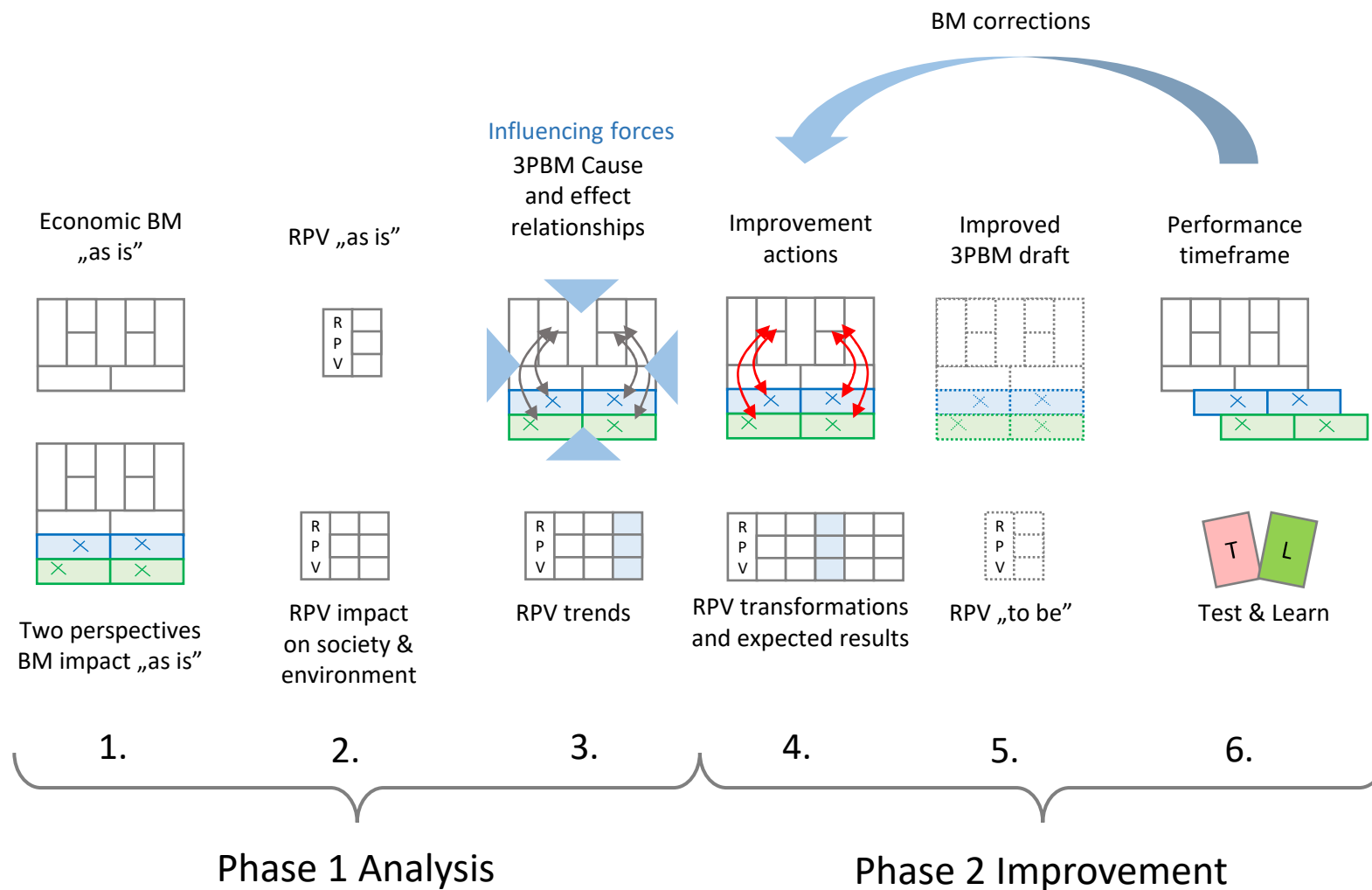
## Transformations

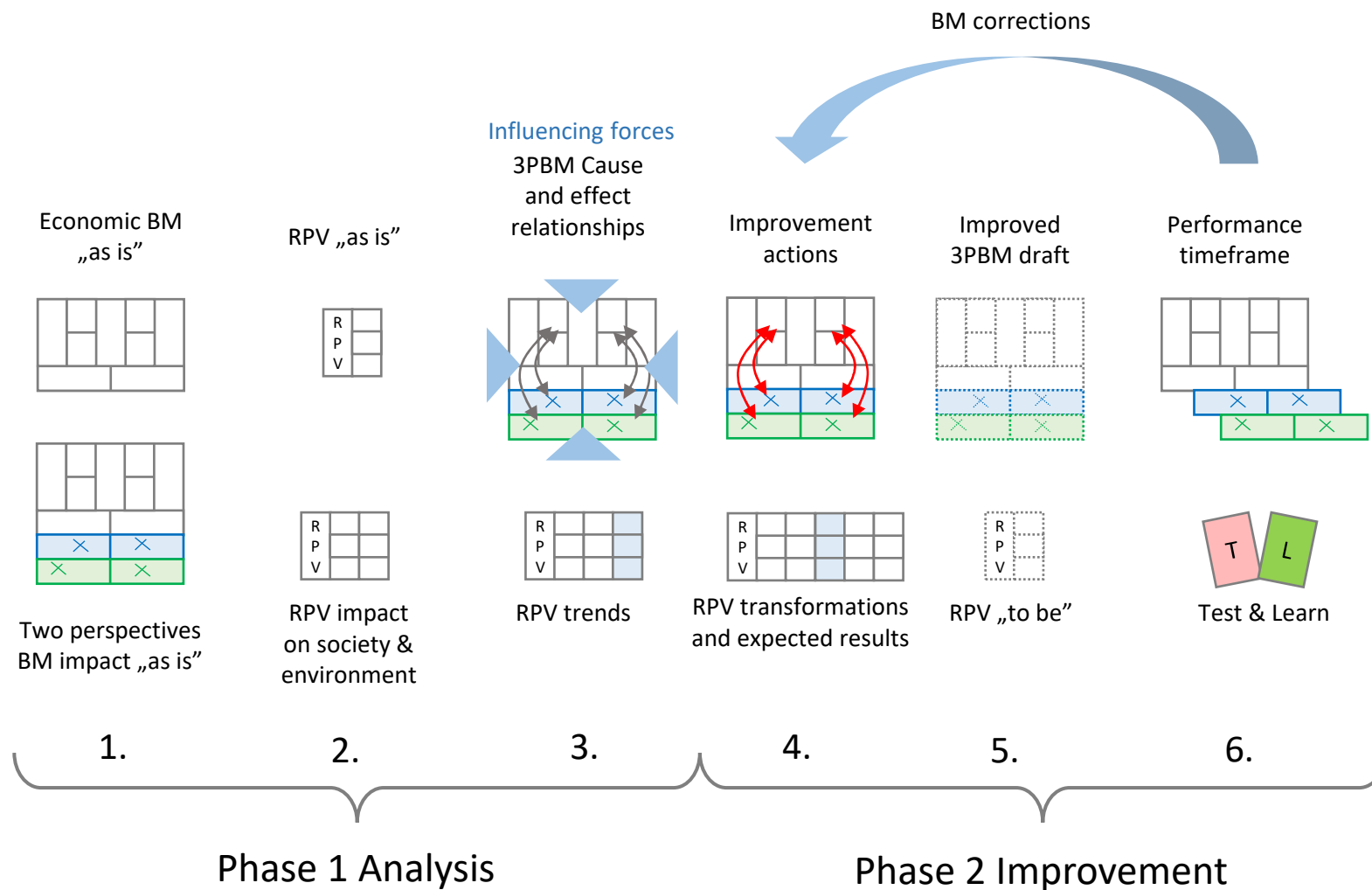
## Results

## RPV description “as is”

## RPV impact on society and environment

## Influencing forces

