

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: DURRES CCI
Contributors: STEPRI

iBLUE First Methodology Training
20th March 2019, Durres, Albania
Location: "2 Kitarrat" Hotel & Restaurant
Address: Lagjia nr. 1, Rruga Taulantia, 4000 Durrës, Albania

The event is tailored to SMEs. During the event, other stakeholders may attend the sessions

09.00	Registration (daily attendance sheet)
09.15	Methodology training: theory session
	<p>Introduction in 3-Pillar Business Model (3PBM) methodology</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
11.15	Coffee break
11.30	Methodology Training: practice and case studies session
	<p>Practical work and implementation of 3PBM first phase (mentored by B. Golob and I. Rembeci) for participating companies</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
13.30	Light Lunch



iBLUE First Methodology Training (Theory session)

20th March 2019, Durrës, Albania

Location: "2 Kitarat" Hotel & Restaurant

Address: Lagjia 1, Rruga Taulantia, 4000 Durrës, Albania

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iBLUE First Methodology Training
(Practice and case studies session)
20th March 2019, Durrës, Albania

Location: "2 Kitarat" Hotel & Restaurant
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3-PBM methodology Theory session

Durres 20.03.2019.
Boris Golob

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

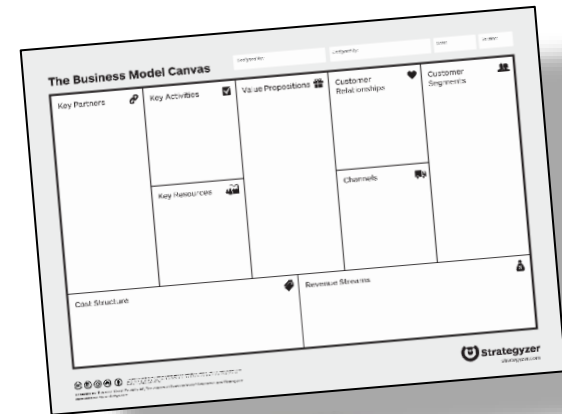
- Initial business model analysis
- Business model impact analysis
- Identification of key trends and possibilities for company performance improvement

Why three pillars?

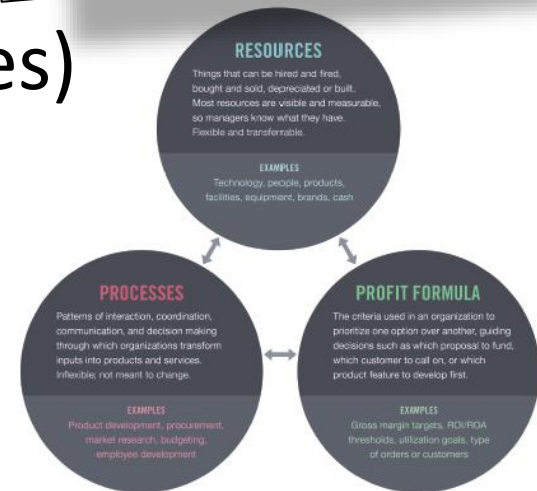


Two concepts combined into 3-PBM

Business Model Canvas



RPV (Resources-Processes-Values) framework





Alphabet

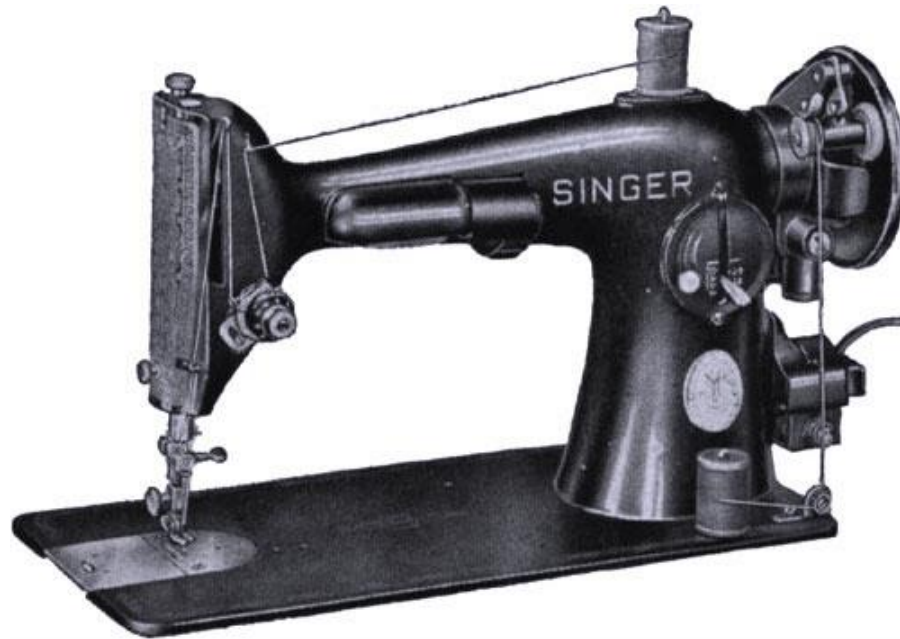
?

“...superior
business
model.”



How do *you* make money?

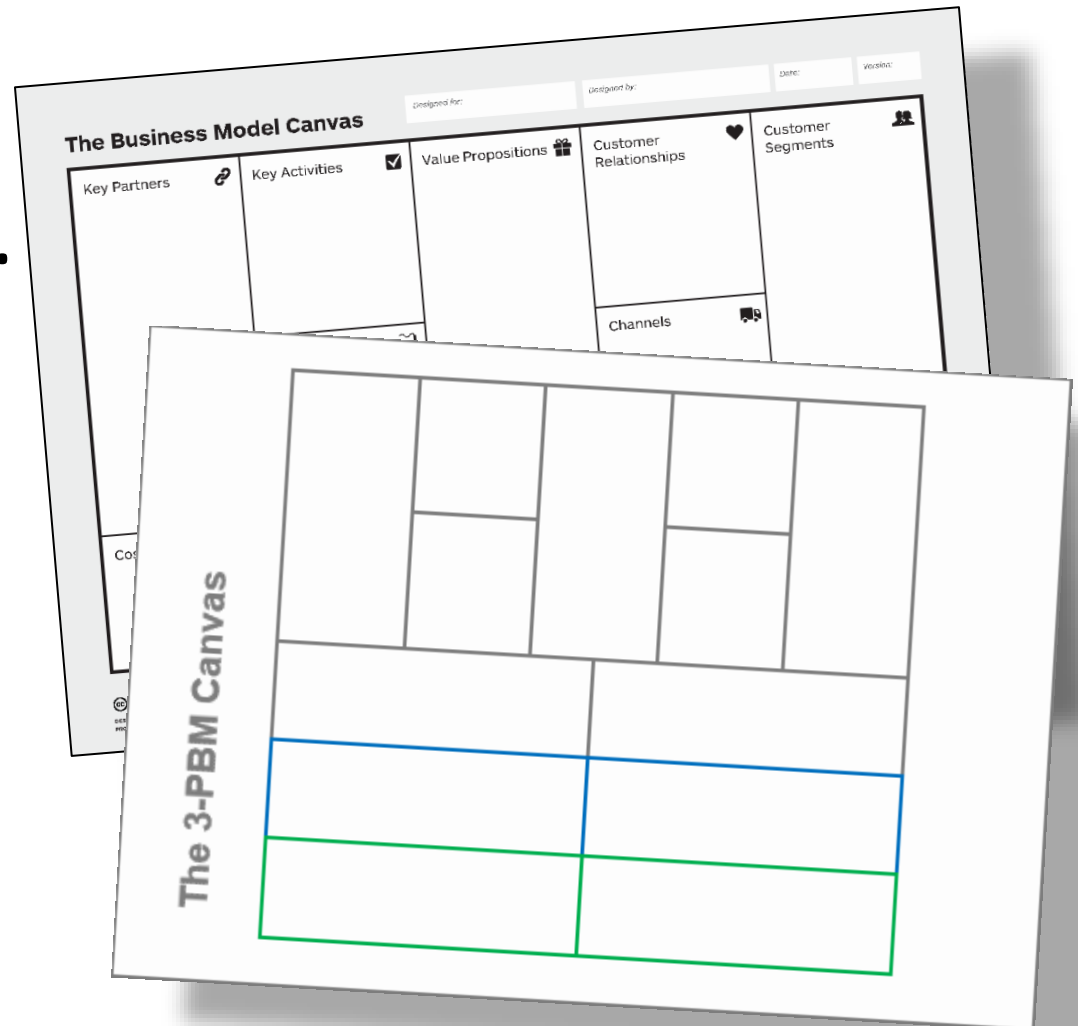
Business model is
the rationale of how an
organization creates, delivers and
captures value
= makes money
+ impact
social & environmental



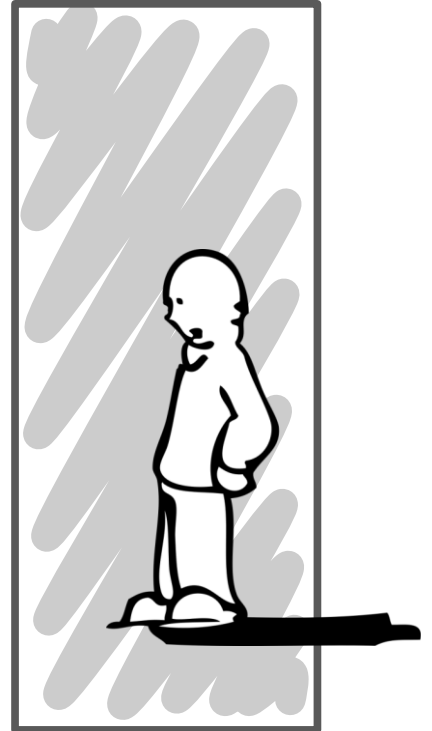
“Dollar down, dollar a week!”

The Business Model Canvas.

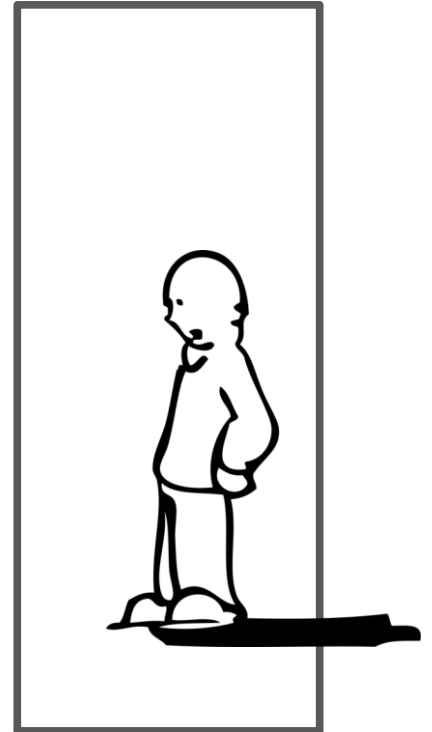
It allows you to describe, design, challenge, invent, and pivot your business model.



