

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: LCCI
Contributors: UNIUD and KEDGE

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

Thursday, 19th September 2019


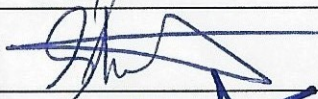
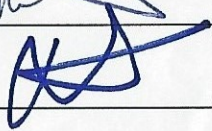
Crown Plaza Hotel, Limassol

| | |
|-------|--|
| 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

| | Participant Name & Surname | Company / Organisation Name | Telephone & Email address | Signature |
|---|----------------------------|-----------------------------|--|---|
| 1 | Plakogiannakis mike | Plakogiannakis Michael | +306973384562/mikeplakogiannakis@hotmail.com |  |
| 2 | Loulas kostas | B. Smith -K. Loulas | +306945383649/loulask@otenet.gr |  |
| 3 | Chatzakis george | Pylon development SA | +306932908362/gchatzakis@pylon.com.gr |  |
| 4 | Douloufakis evangelos | Lasithi CCI | +306976629762/evangelos@epimlas.gr |  |
| 5 | | | | |
| 6 | | | | |

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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)

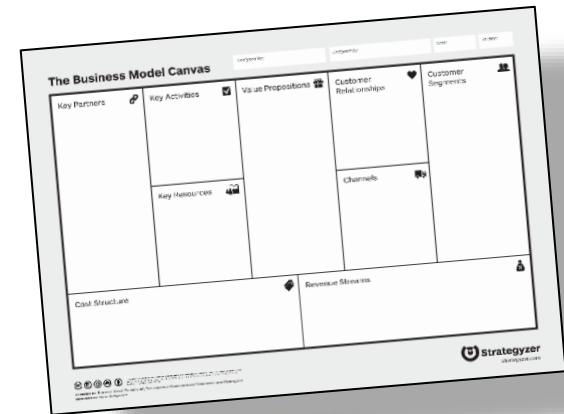
- Initial business model analysis
- Business model impact analysis
- Identification of key trends and possibilities for company performance improvement based on 3-PBM sustainability methodology

Why three pillars?

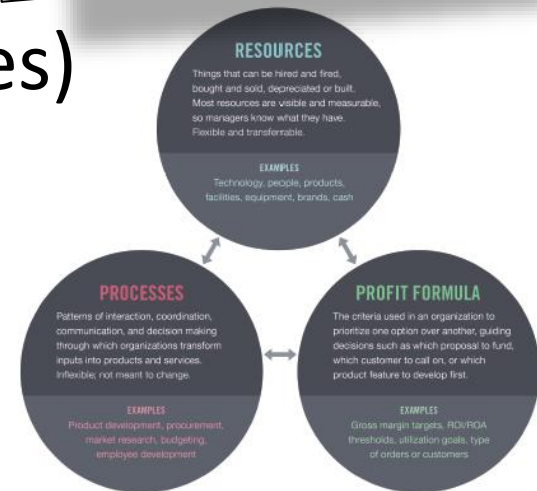


Two concepts combined into 3-PBM

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

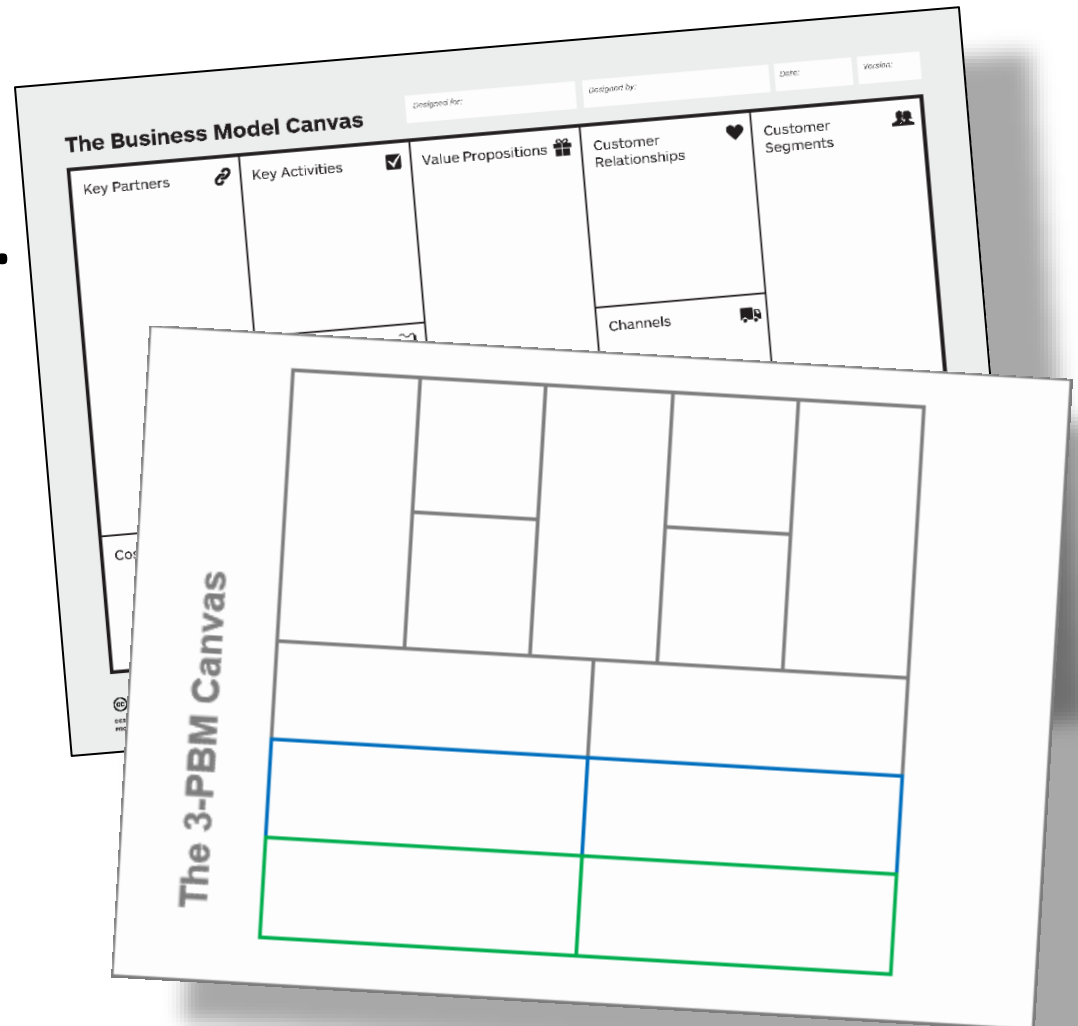
= makes money
+ impact
social & environmental



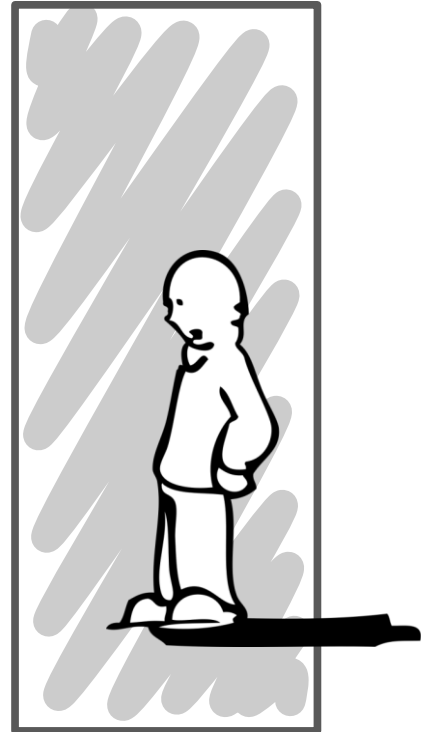
“Dollar down, dollar a week!”

The Business Model Canvas.

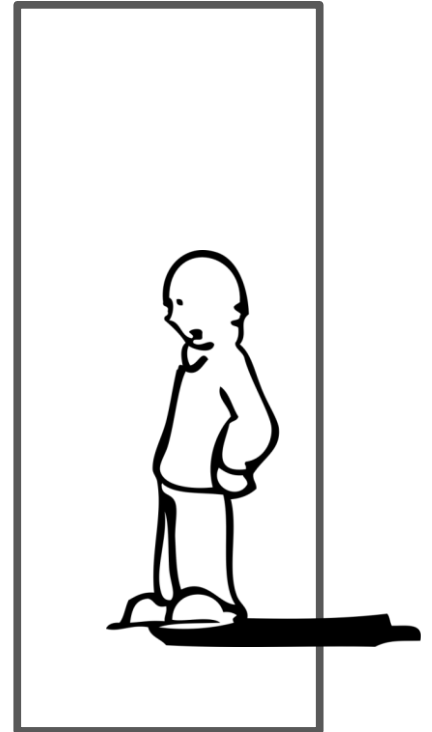
It allows you to describe, design, challenge, invent, and pivot your business model.