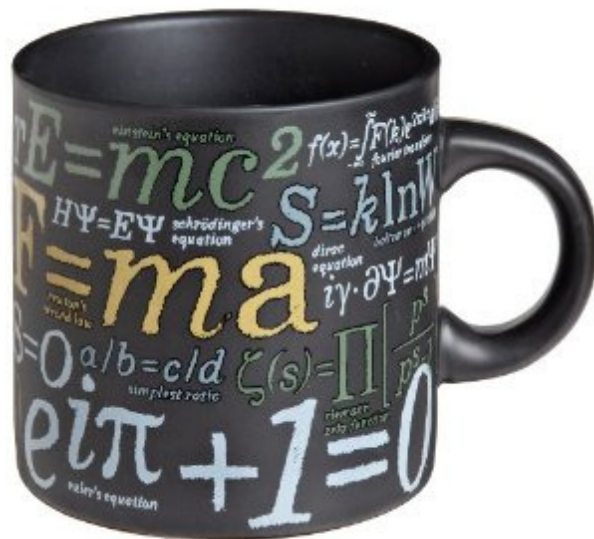








Discussion



Thank you.

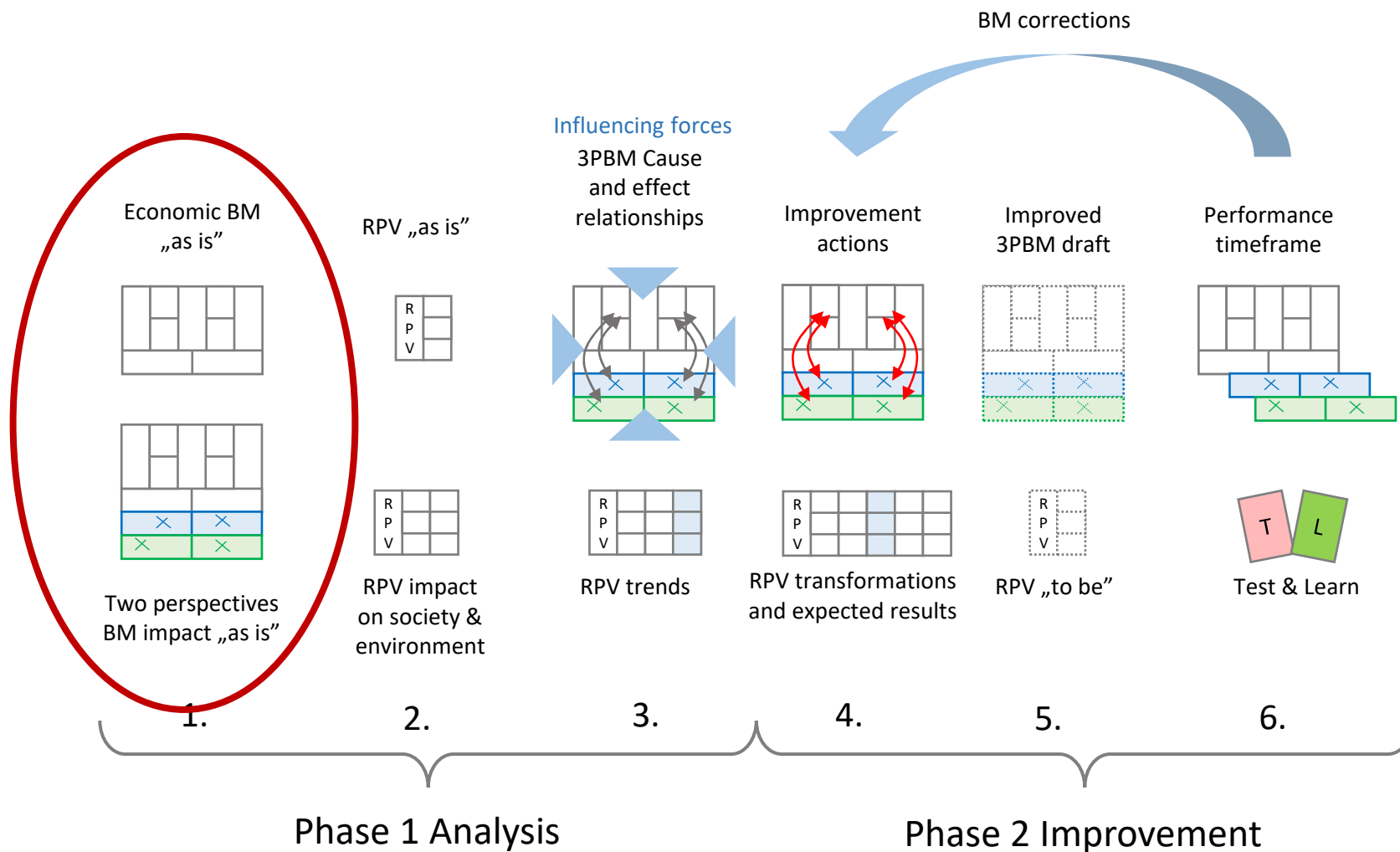
Roberto Biloslavo  
roberto.biloslavo@fm-kp.si

## **3-PBM methodology Practice session**

Seville 30.10.2019.