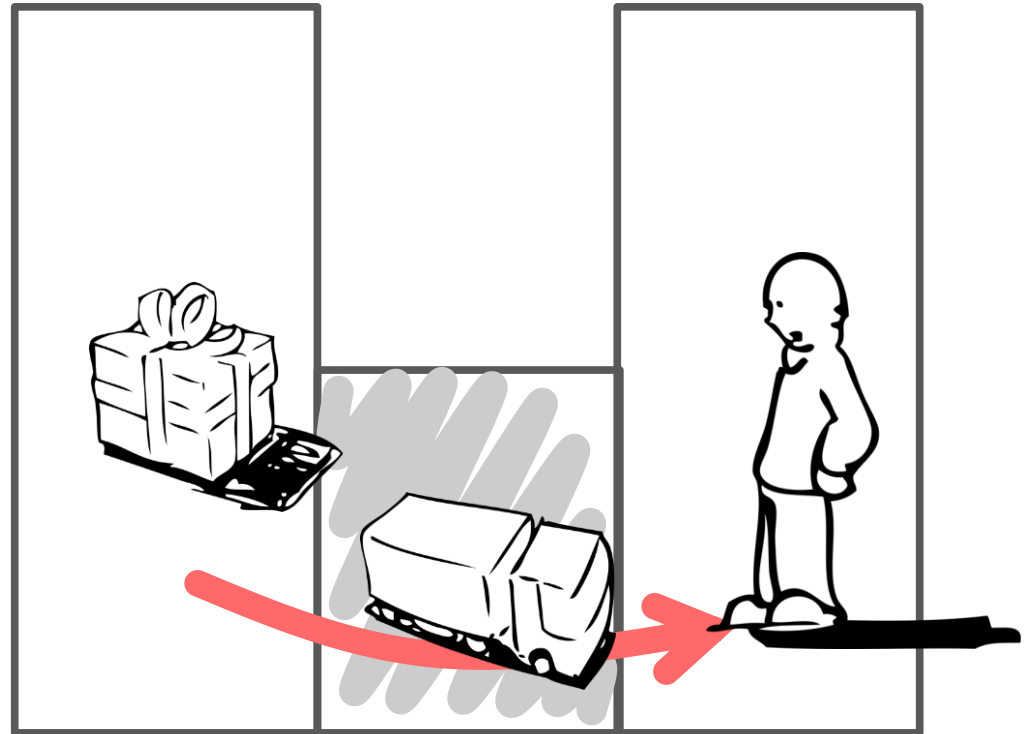
Customer Segments



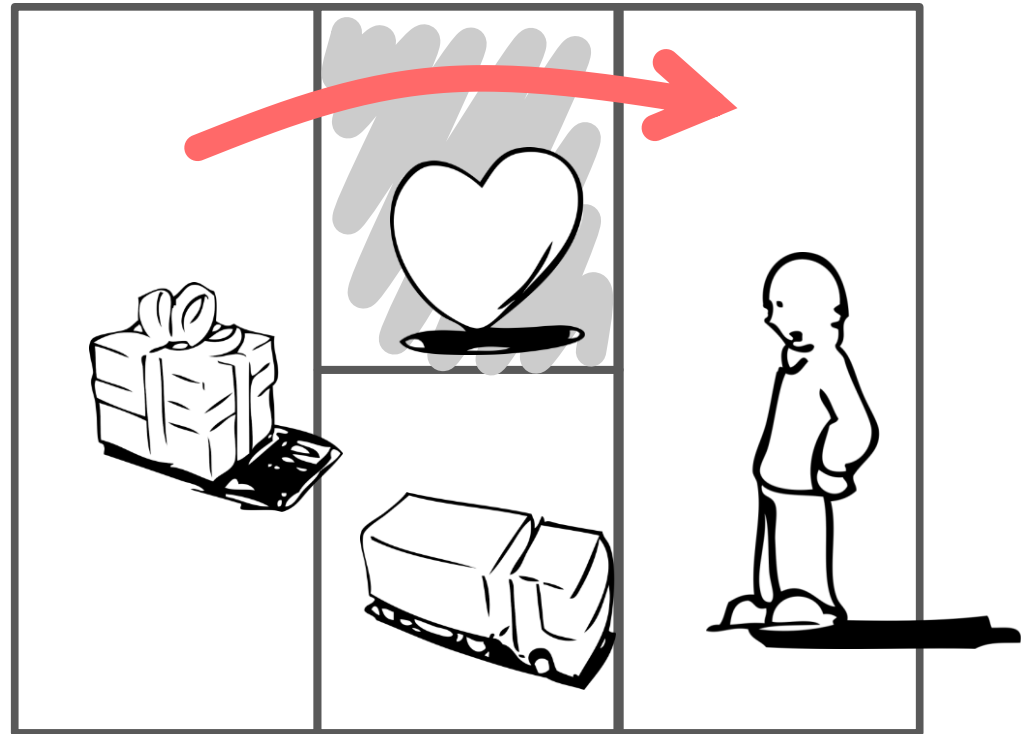
Value Proposition



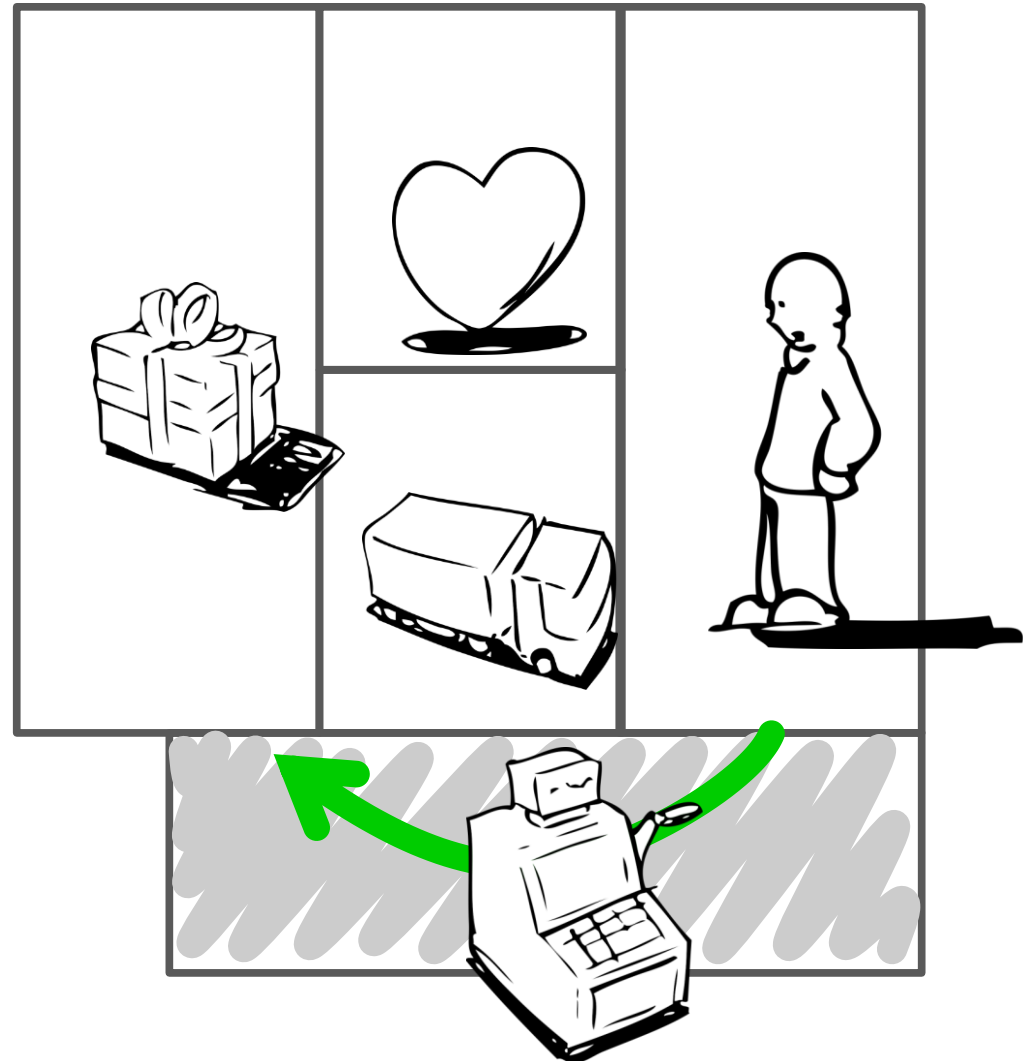
Channels



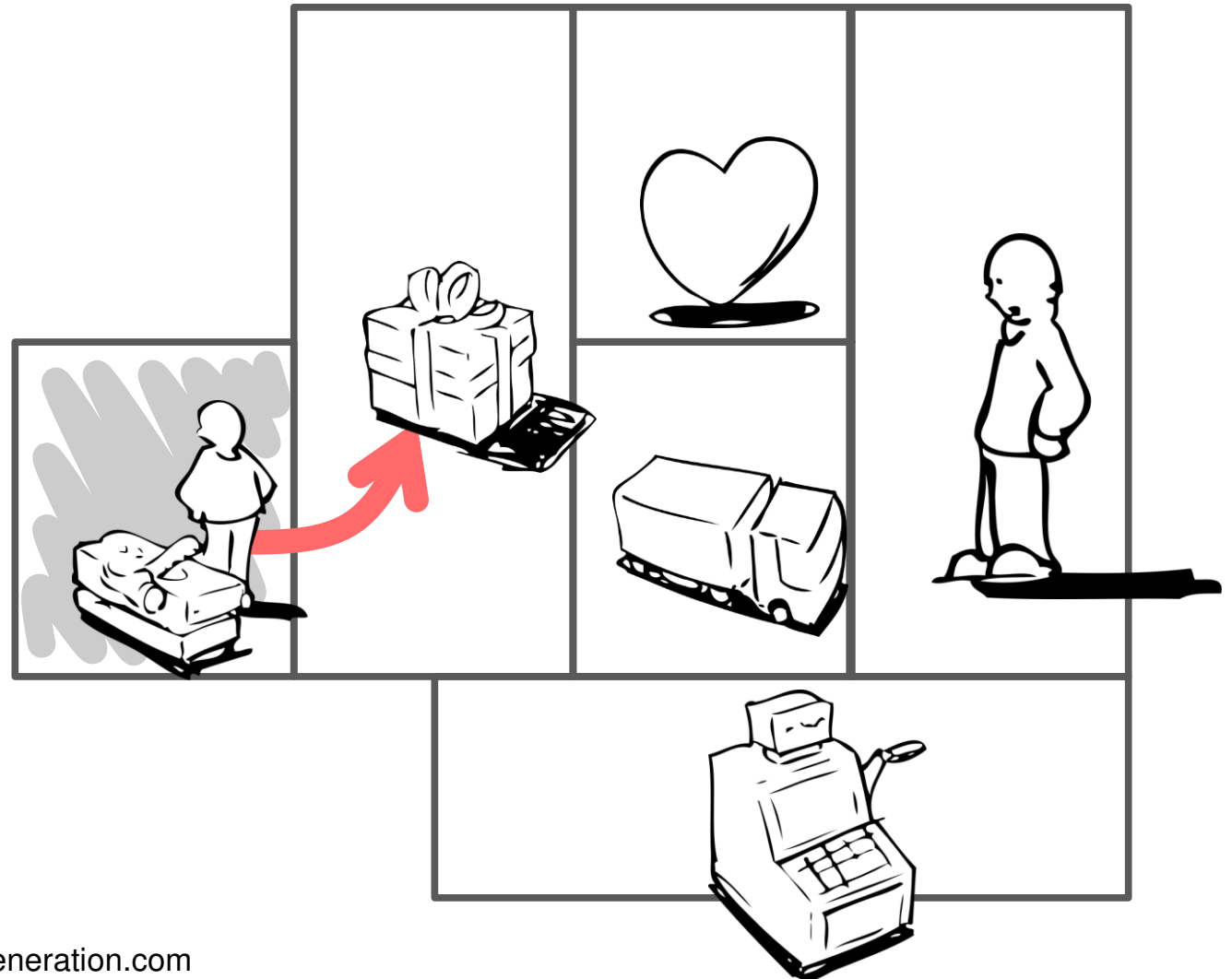
Customer Relationships