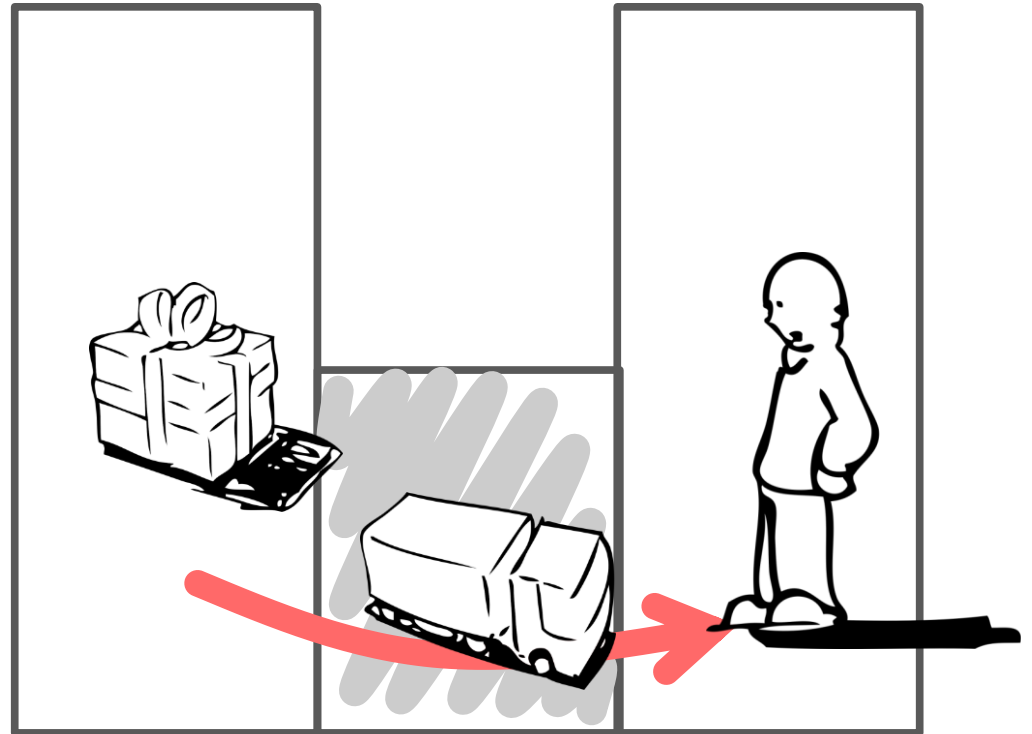
Customer Segments



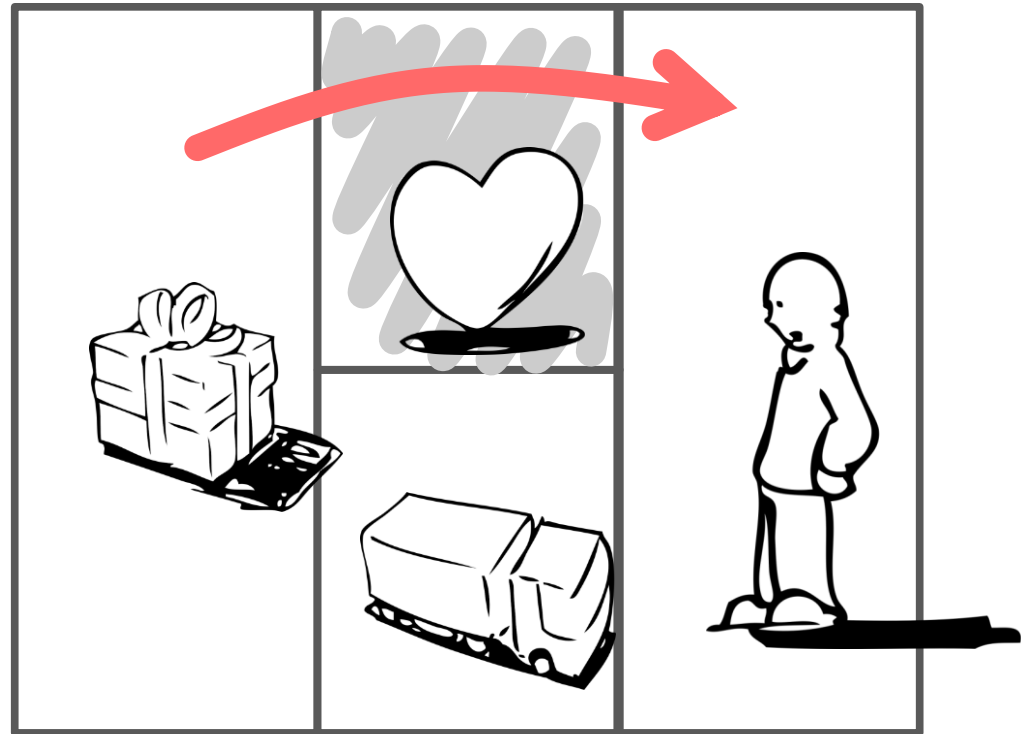
Value Proposition



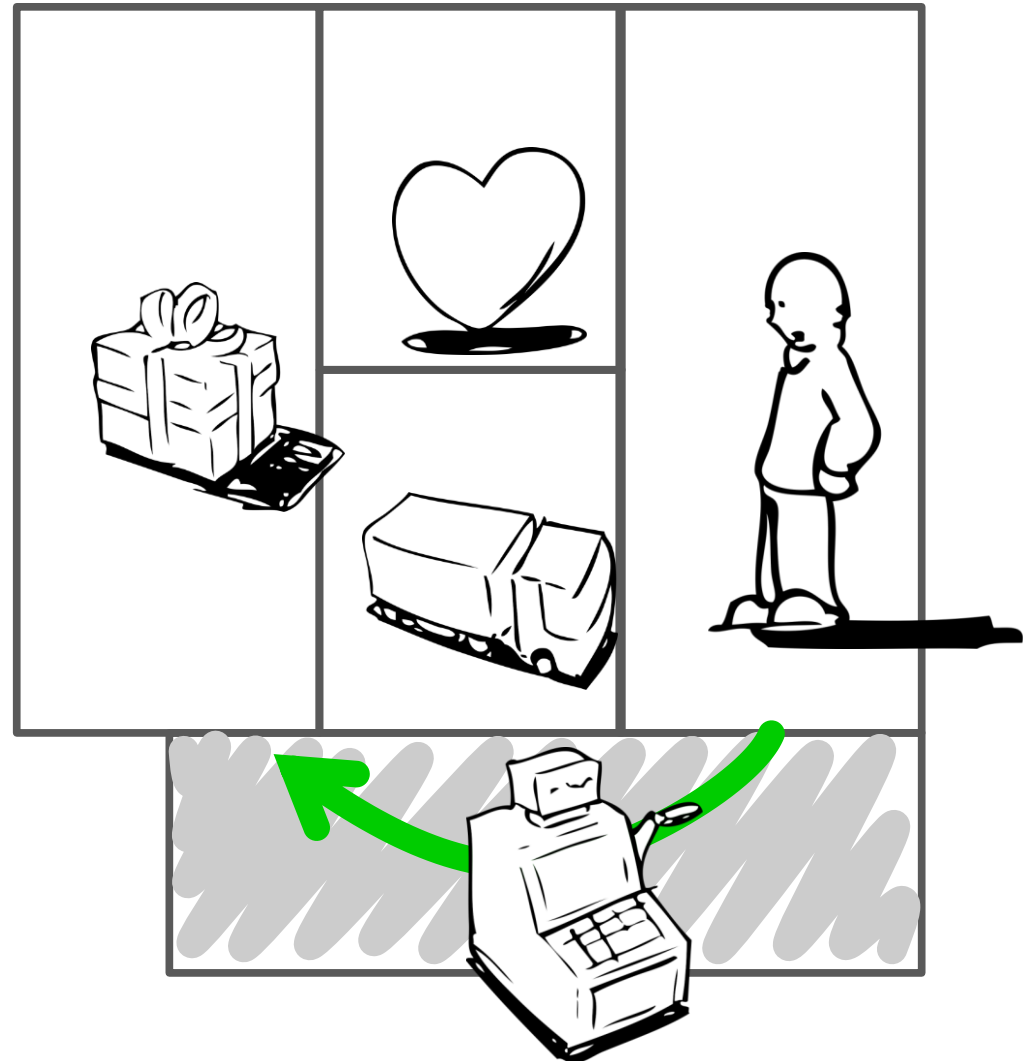
Channels



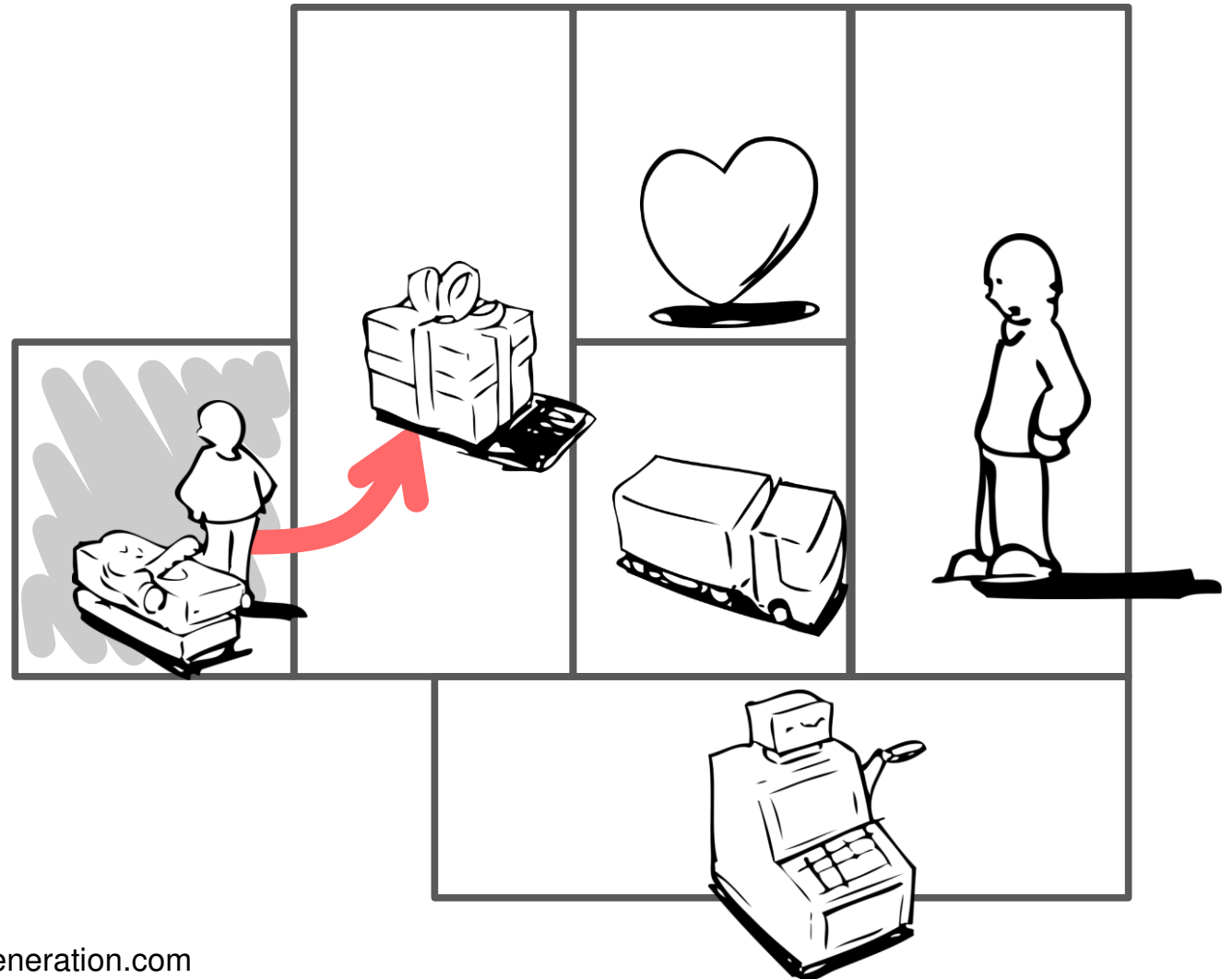
Customer Relationships



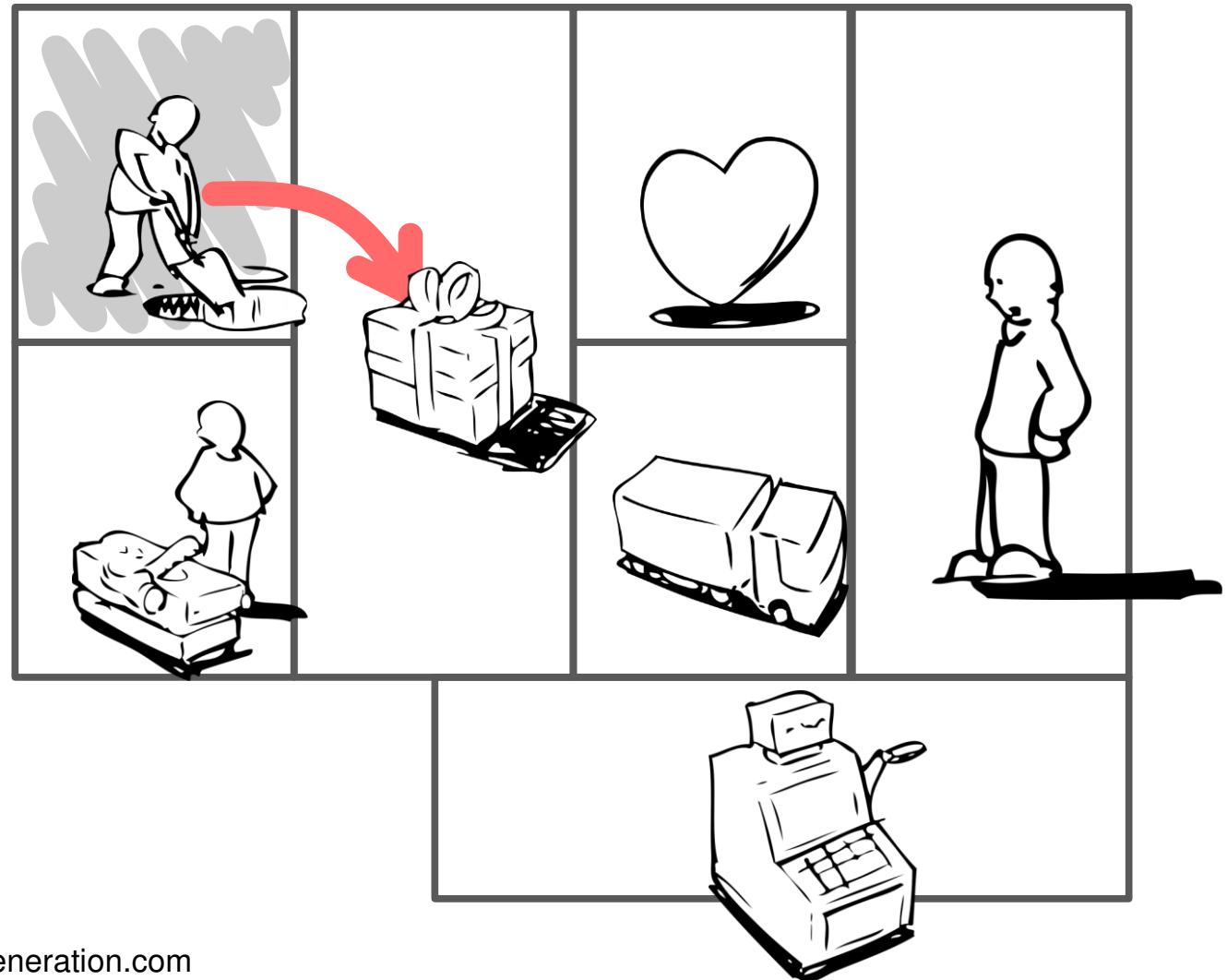
Revenue Streams



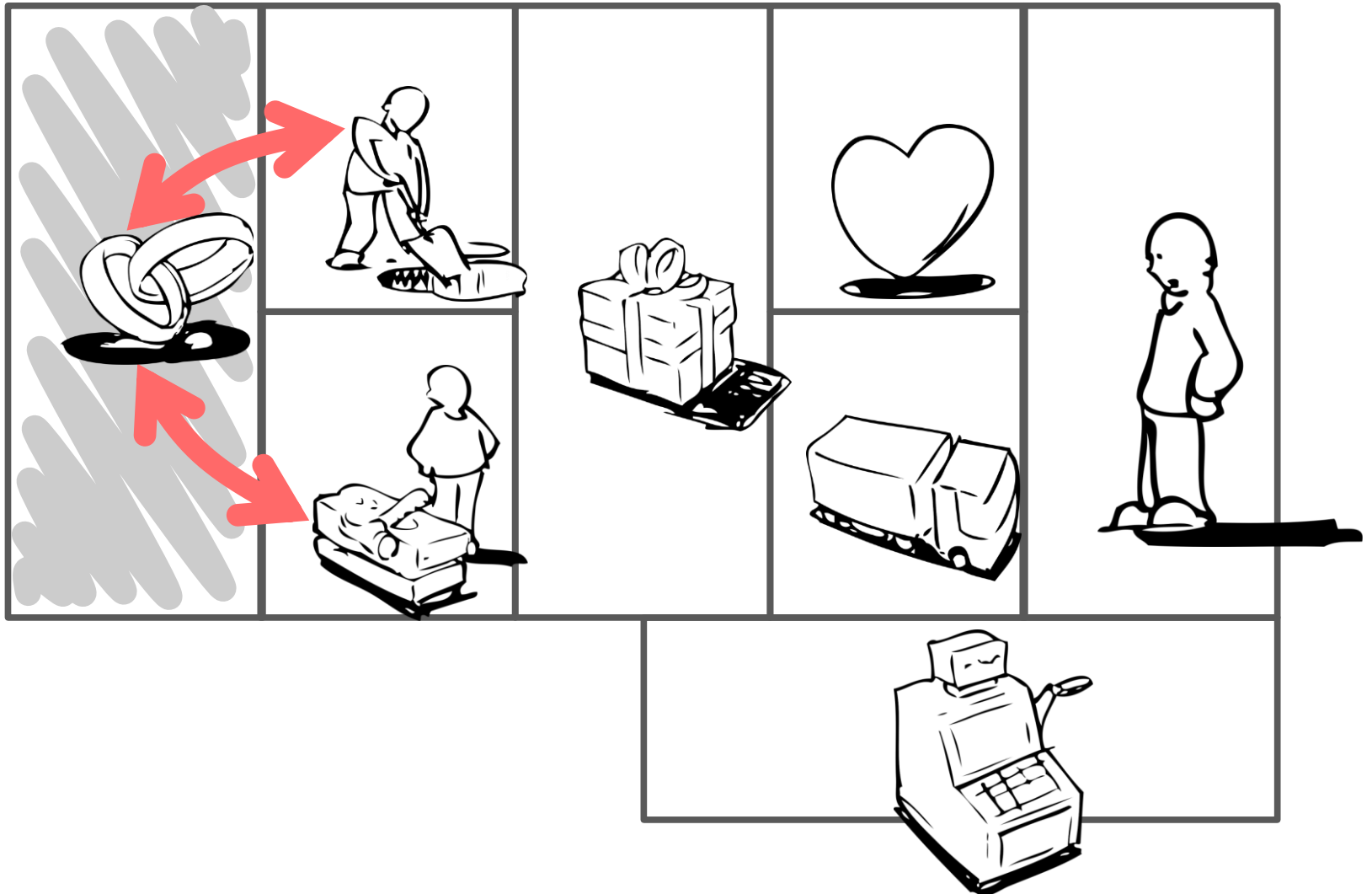
Key Resources



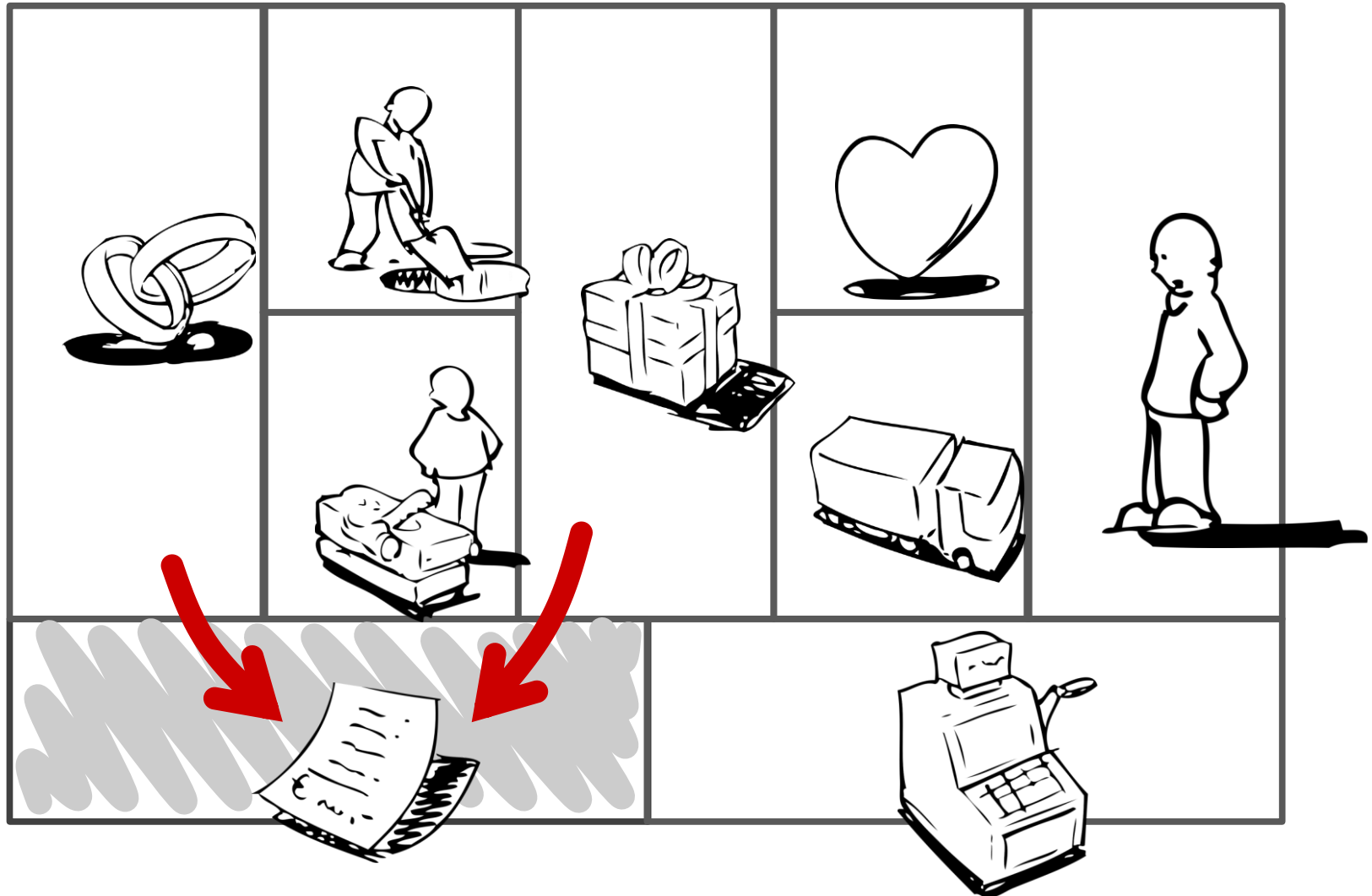
Key Activities



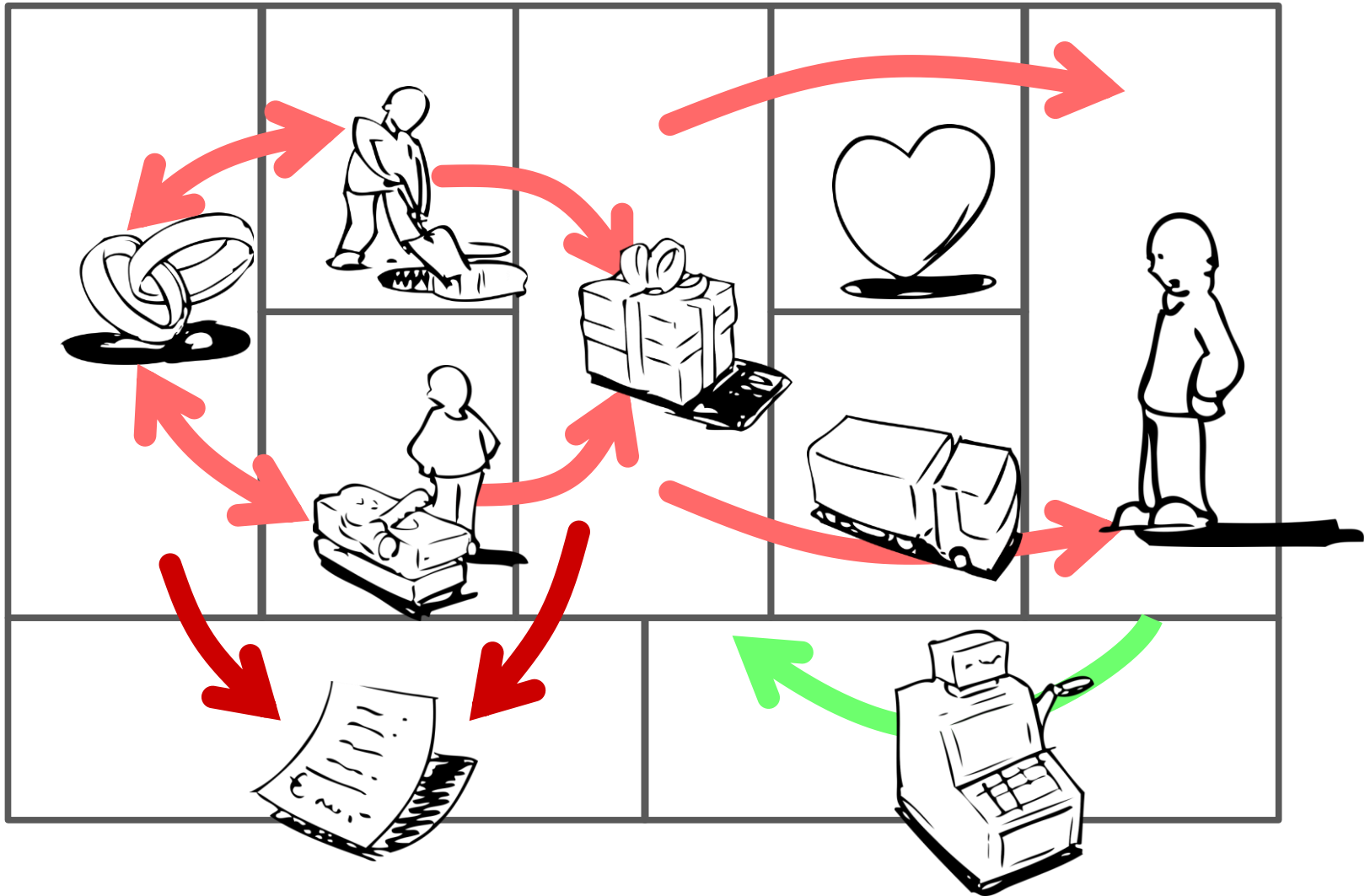
Key Partners



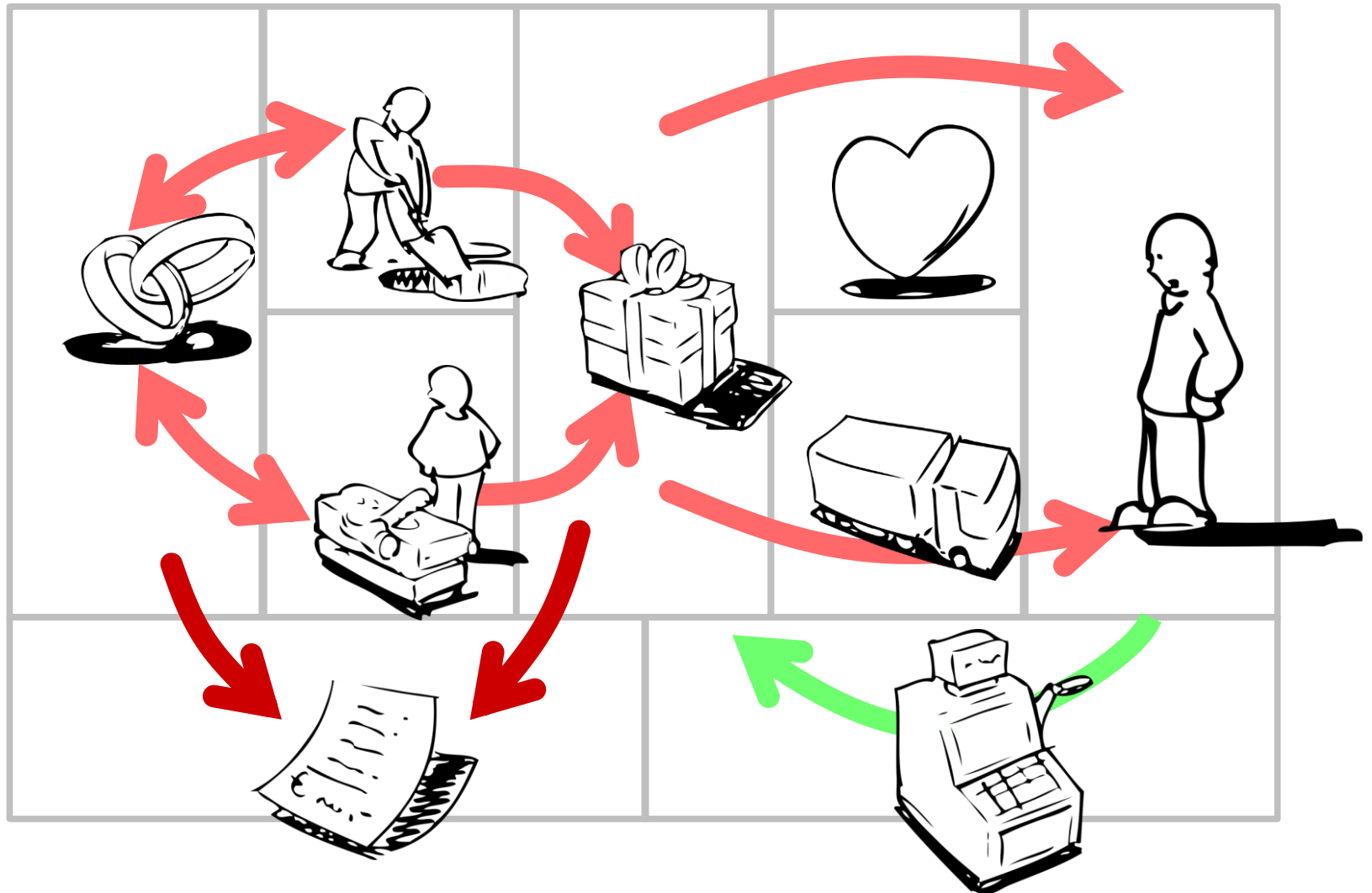