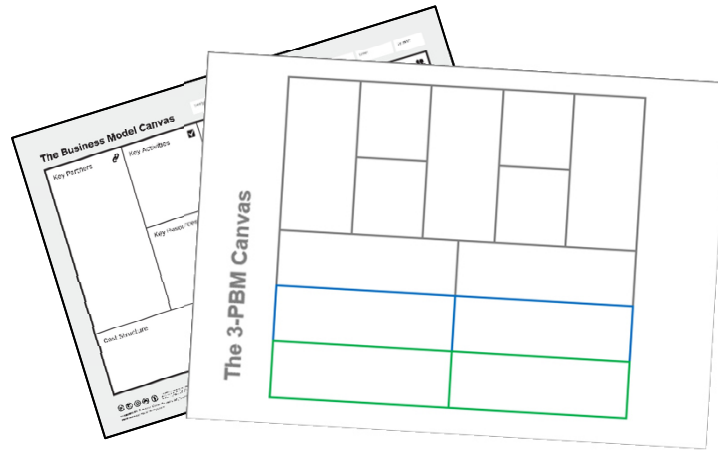
Roberto Biloslavo & Javier Cuesta Pérez





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
Determinants	<ul style="list-style-type: none"> <li>• Things companies have access to and how they can use them to get going</li> </ul>	<ul style="list-style-type: none"> <li>• Inputs: materials, people, technology, products, money, time, equipment, plants, etc. (what)</li> <li>• Outputs: goods, services, financial statements, management reports, customer service, human resources knowledge</li> </ul>
Processes	<ul style="list-style-type: none"> <li>• Way of doing business (often considered a company's core) and how you use your processes to succeed</li> </ul>	<ul style="list-style-type: none"> <li>• Efficiency, customer satisfaction, quality, innovativeness, cost of doing business, time to market, speed of product development, manufacturing, marketing and budget, customer retention, employee retention</li> </ul>
Culture	<ul style="list-style-type: none"> <li>• Philosophy, assumptions, attitudes, beliefs, and values that guide a company's actions</li> </ul>	<ul style="list-style-type: none"> <li>• Employee morale</li> <li>• How a company treats its customers, employees, and the environment</li> <li>• Customer loyalty</li> <li>• Speed of product development</li> <li>• Ability of executive decisions to meet the needs of customers</li> </ul>

Topic	Policy description	Impact on society and environment
Sustainable		
Proactive		
Tycho		

Informing Service	
Services	
Processes	
Values	

Item	Handwritten note	Result
Scenario		
Process		
Value		

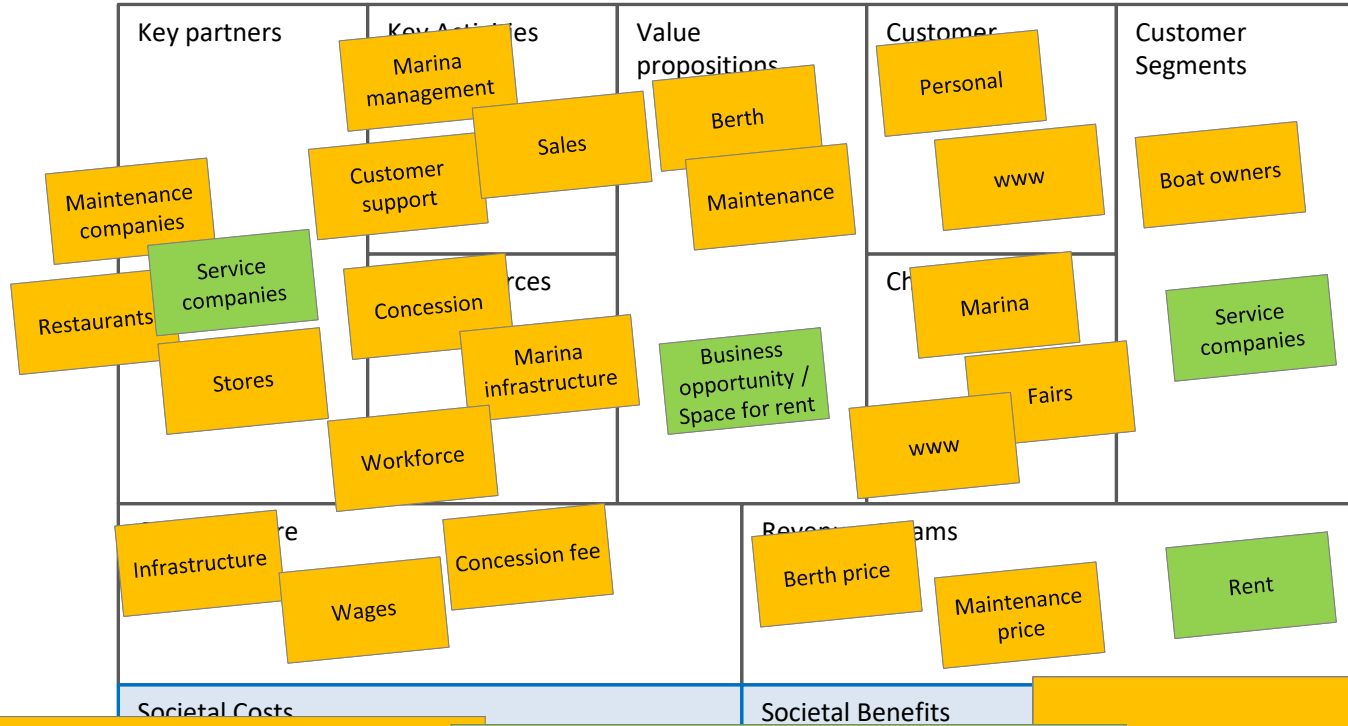
# **3-PBM initial steps**

Which BM elements impact society perspective?

Which BM elements impact environment perspective?

How? Why? – Speculate.