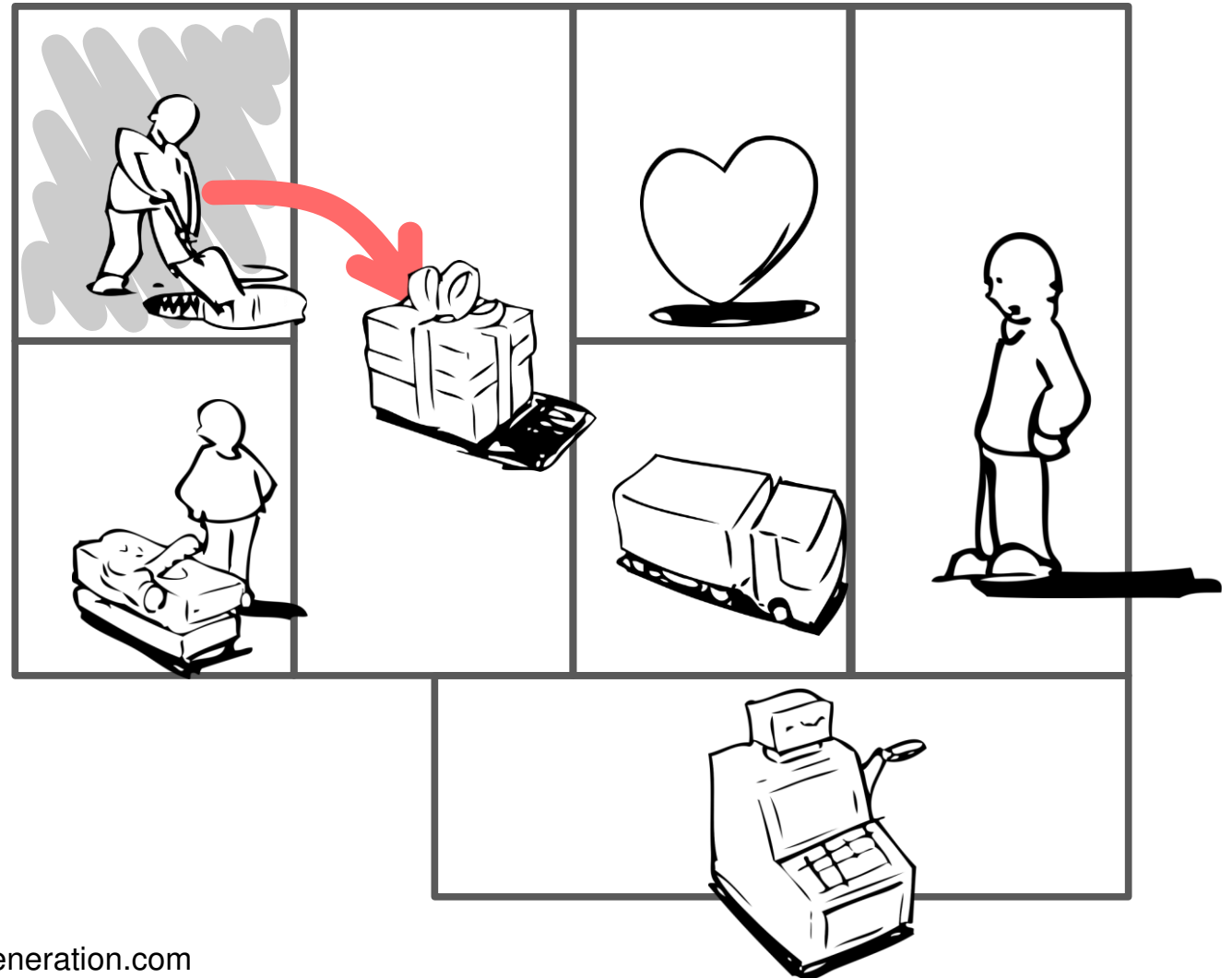
Revenue Streams



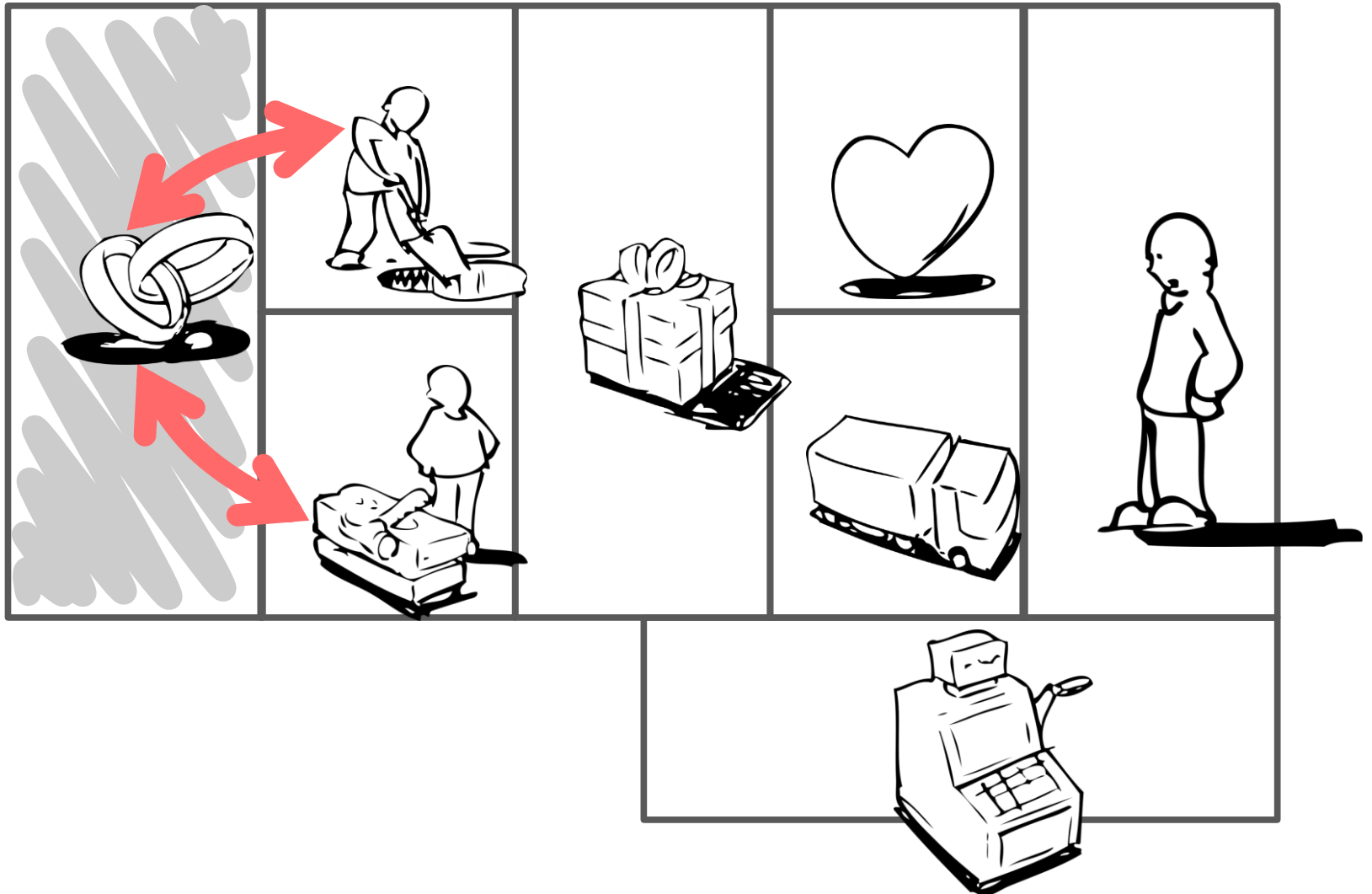
Key Resources



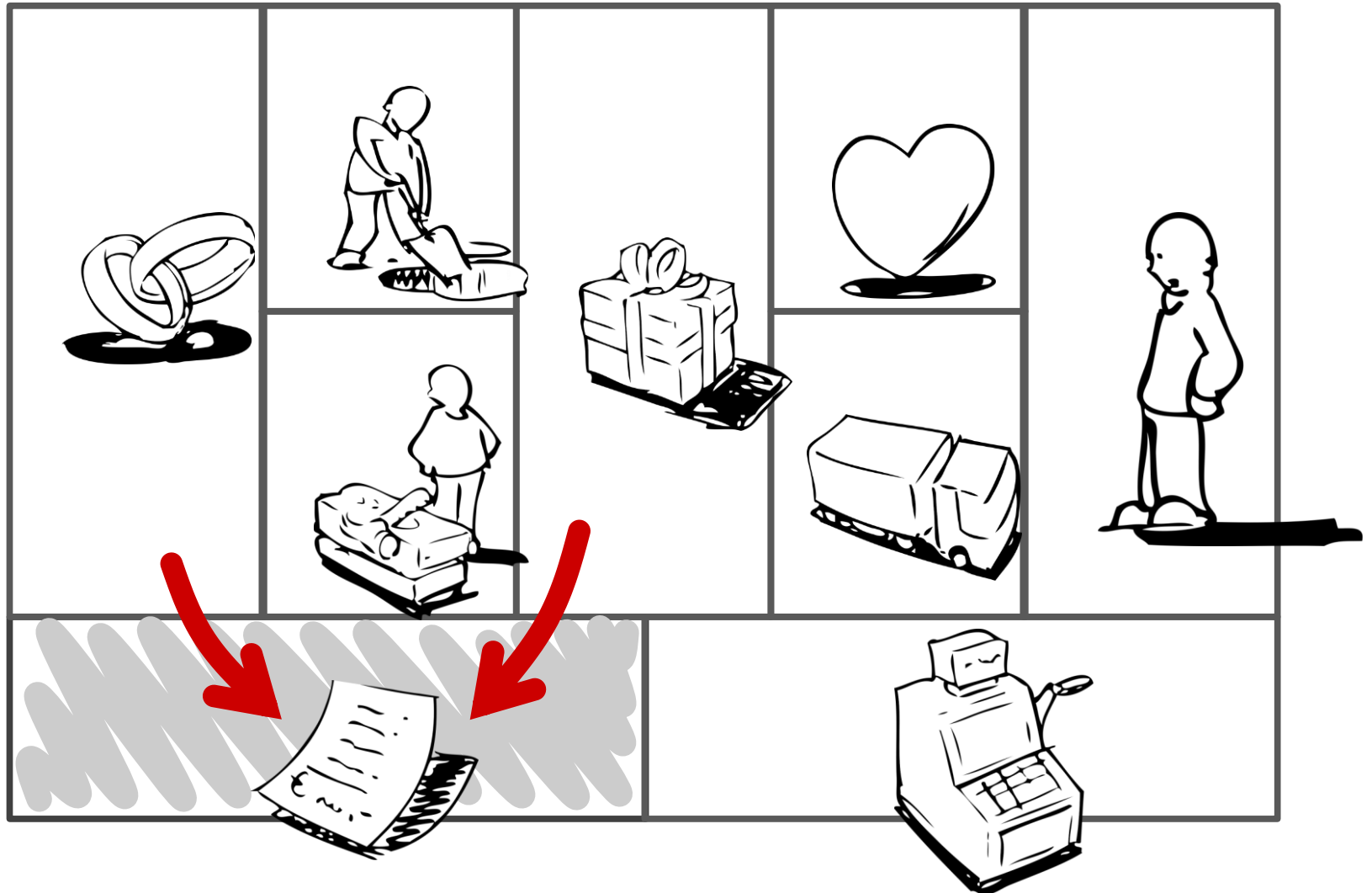
Key Activities



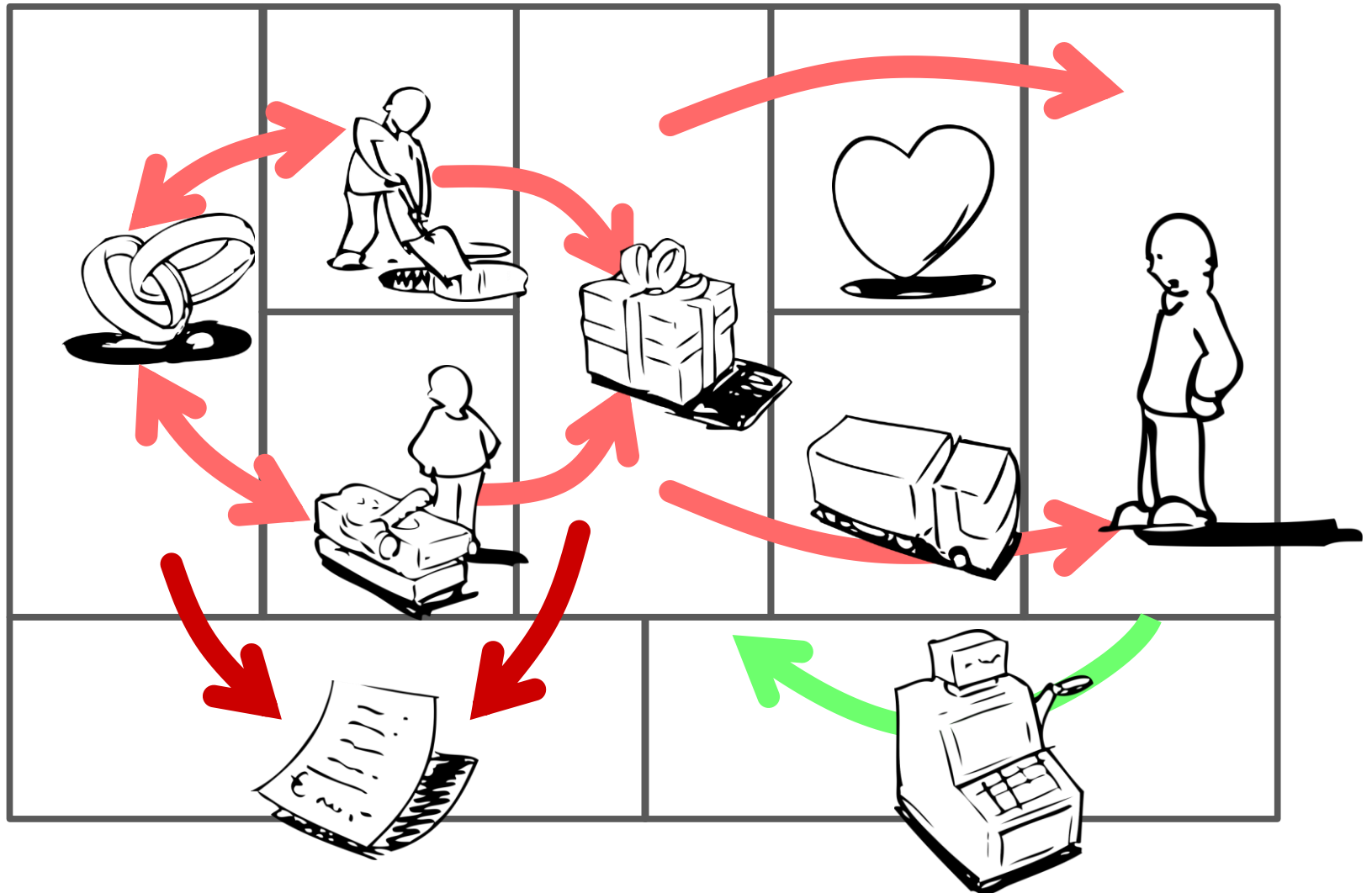
Key Partners



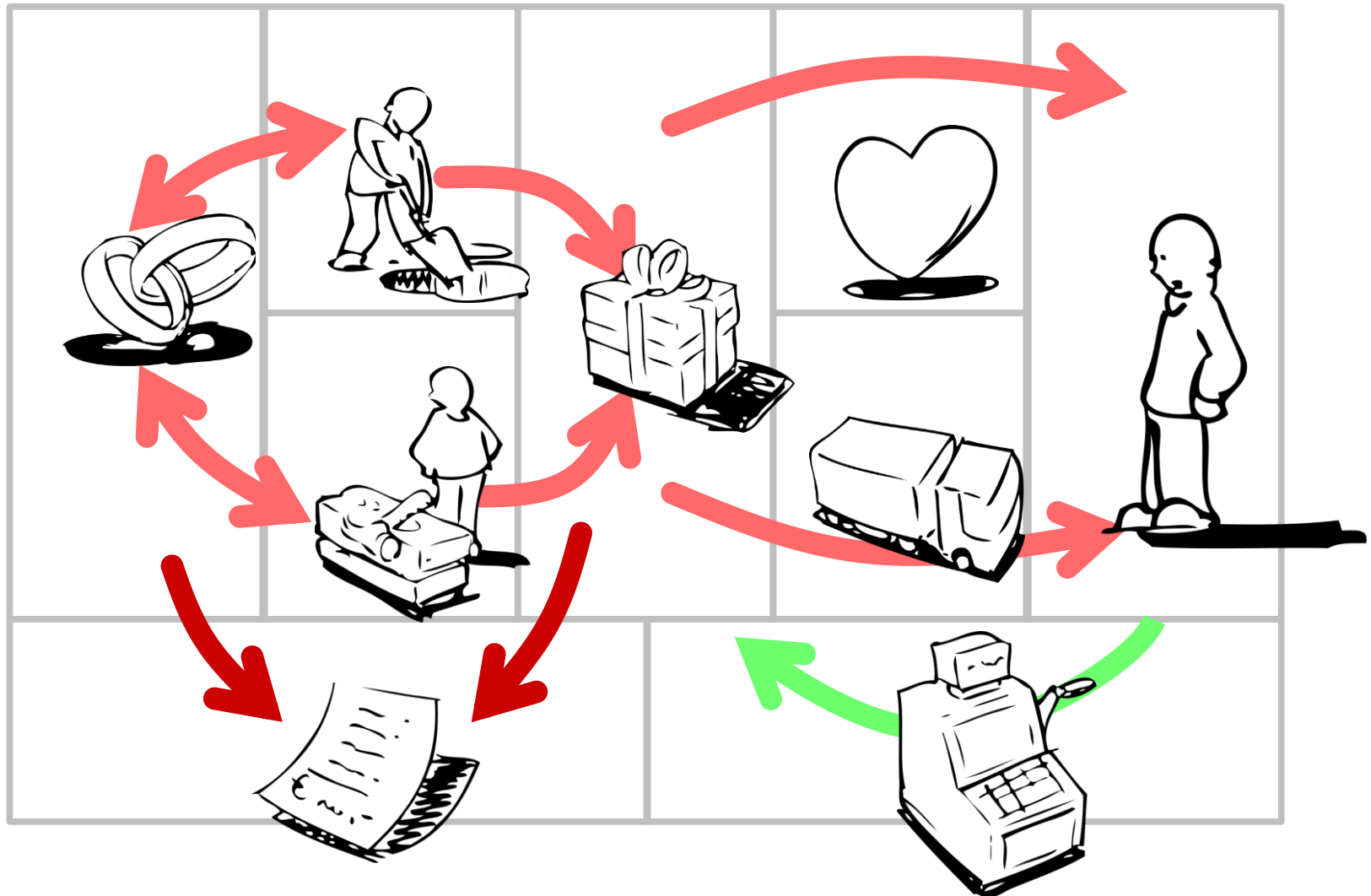