Cost Structure



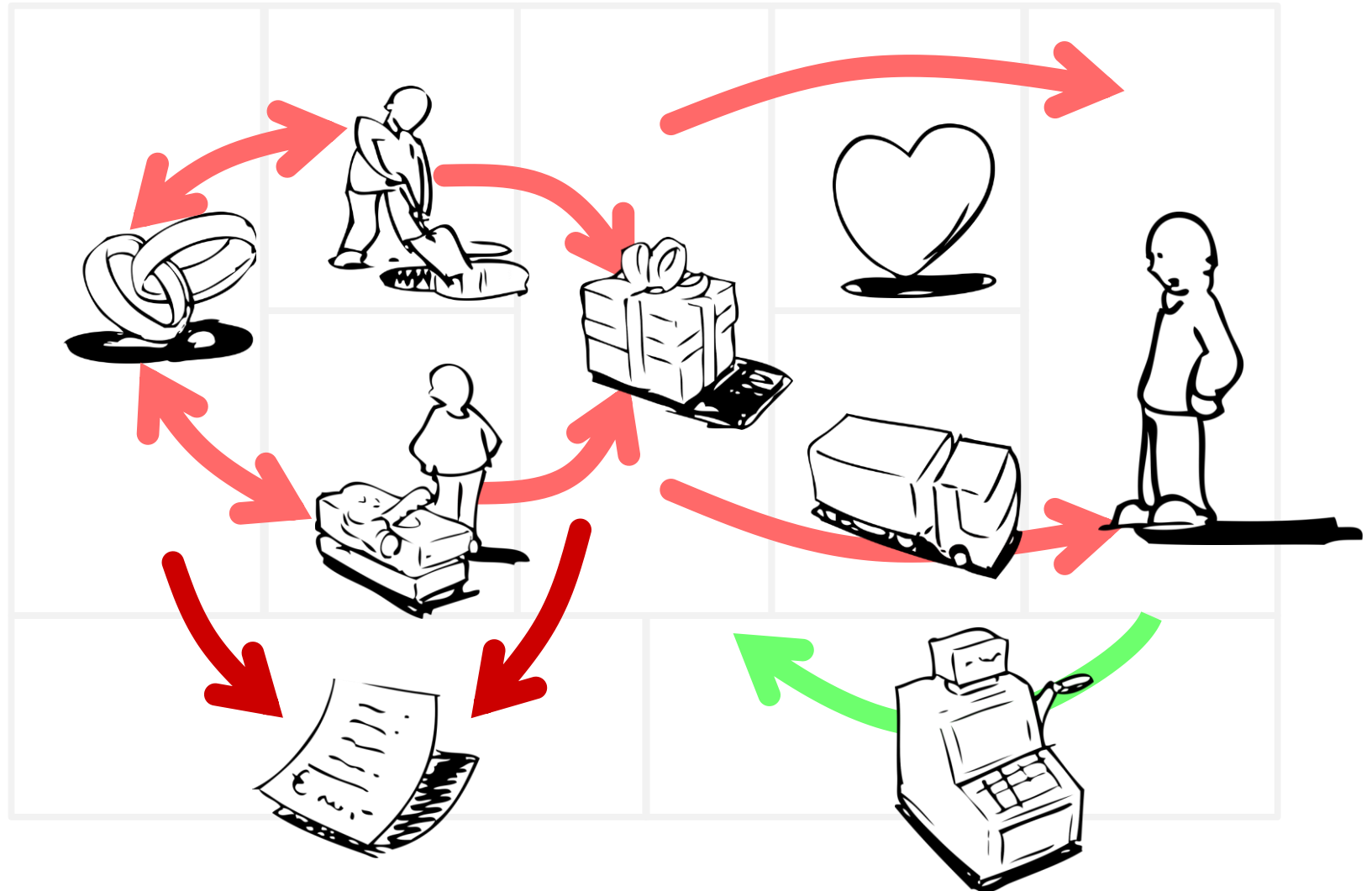
Business Model Canvas



Business Model Canvas



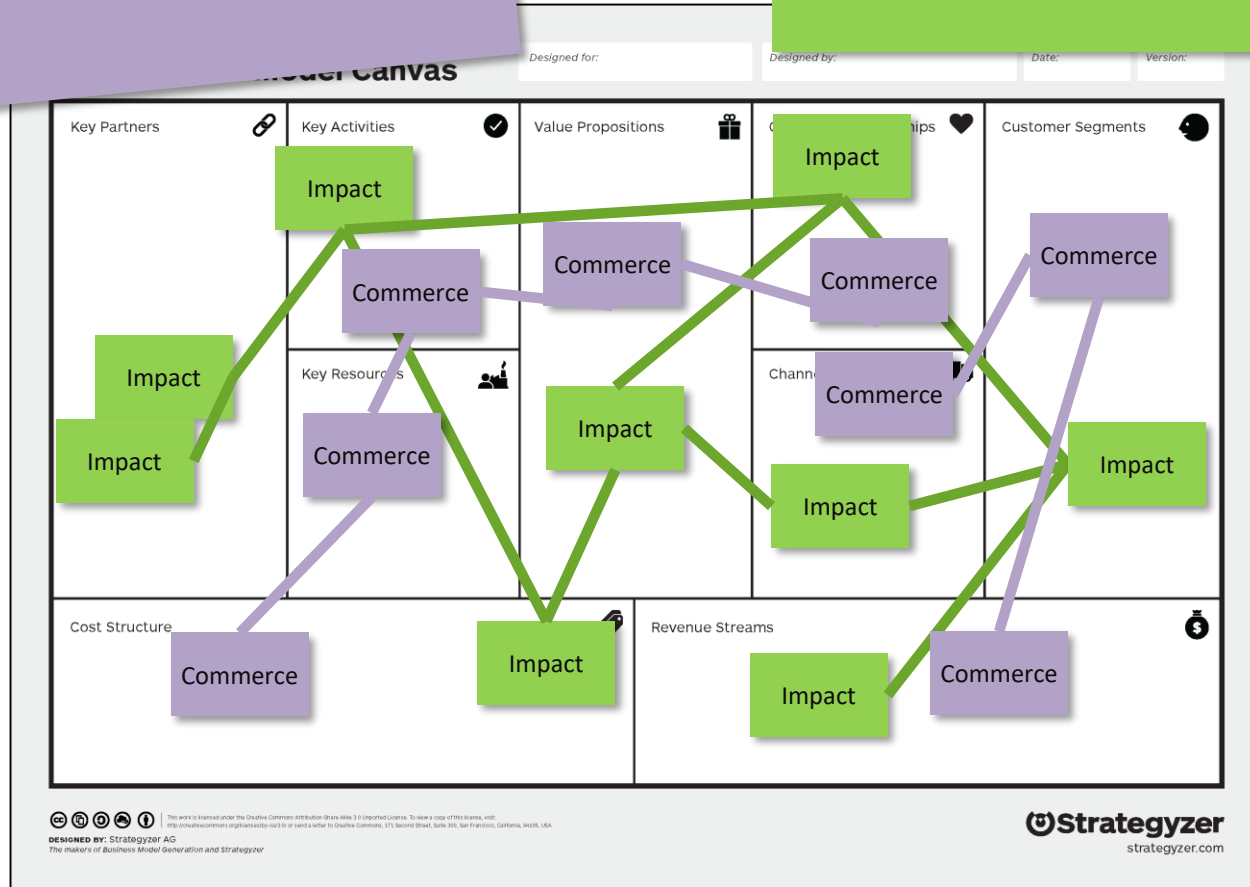
Business Model Story



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



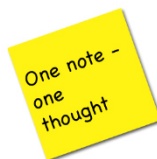
RULE #3

Start with any building block



RULE #4

Never use bullet points

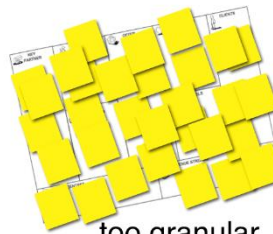


RULE #5

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

[illegible]

The screenshot shows a presentation slide with a table and a diagram. The table has 2 columns and 3 rows. The header row has 'Term' and 'Definition'. The rows are 'Nervenzell', 'Fortsatz', and 'Y-faser'. Red arrows point from the 'Fortsatz' and 'Y-faser' rows to a separate table on the right. The right table has 2 columns and 3 rows, with 'Term' and 'Definition' as headers, and 'Nervenzell', 'Fortsatz', and 'Y-faser' as rows.

| Term | Definition |
|------------|------------|
| Nervenzell | |
| Fortsatz | |
| Y-faser | |

| Term | Definition |
|------------|------------|
| Nervenzell | |
| Fortsatz | |
| Y-faser | |

The screenshot shows a web browser window with a table. The table has two columns: 'Name' and 'Informing Service'. The table has three rows: 'Service', 'Process', and 'Value'. A red arrow points to the 'Value' row.

| Name | Informing Service |
|---------|-------------------|
| Service | |
| Process | |
| Value | |

| Einheit | Erwartete Notizen | Beurteilung |
|-----------------|-------------------|-------------|
| Themenkomplex 1 | | |
| Themenkomplex 2 | | |
| Themenkomplex 3 | | |