# Marina



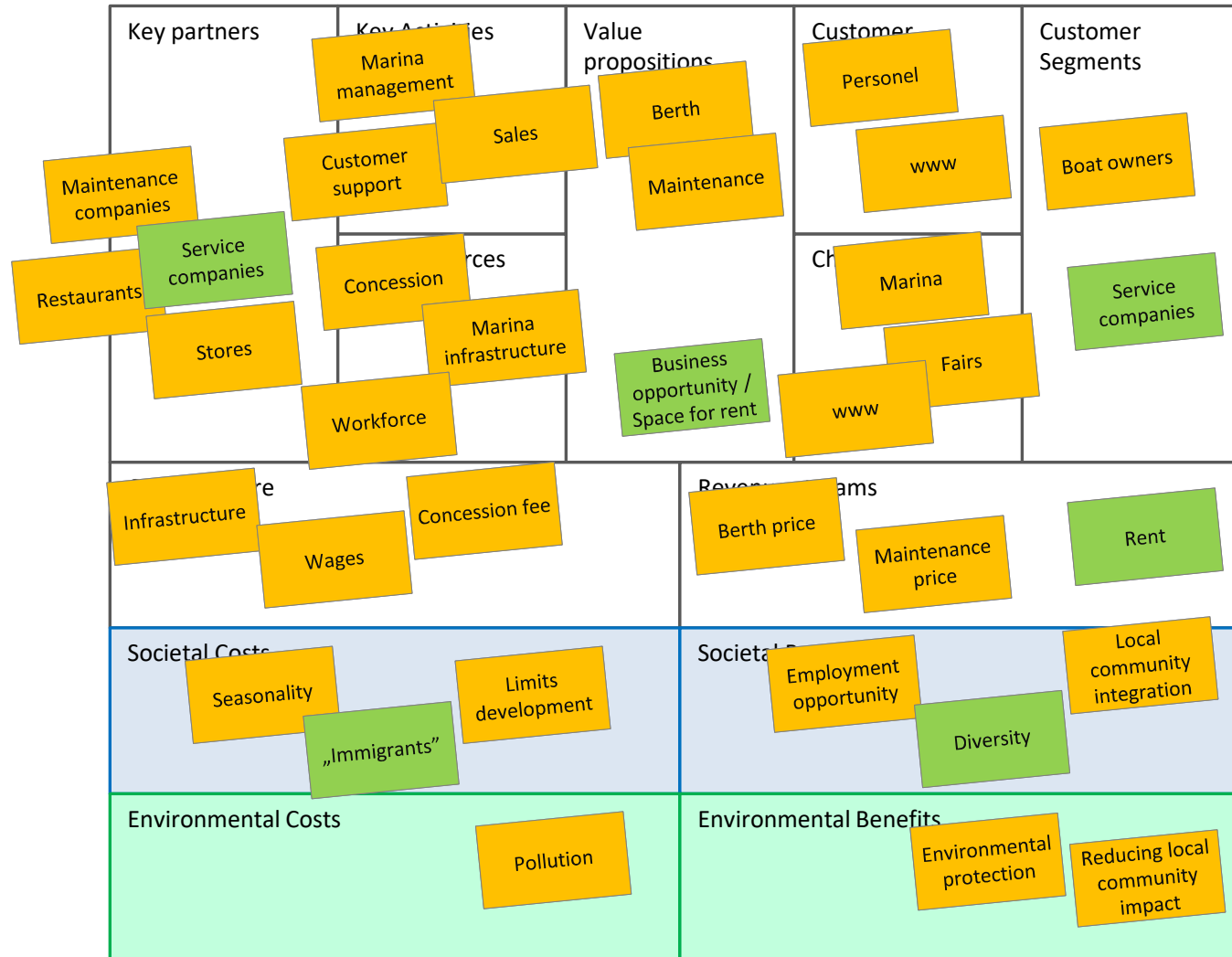
# Business

Service opportunities  
companies Space for re

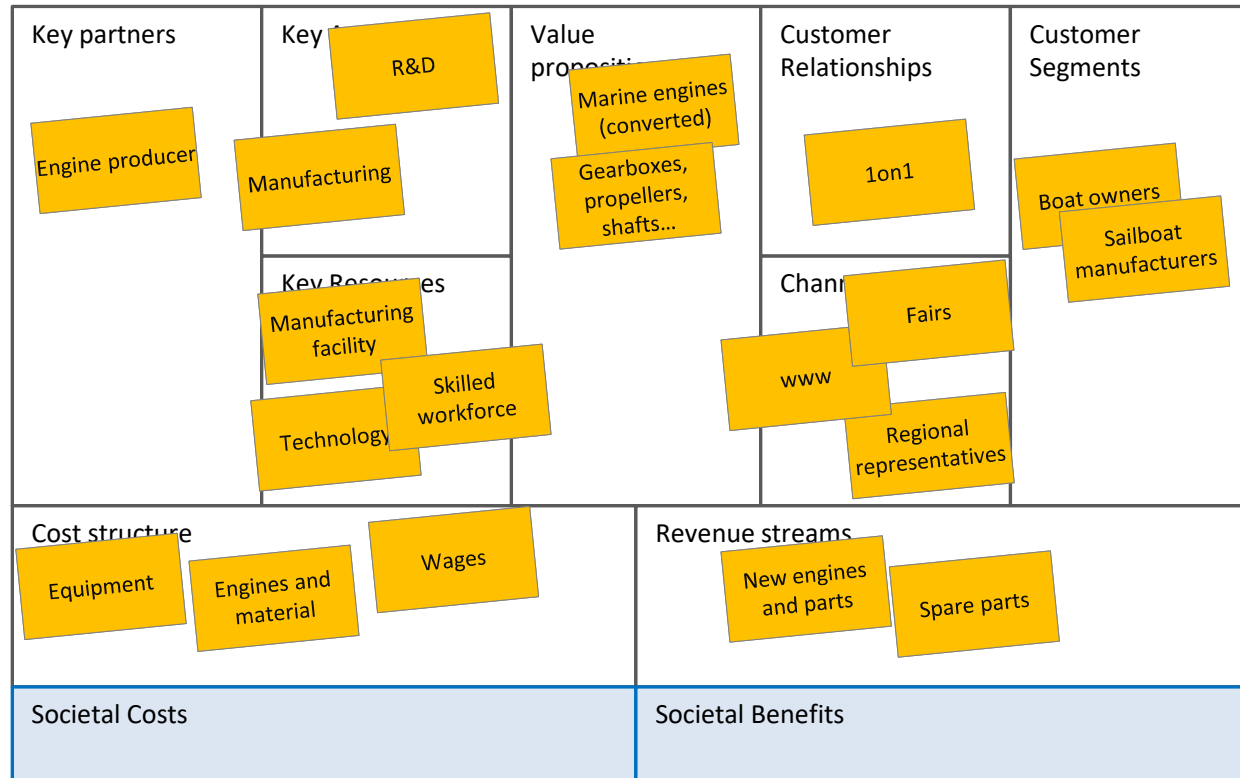
# Rent



# Marina



# Marine engine producer

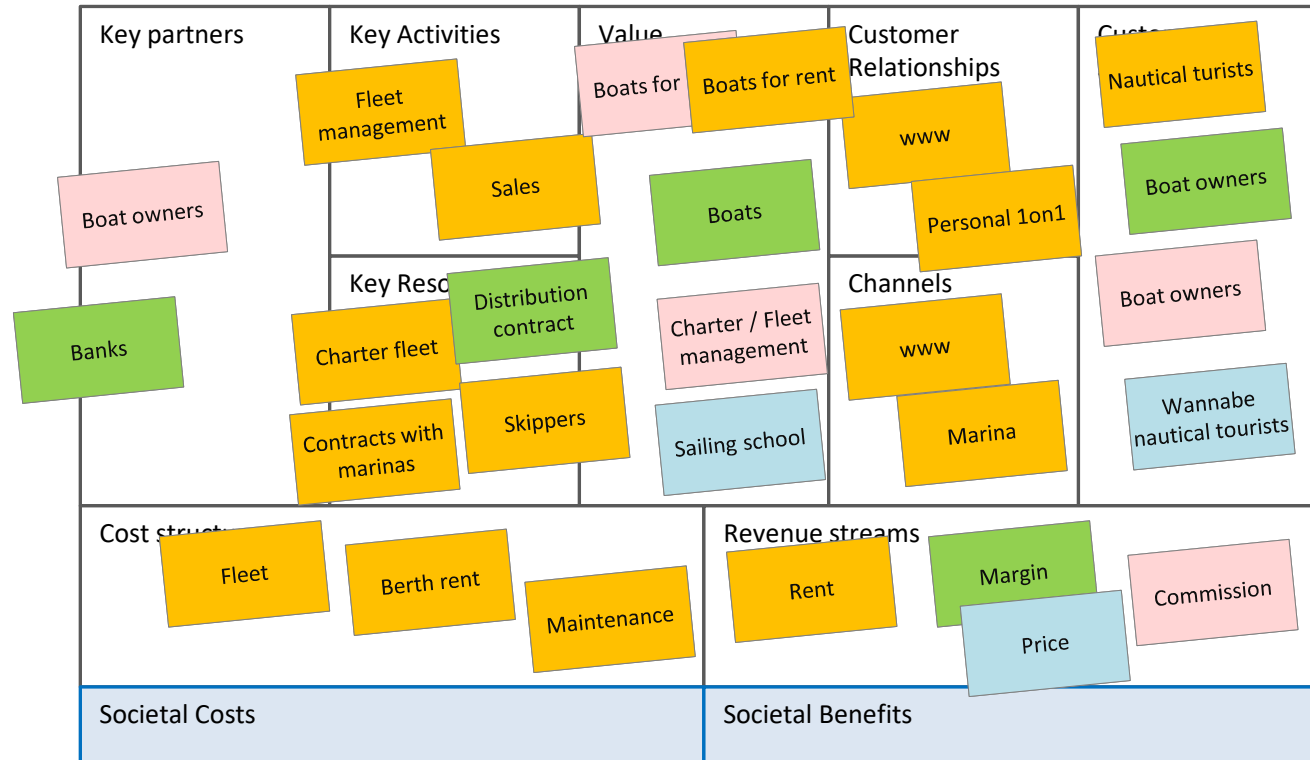