Cost Structure



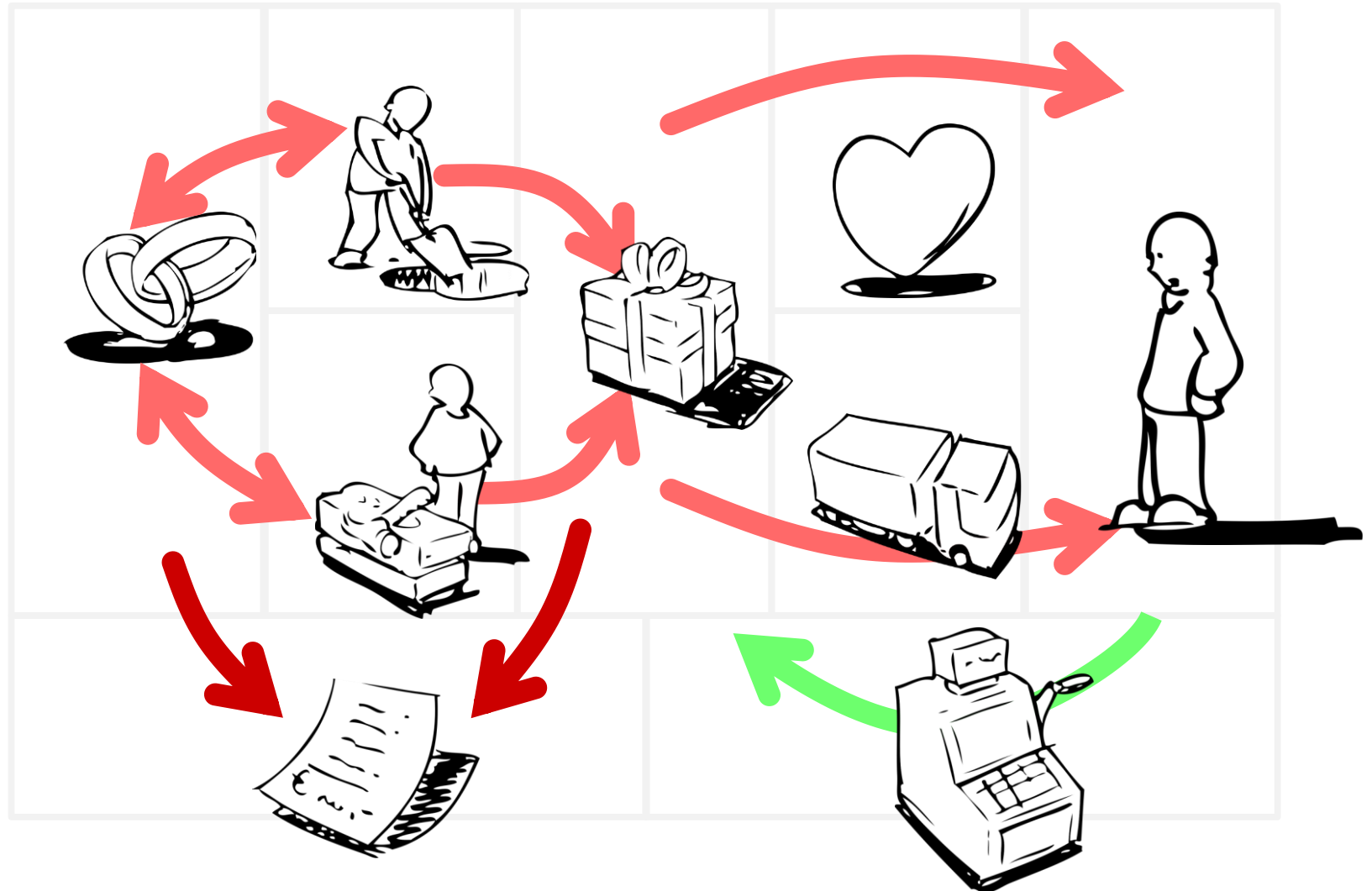
Business Model Canvas



Business Model Canvas



Business Model Story

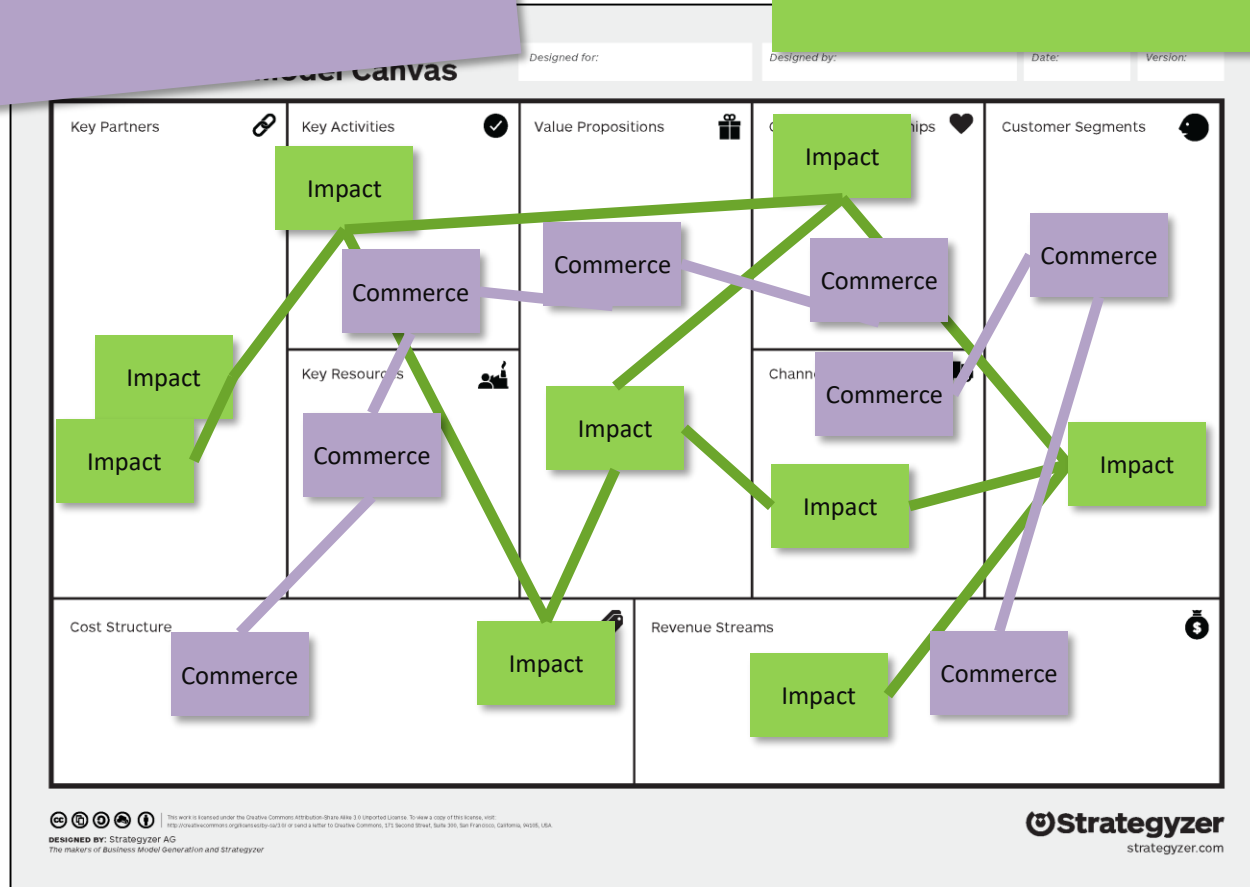


Business model is
the rationale of how an
organization creates, delivers and
captures value