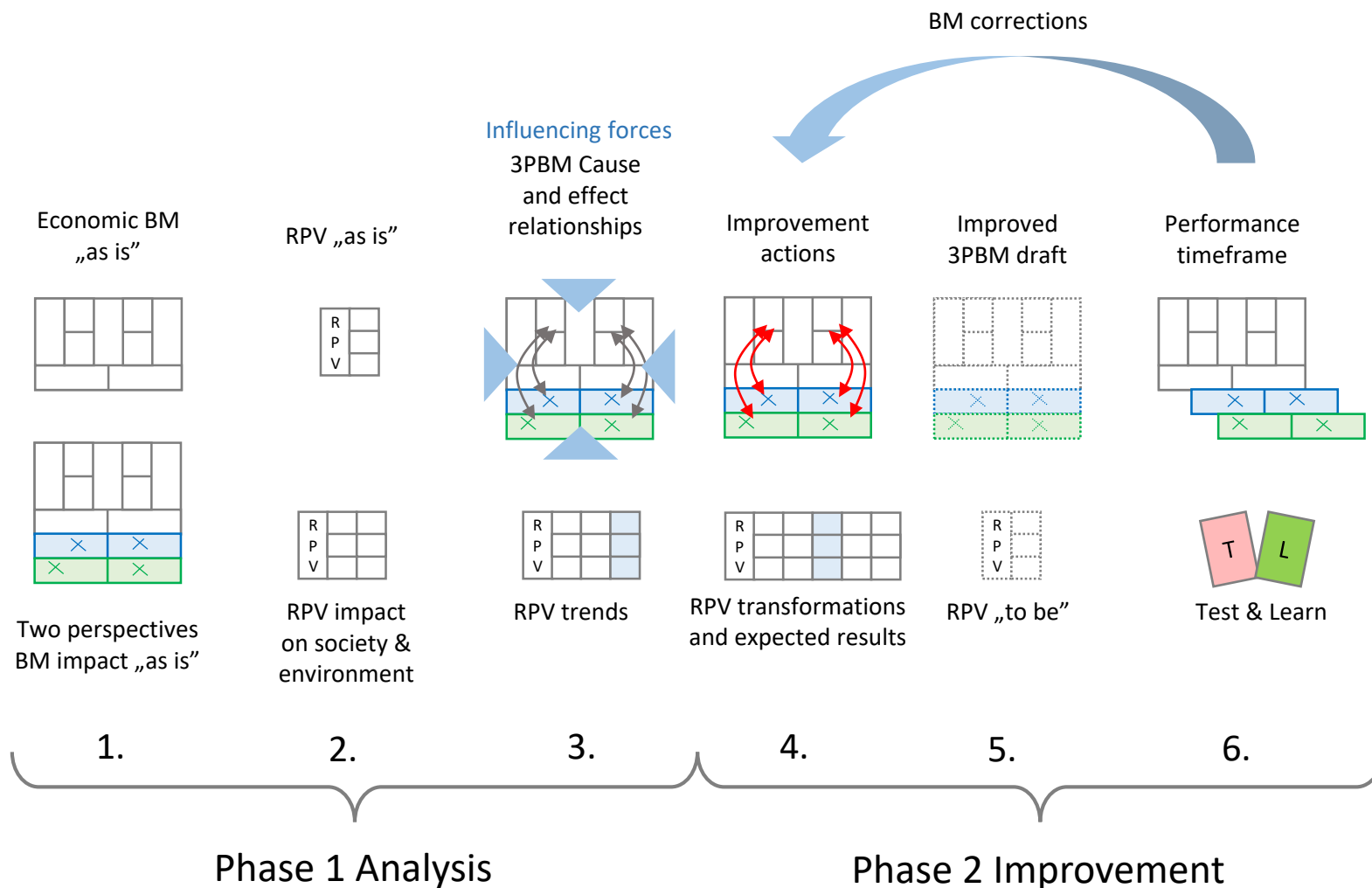
Transformations

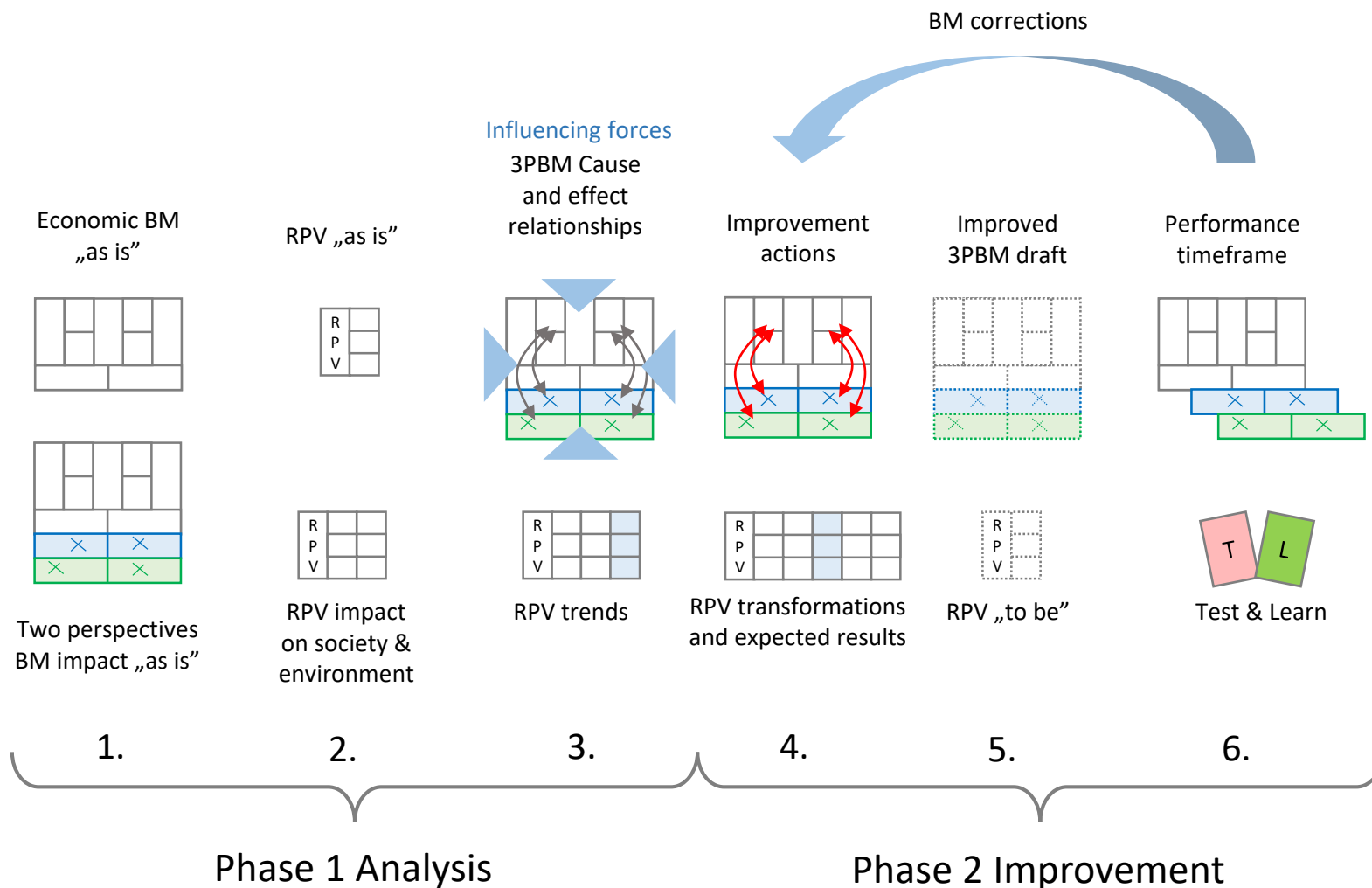
Results

RPV description “as is”

RPV impact on society and environment

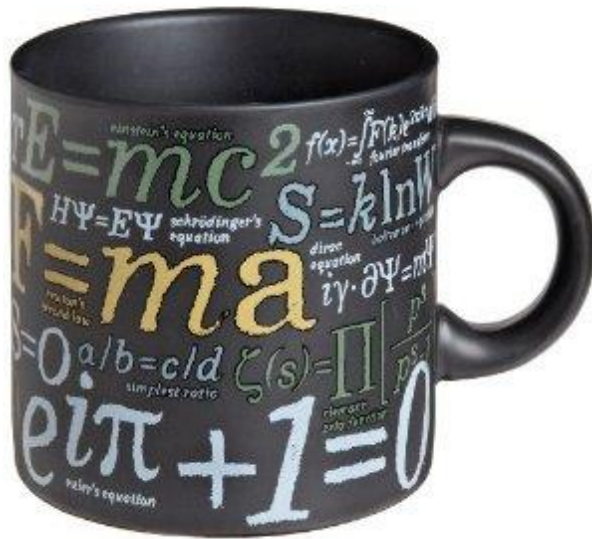
Influencing forces







Discussion



Thank you.

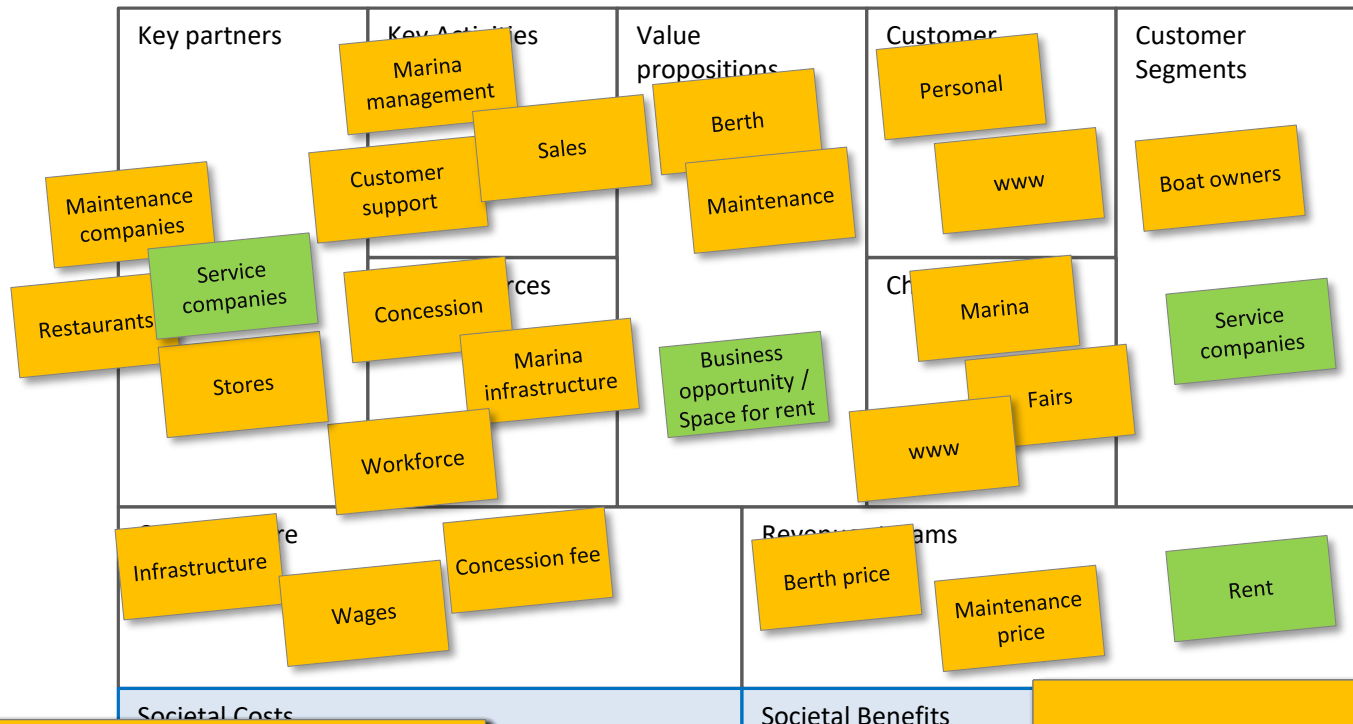
Elements created by Boris Golob
bgolob@uniri.hr

3-PBM methodology From Theory to Practice

Limassol 19.09.2019.