Equipment

Engines and  
material

Wages

# Charter



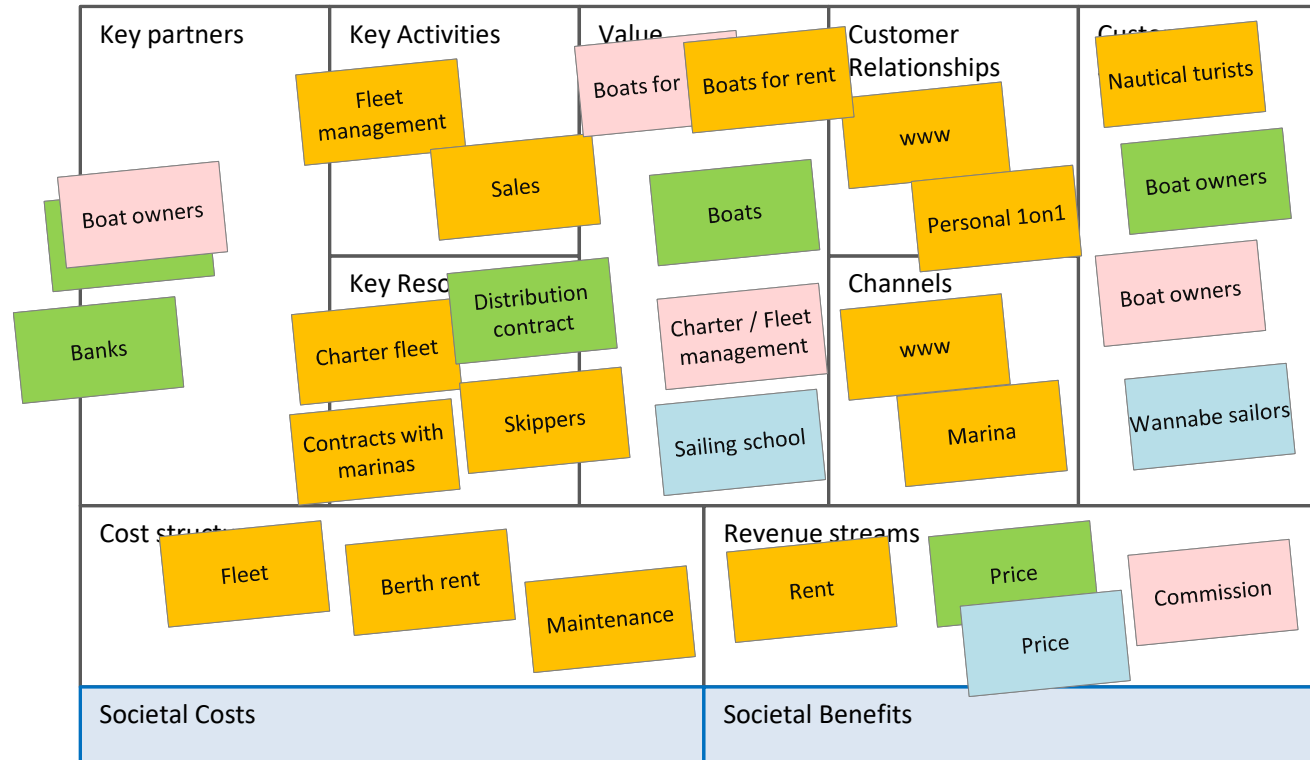
Fl

Boat

Price

enance

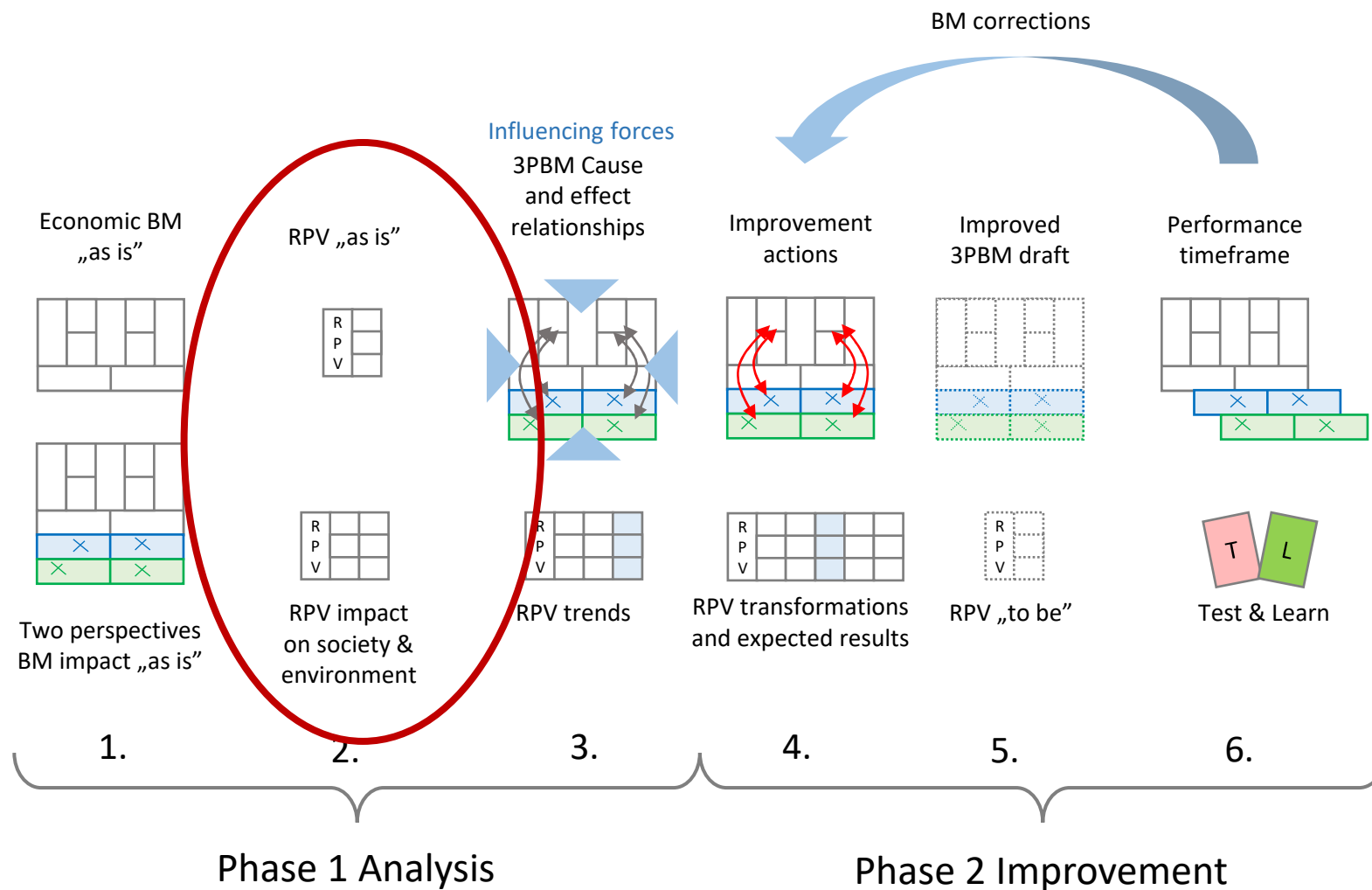
# Charter



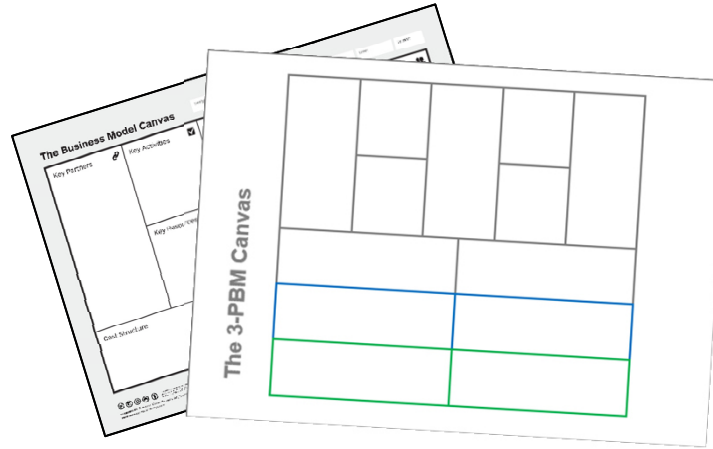
Fleet

Berth r

Maintenance



# 3-PBM key forms

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## RPV description “as is”

**Learning Objectives**

Topic	Learning Objectives	Expected Learning Outcomes
Introduction		
Methods		
Results		