= 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



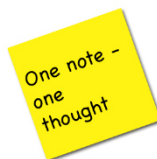
RULE #3

Start with any building block



RULE #4

Never use bullet points

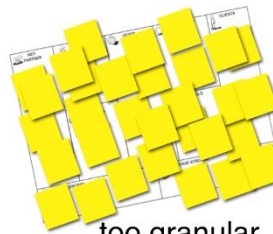


RULE #5

Avoid too much detail



too much info



too granular

RULE #6

Be precise for every building block



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



Area	Business	What to look for
Revenue	<p>7-10% increase in sales to be met over the year with no new debt</p>	<ul style="list-style-type: none"> • Flexible revenue: flexible revenue products, flexible client, regions, products, etc. • Shareable: clients, partners, vertical integration, app, modular units, license, access, shared technology
Investment	<p>Way of doing business, 3-5 day model, small team, no new products or services</p>	<ul style="list-style-type: none"> • 2-3% of sales and 10% of the company value per year • Focus on product, price and on demand, team, marketing, sharing and monetization strategies
Value	<p>Partnership, share back revenue, 3-5 day model, partnerships, decision no code</p>	<ul style="list-style-type: none"> • Express intent <ul style="list-style-type: none"> • Use a customer value map to find out customer's priorities and needs • Create a list of value drivers, time and quality requirements • Priority of resources, desires or priorities in the use

Factor	Factor description	Impact on strategy and outcomes
Structure		
Process		
Value		

The screenshot shows a presentation slide with the title 'Informing Forces' at the top. Below the title is a table with three rows. The first row is labeled 'Sensory', the second 'Processes', and the third 'Values'. A red arrow points to the 'Values' row. To the right of the table, there is a partial view of another slide with the same title 'Informing Forces' and the same three rows.

Informing Forces	
Sensory	
Processes	
Values	

Einheit	Erwartete Notizen	Beachte
Themen 1		
Themen 2		
Themen 3		

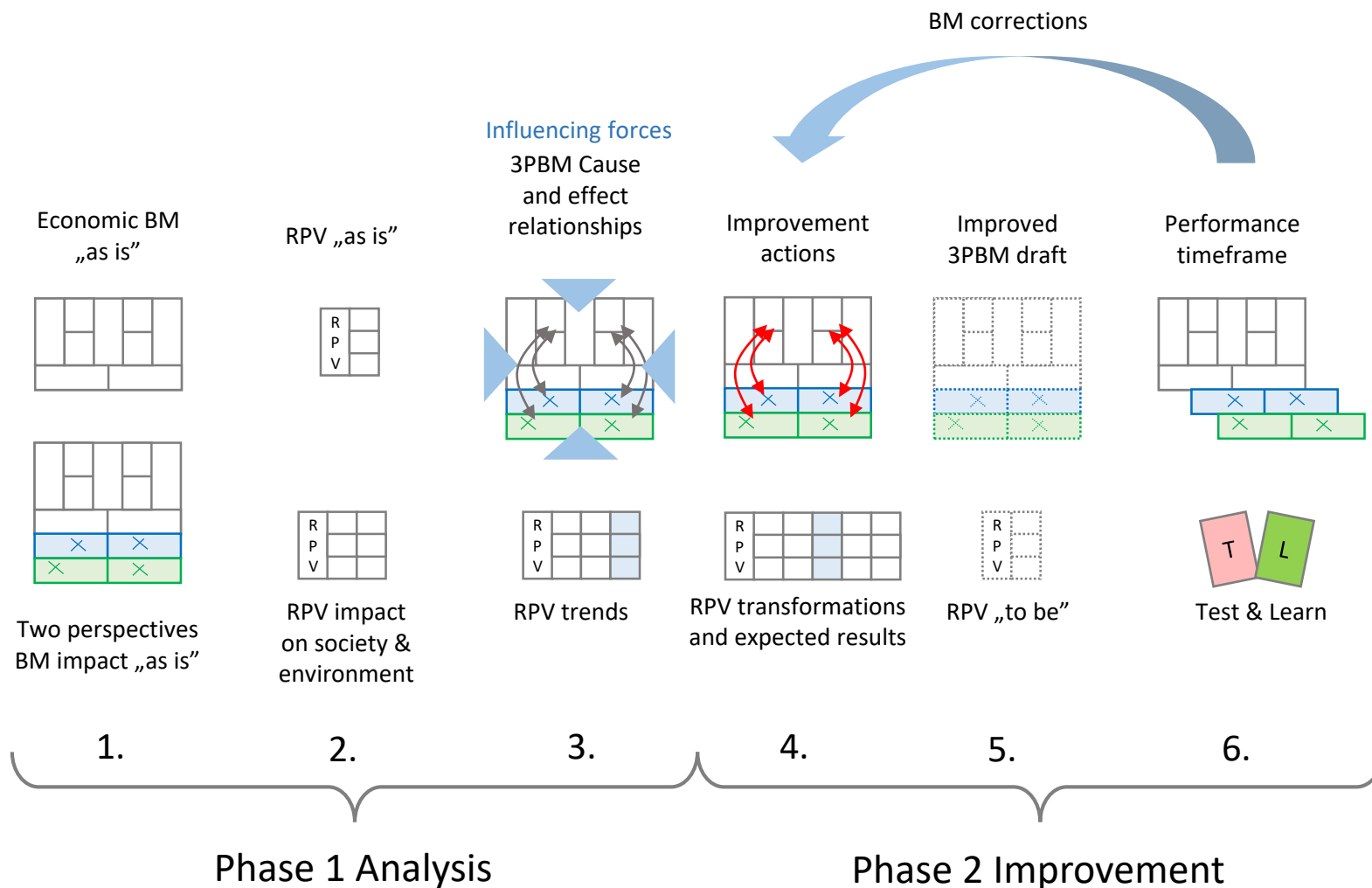
RPV description “as is”