Michalis Maimaris & Philip Ammerman

Marina



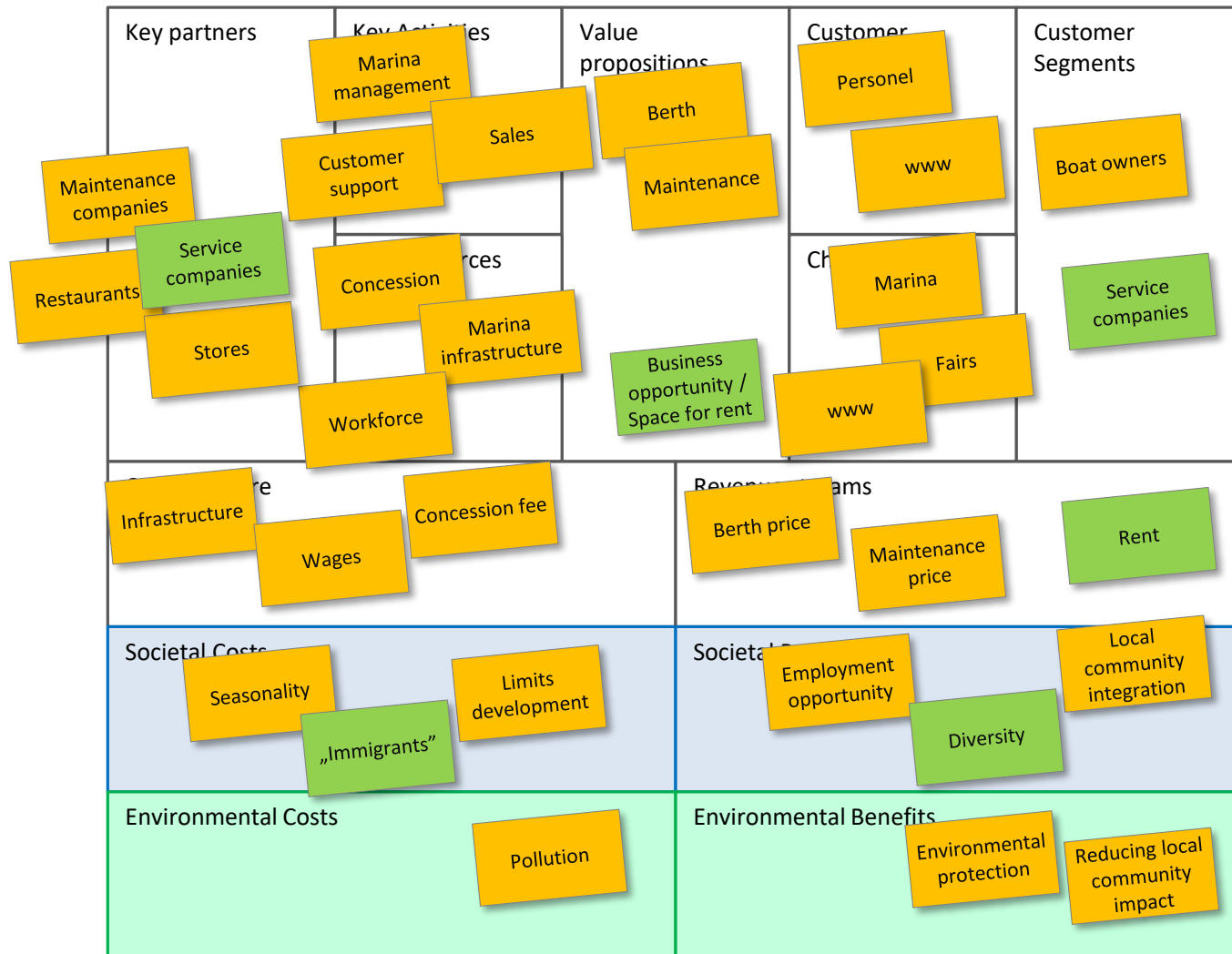
Business

Service companies

opportunity
Space for rent

Rent

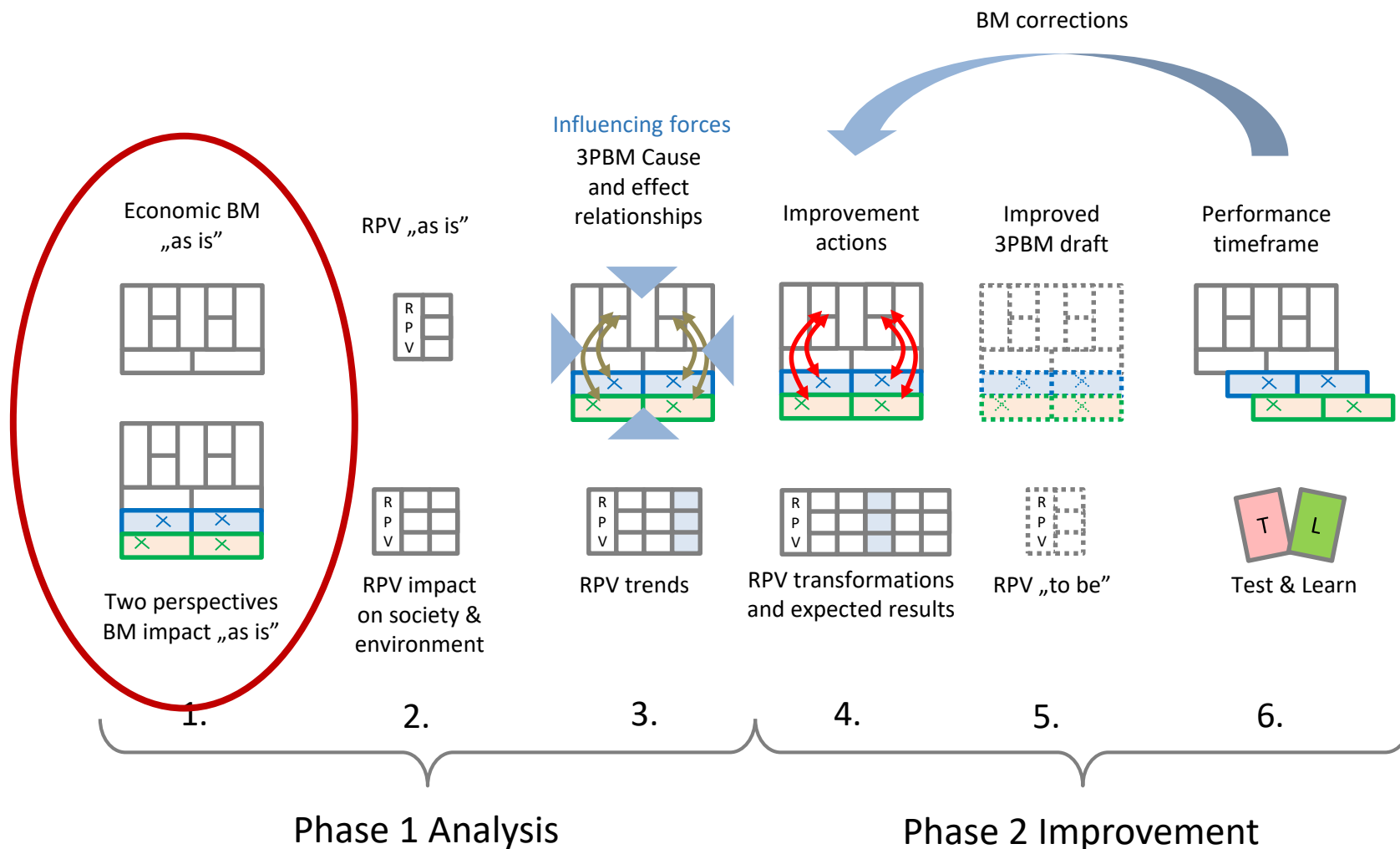
Marina



3-PBM methodology Practical session

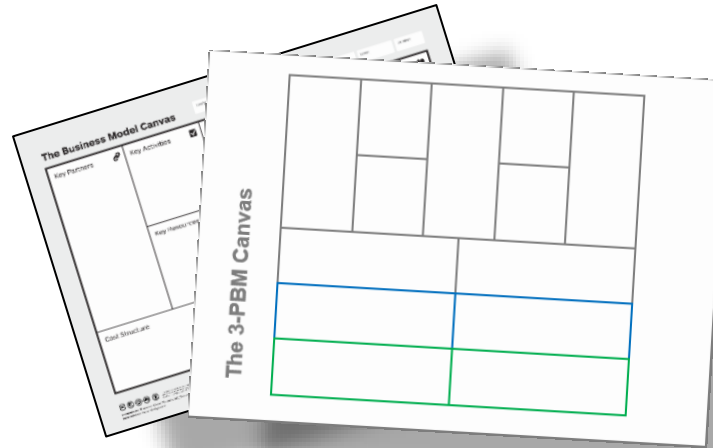
Limassol 19.09.2019.

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"> • Fragmentation: People, technology, platform, network, distribution, etc. • Key Partners: Partners, Suppliers, Distributors, etc. • Key Activities: Activities, etc. • Key Resources: Resources, etc. • Cost Structure: Costs, etc. |
| Process | Way of doing business, value proposition, etc. | <ul style="list-style-type: none"> • Key Partners: Partners, Suppliers, Distributors, etc. • Key Activities: Activities, etc. • Key Resources: Resources, etc. • Cost Structure: Costs, etc. |
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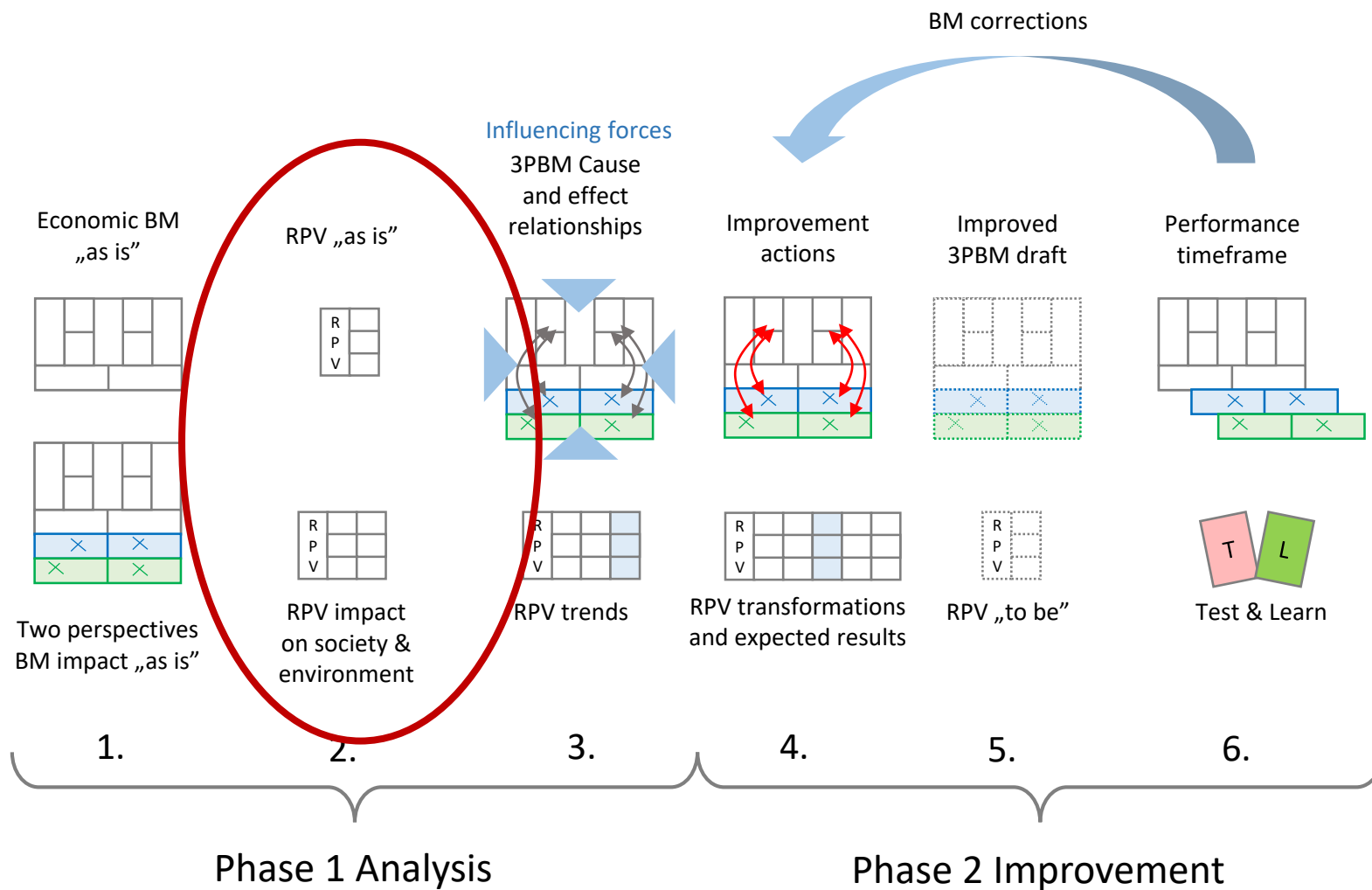
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3-PBM initial steps