## RPV impact on society and environment

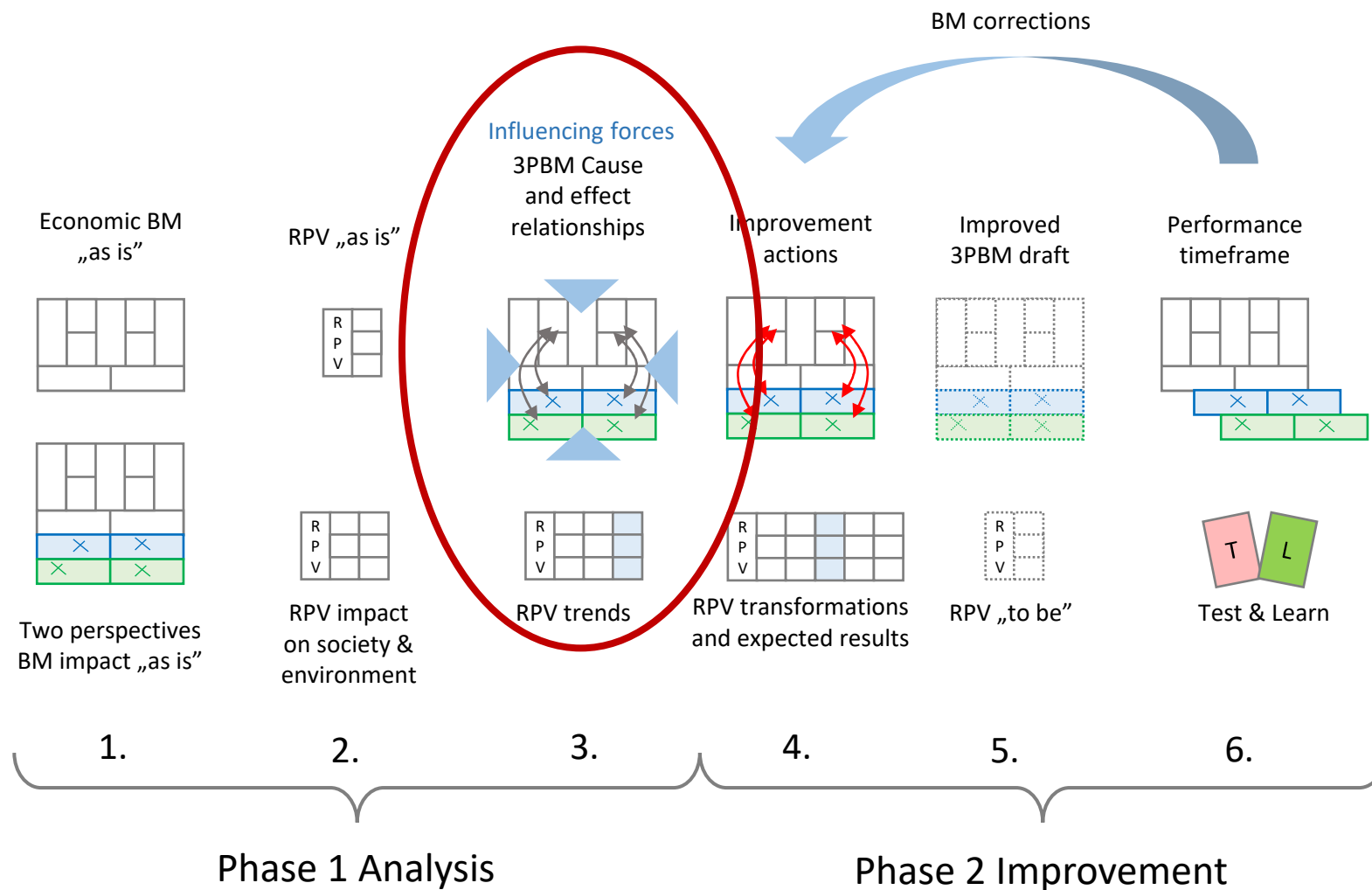
# **What to ask to identify values?**

**Without getting politically correct answers?**

Decision making criteria? ...procedures?

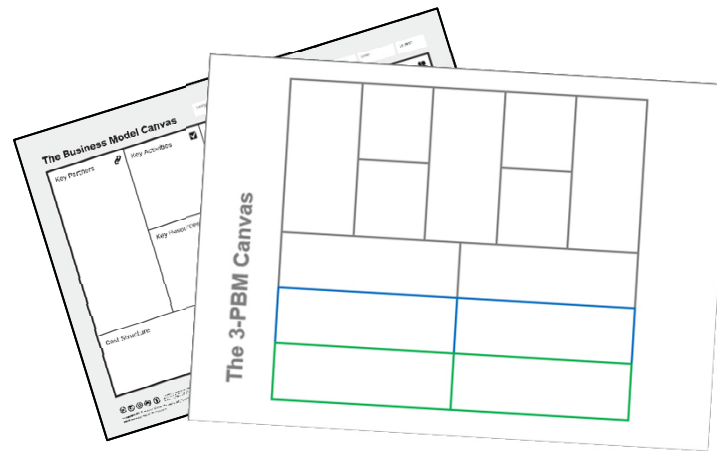
Attitudes toward customers, employees,  
environment?

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





# 3-PBM key forms



Term	Definition	What to look for
Business	Things directly related to the core offering or service	<ul style="list-style-type: none"> <li>Things we want: People, technology, products, hardware, tools, equipment, infrastructure, knowledge</li> </ul>
Processes	Way of doing business, i.e. the internal steps, services or tasks used to create products or services	<ul style="list-style-type: none"> <li>Things we control: how the business is run</li> <li>Things we manage: things and systems, internal documents, measuring, planning and budgeting, external relations, marketing</li> </ul>
Values	Principles, standards, expectations, beliefs, attitudes, values, etc. that guide the behavior of the organization	<ul style="list-style-type: none"> <li>Things we control: how the business is run</li> <li>Things we manage: things and systems, internal documents, measuring, planning and budgeting, external relations, marketing</li> </ul>

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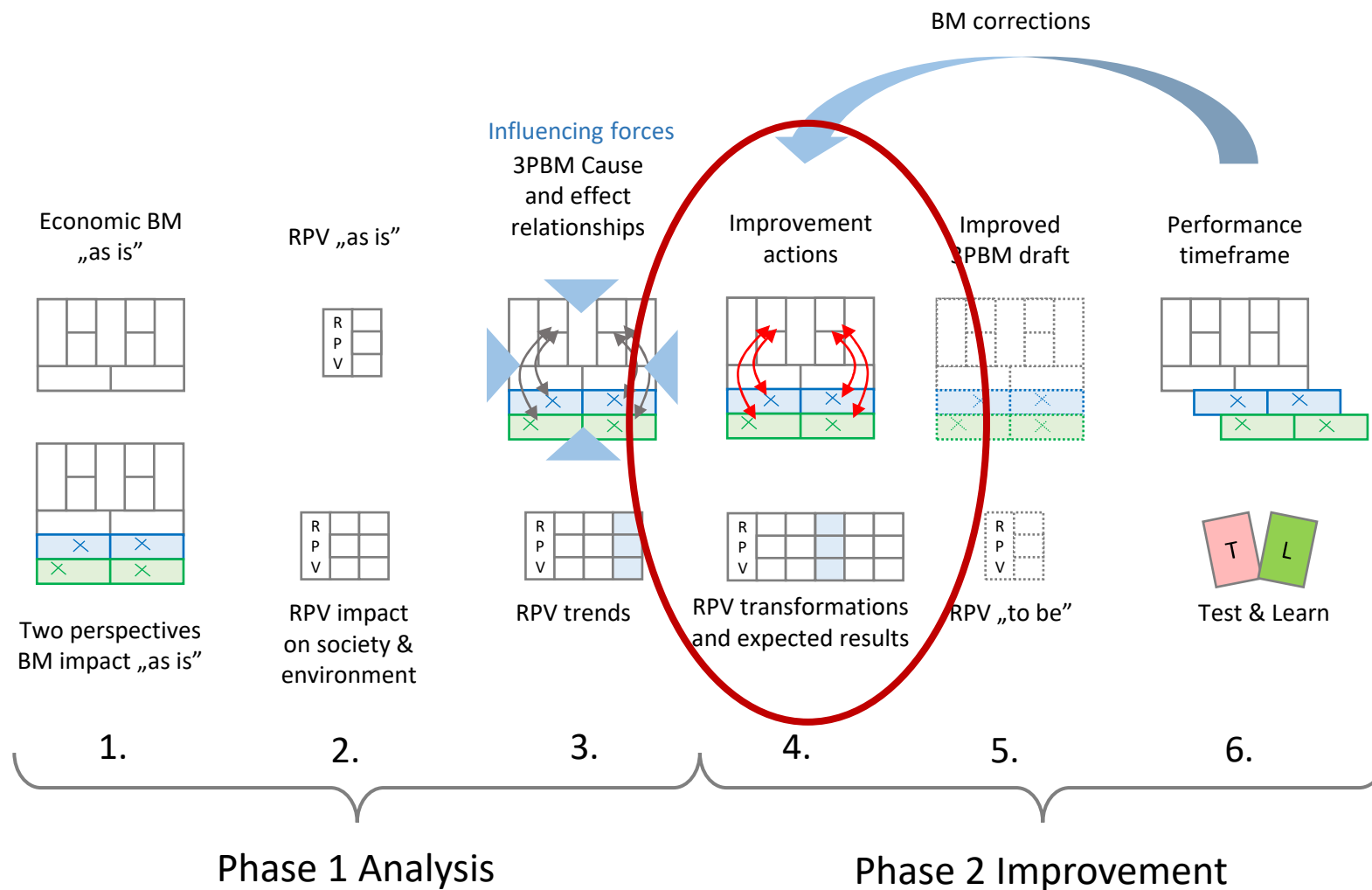
Influencing forces

# **Rationale for forces and trends**

Forces and trends affecting economic perspective?