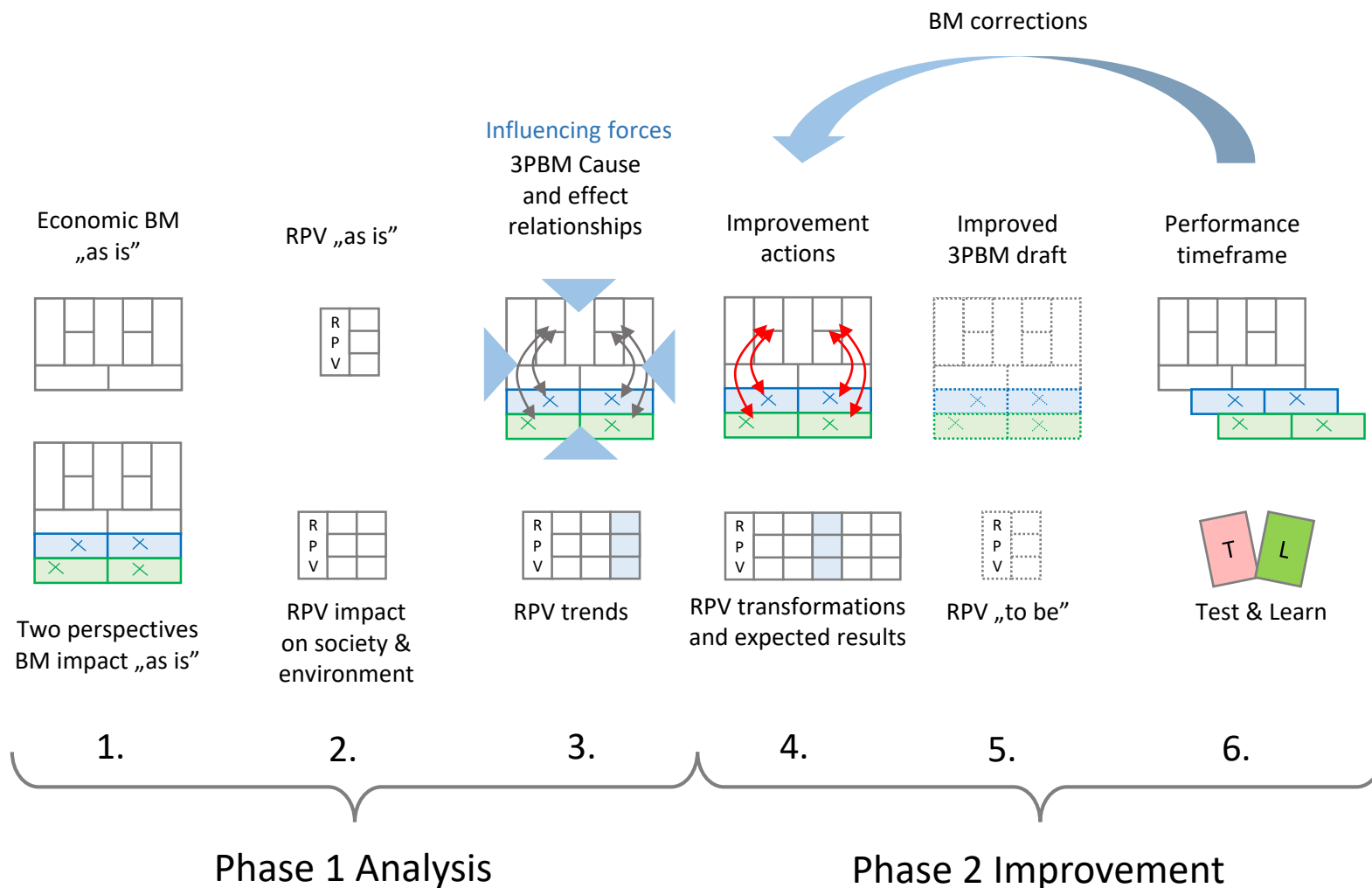
RPV impact on society and environment

Influencing forces

Transformations

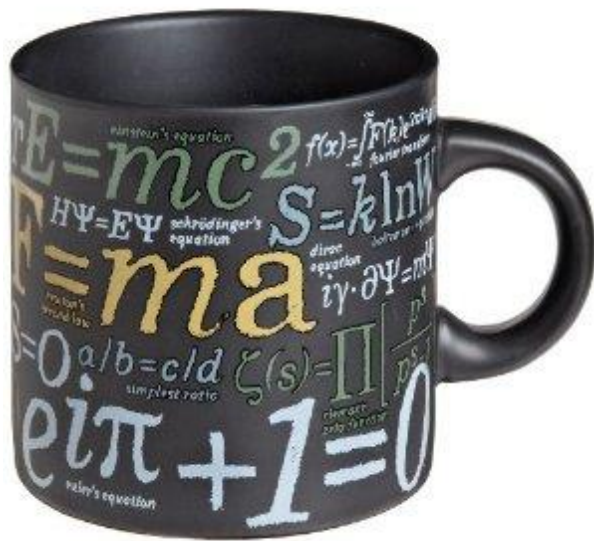
Results







Discussion

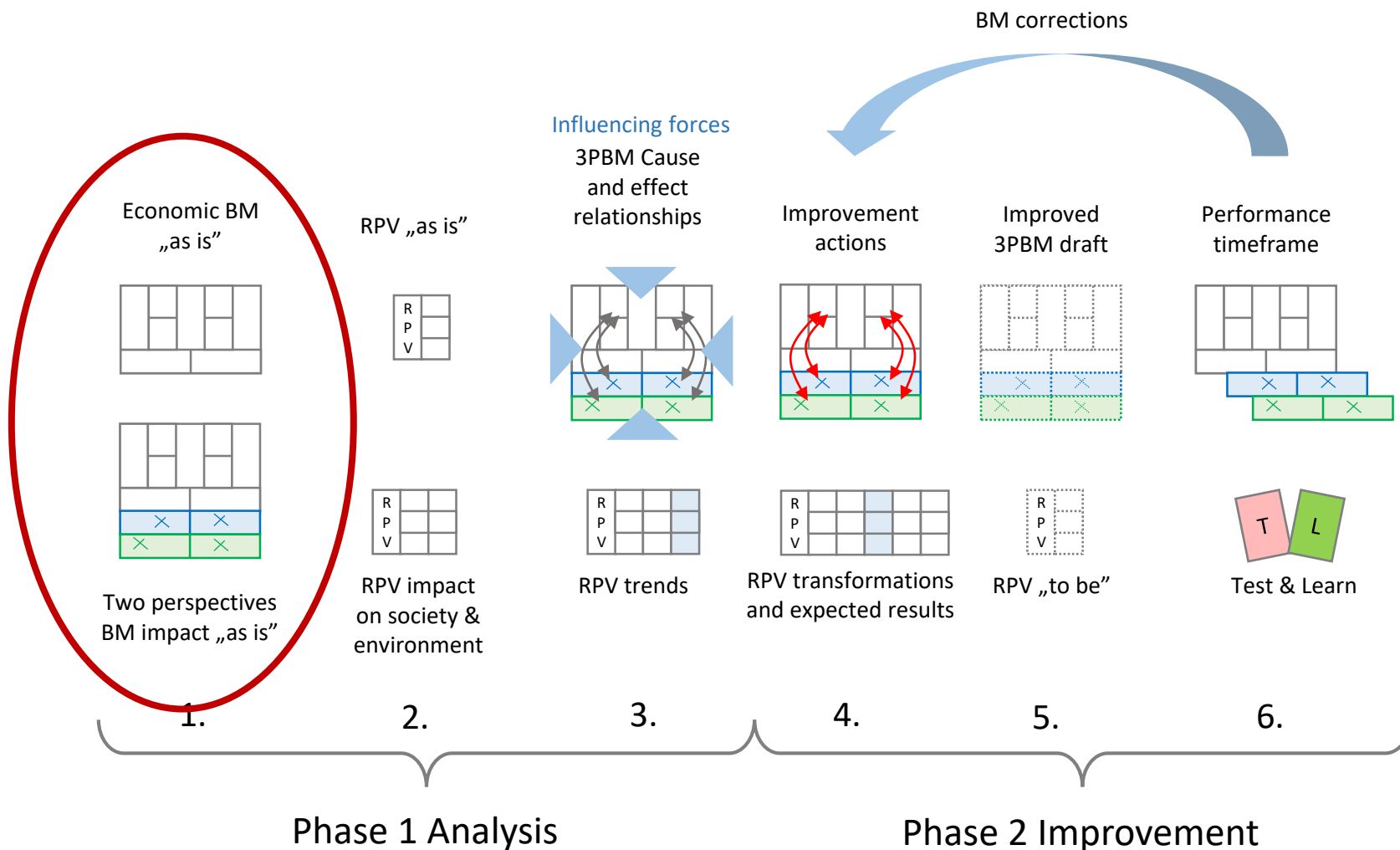


Thank you.

Boris Golob
bgolob@uniri.hr

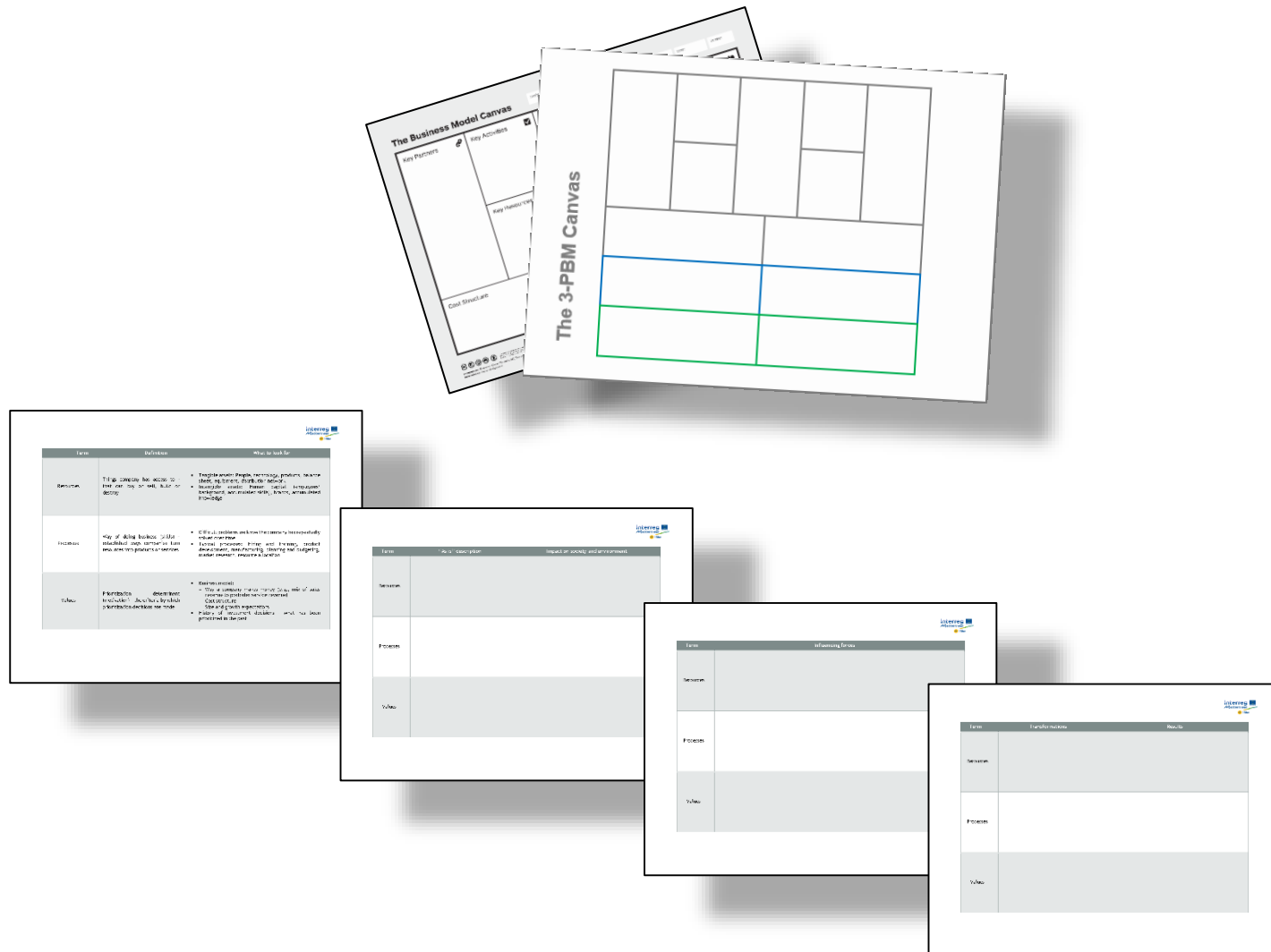
3-PBM methodology Practice session

Durres 20.03.2019.
Boris Golob & Ilir Rembeci



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



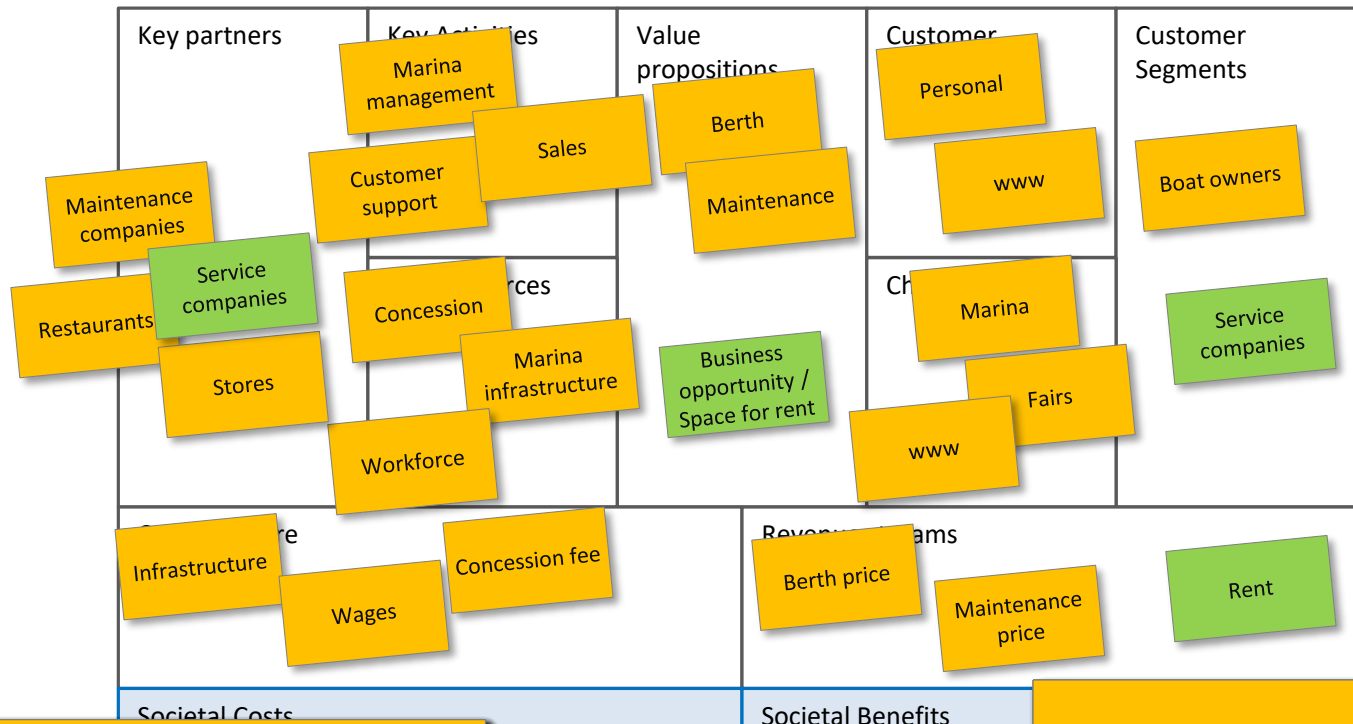
3-PBM initial steps

Which BM elements impact society perspective?

Which BM elements impact environment perspective?

How? Why? – Speculate.

Marina



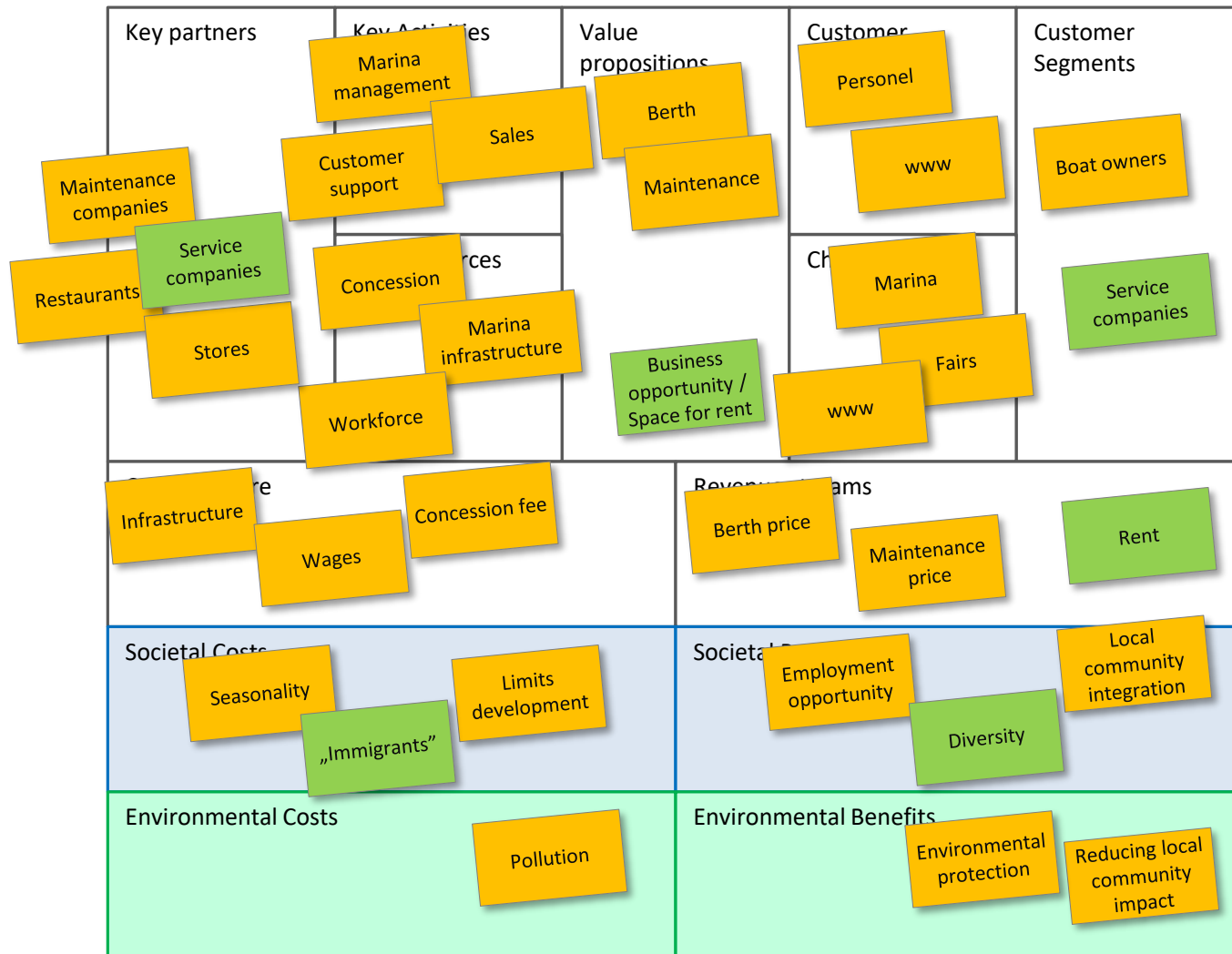
Business

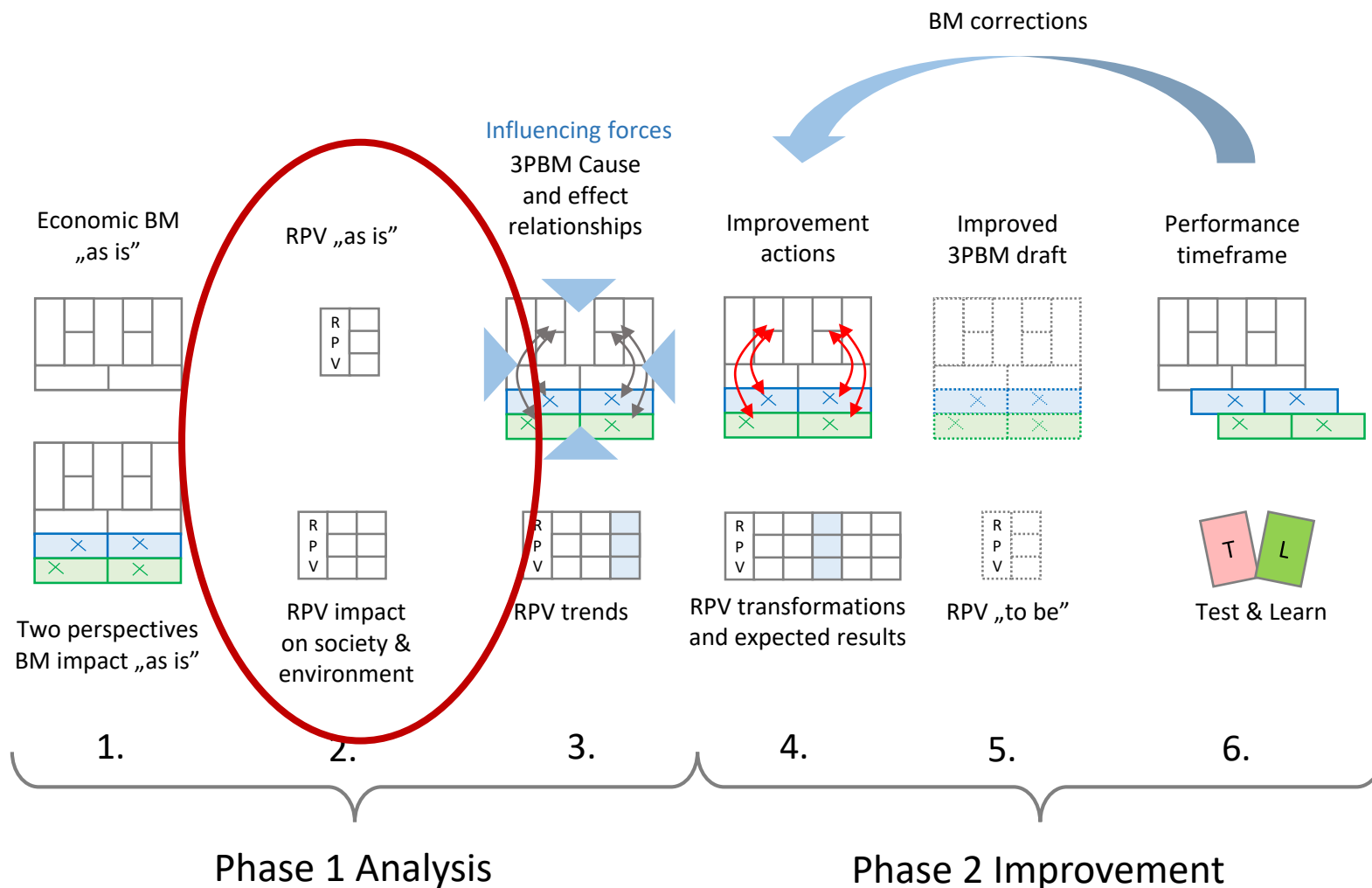
Service companies

opportunity
Space for rent

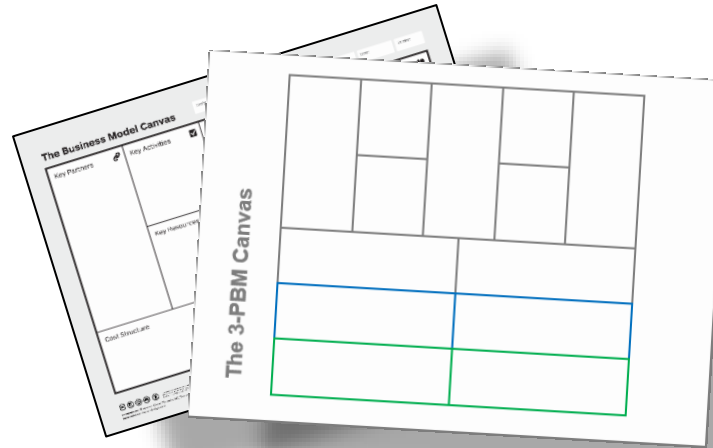
Rent

Marina





3-PBM key forms



Term	Definition	What to look for
Business	Full or complete set of activities that create value for customers or partners.	<ul style="list-style-type: none">• Fragmentation: People, technology, platform, network, etc.• Key Partners: Partners, suppliers, distributors, etc.• Key Activities: Activities, processes, etc.• Key Resources: Resources, assets, etc.• Cost Structure: Costs, expenses, etc.
Industry	Way of doing business, or the set of activities that create value for customers or partners.	<ul style="list-style-type: none">• Key Partners: Partners, suppliers, etc.• Key Activities: Activities, processes, etc.• Key Resources: Resources, assets, etc.• Cost Structure: Costs, expenses, etc.
Value	Proposition, distribution, and channels that create value for customers or partners.	<ul style="list-style-type: none">• Key Partners: Partners, suppliers, etc.• Key Activities: Activities, processes, etc.• Key Resources: Resources, assets, etc.• Cost Structure: Costs, expenses, etc.

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RPV description “as is”

RPV impact on society and environment

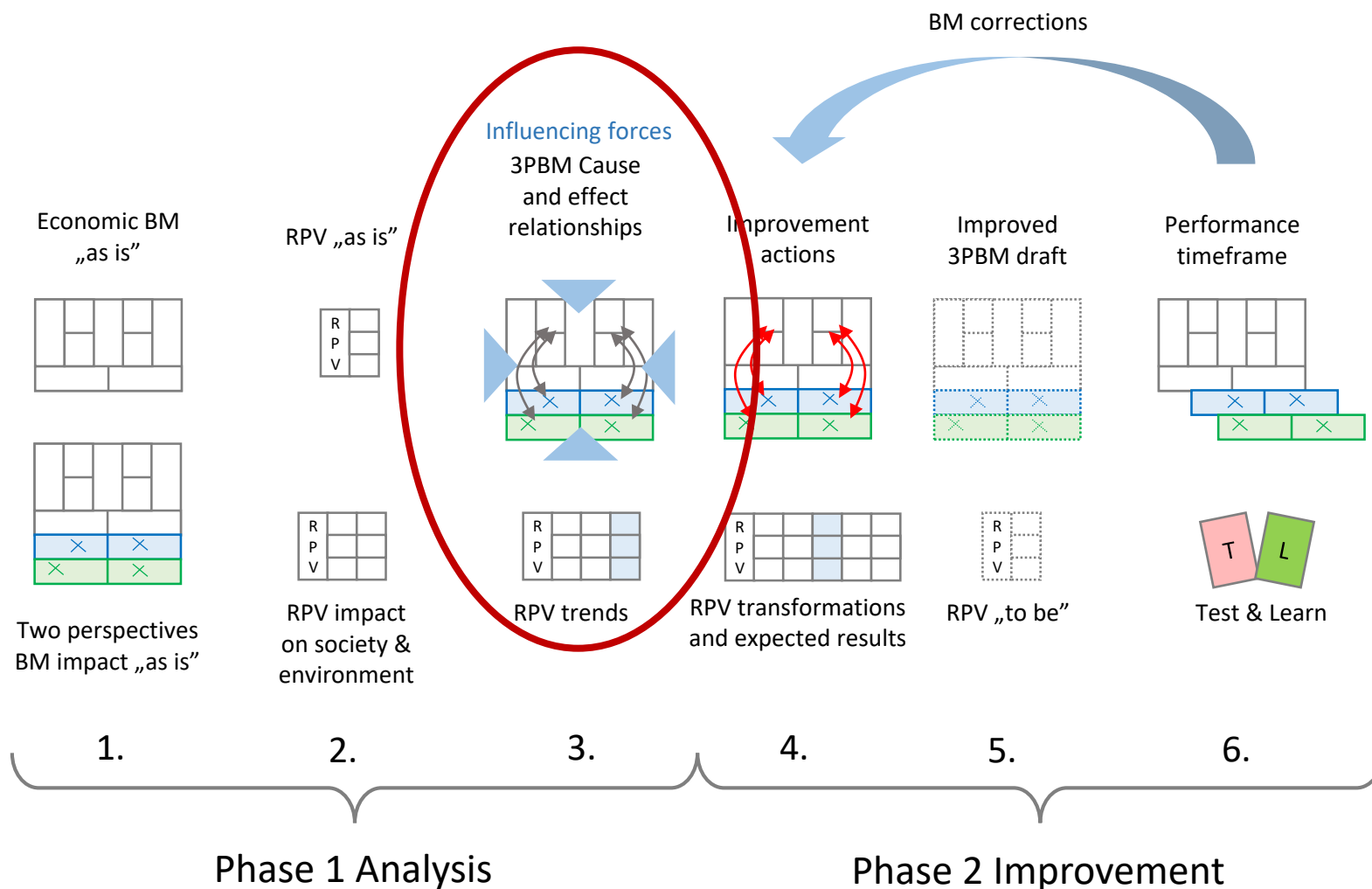
What to ask to identify values?

Without getting politically correct answers?