Forces and trends affecting society perspective influencing economic performance?

Forces and trends affecting environmental perspective influencing economic performance?



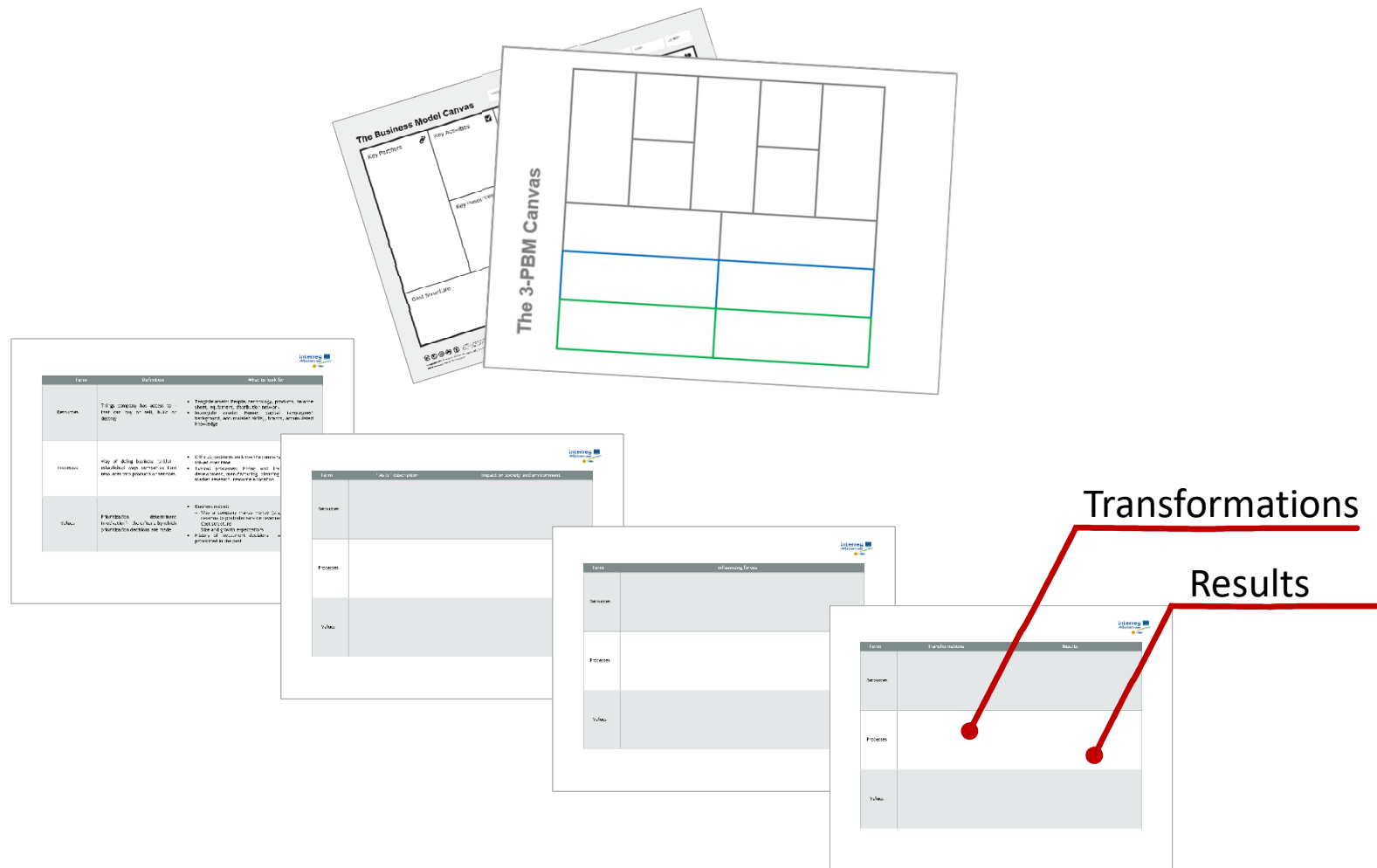
# Cause and effect relationships

## **Speculate!**

How BM/element change can improve society  
impact can improve economic impact?

How BM/element change can improve  
environmental impact can improve economic  
impact?

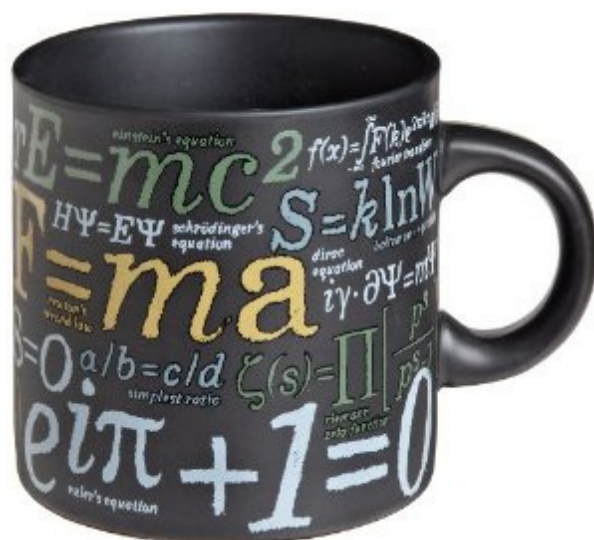
# 3-PBM key forms





Discussion





# Thank you.

Roberto Biloslavo  
roberto.biloslavo@fm-kp.si



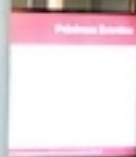
# iBlue

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

iBlue aims to contribute to the sustainable launch of yachting sector by using a new methodology and by integrating the sustainable pillars economic, environmental and social in the concept of business model innovation.

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POLYTECHNIC OF TURIN

EDITION  
HEDGE  
CCO  
JTOP







SAIDA