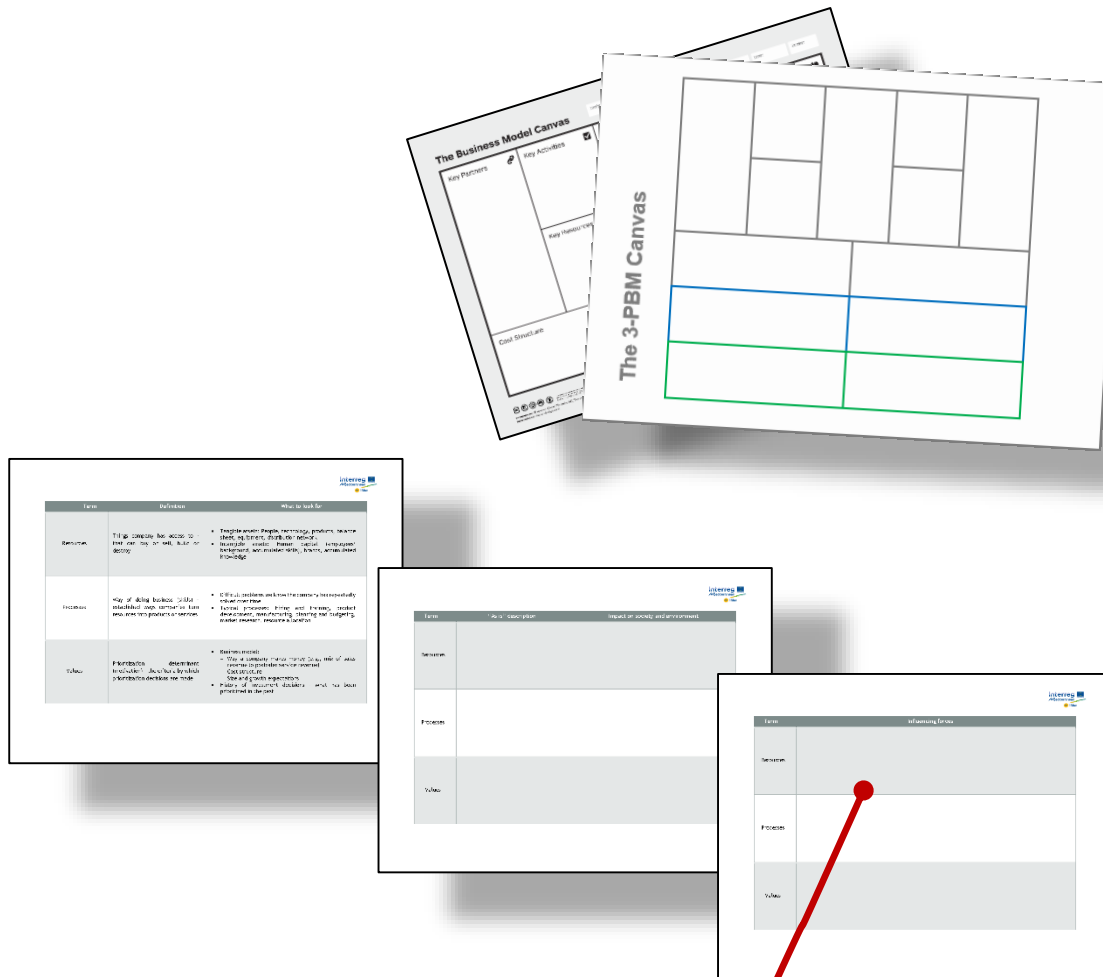
Decision making criteria? ...procedures?

Attitudes toward customers, employees,
environment?

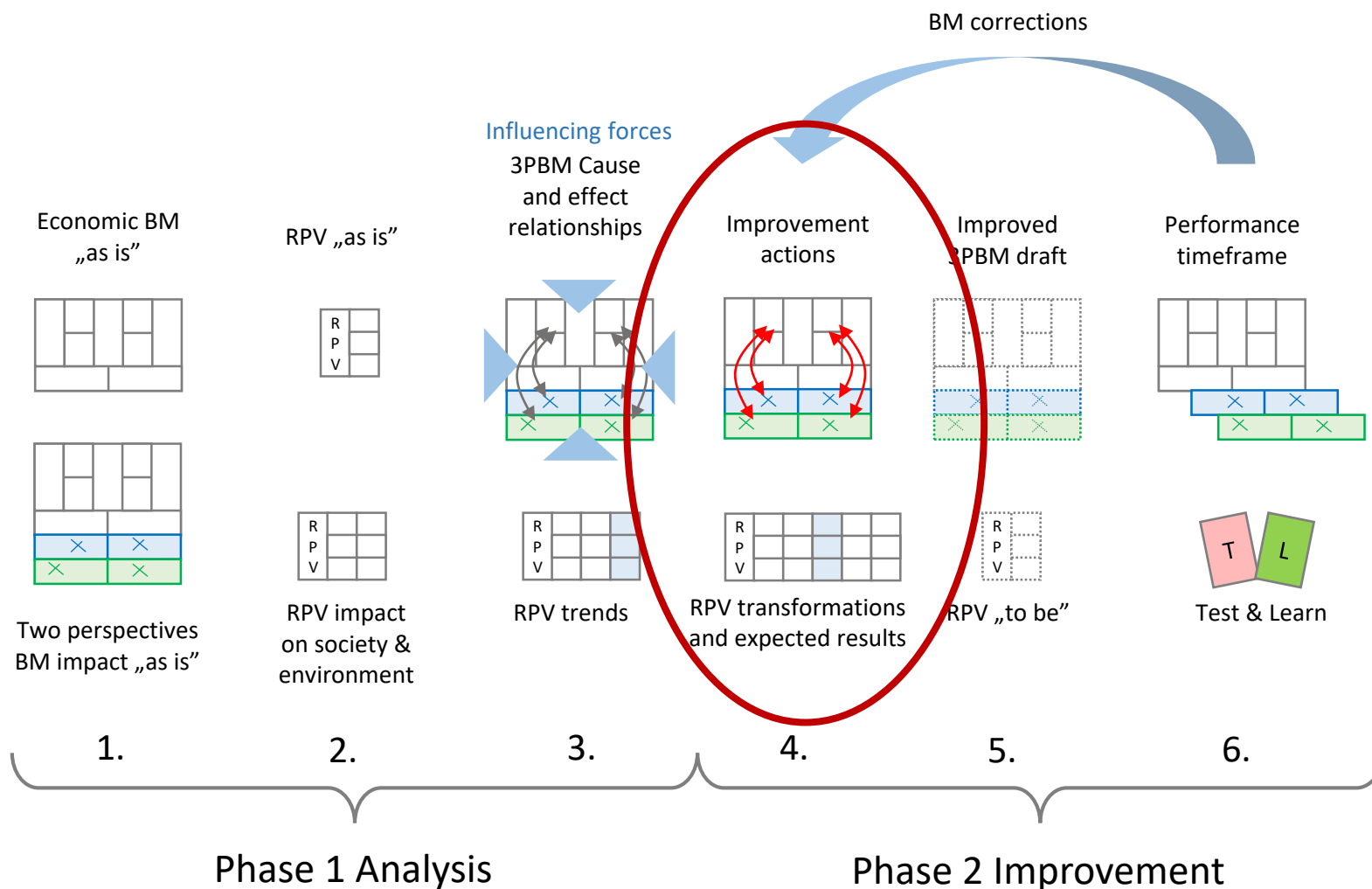
Resource allocation criteria? Where do they
invest, which areas?



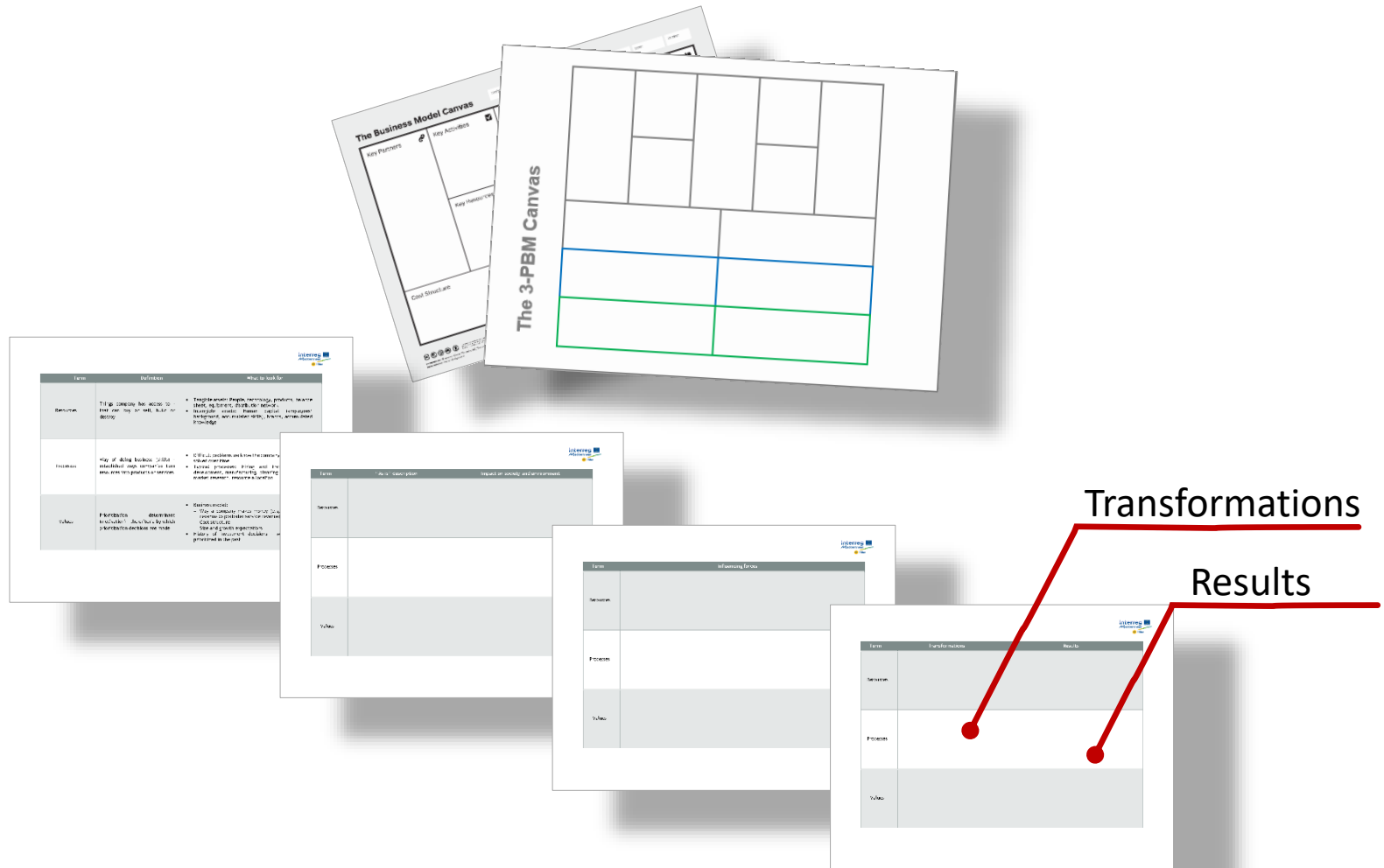
3-PBM key forms



Influencing forces

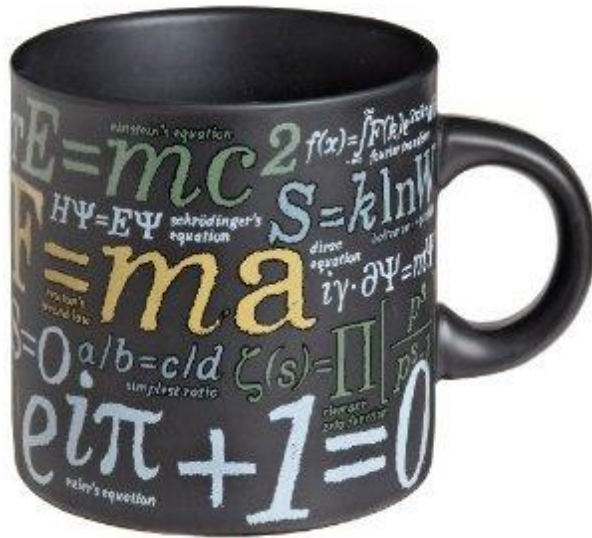


3-PBM key forms





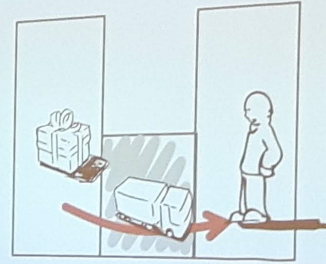
Discussion



Thank you.

Boris Golob
bgolob@uniri.hr

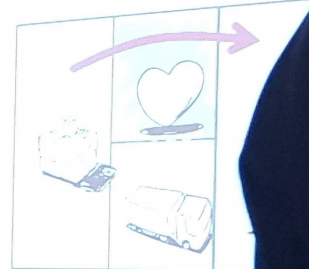
Channels



www.businessmodelgeneration.com



Customer Relationships



www.businessmodelgeneration.com

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iBlue Steering Committee
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