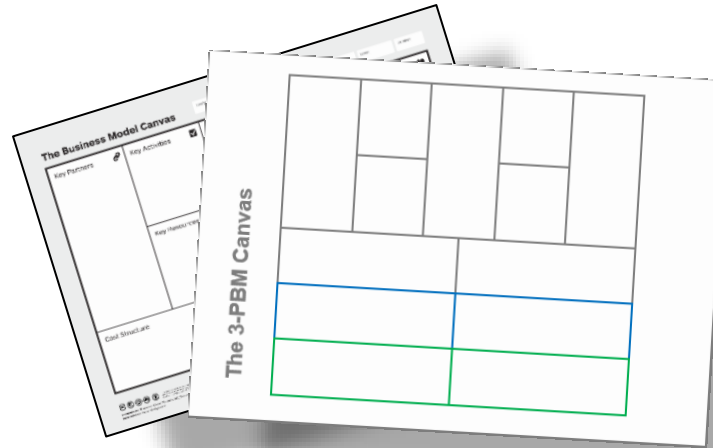
Which BM elements impact society perspective?

Which BM elements impact environment perspective?

How? Why? – Speculate.



3-PBM key forms



| Field | Definition | What to look for |
|----------|---|---|
| Services | What is the service? What is the value proposition? What is the service? What is the value proposition? | <ul style="list-style-type: none">• The service is a product or service that is offered to the market.• The service is a product or service that is offered to the market. |
| Business | How is the business model? What is the business model? What is the business model? | <ul style="list-style-type: none">• The business model is a plan for how the business will generate revenue.• The business model is a plan for how the business will generate revenue. |
| Values | What are the values? What are the values? What are the values? | <ul style="list-style-type: none">• The values are the principles that guide the business.• The values are the principles that guide the business. |

| Field | Definition | What to look for |
|----------|---|---|
| Services | What is the service? What is the value proposition? What is the service? What is the value proposition? | <ul style="list-style-type: none">• The service is a product or service that is offered to the market.• The service is a product or service that is offered to the market. |
| Business | How is the business model? What is the business model? What is the business model? | <ul style="list-style-type: none">• The business model is a plan for how the business will generate revenue.• The business model is a plan for how the business will generate revenue. |
| Values | What are the values? What are the values? What are the values? | <ul style="list-style-type: none">• The values are the principles that guide the business.• The values are the principles that guide the business. |

RPV description “as is”

RPV impact on society
and environment

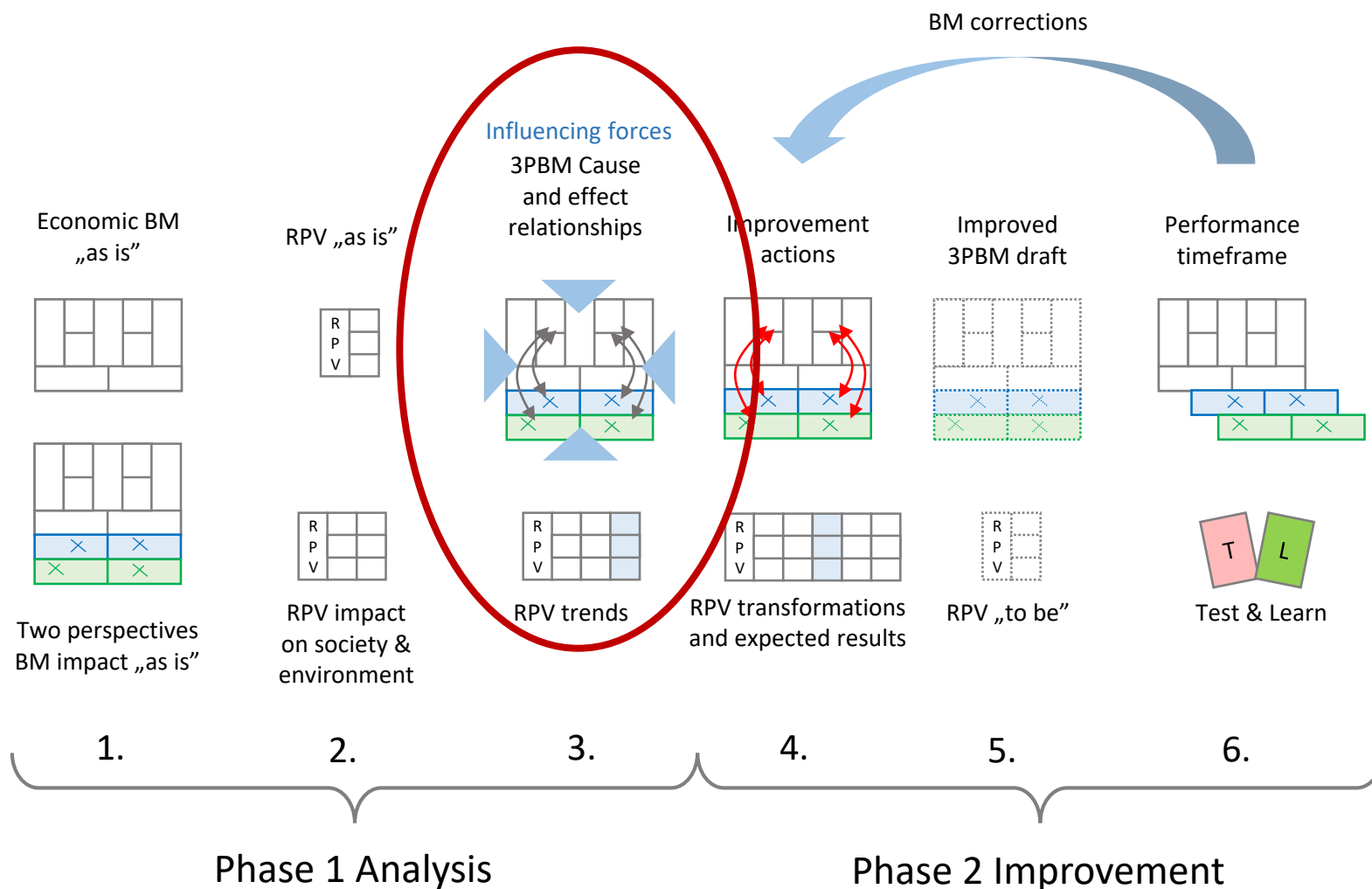
What to ask to identify values?

Without getting politically correct answers?

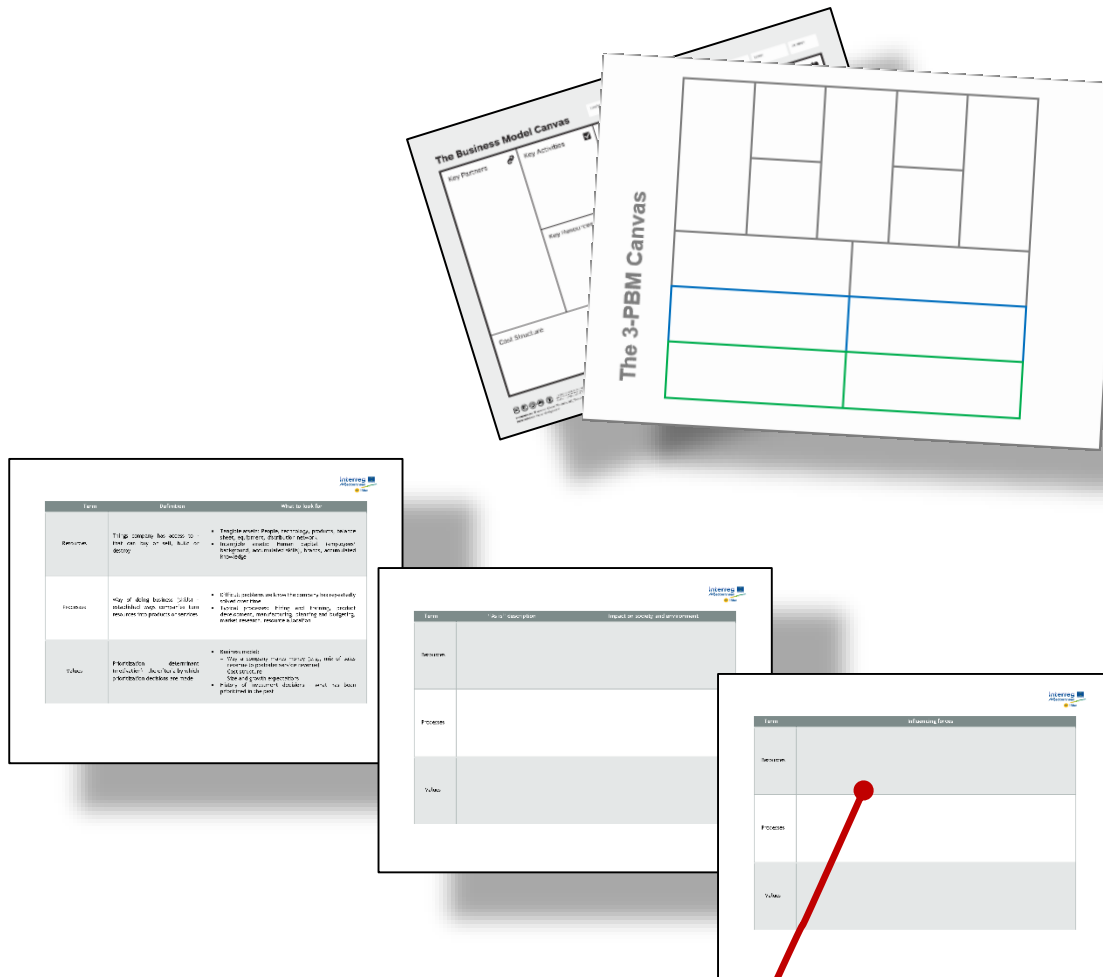
Decision making criteria? ...procedures?

Attitudes toward customers, employees,
environment?

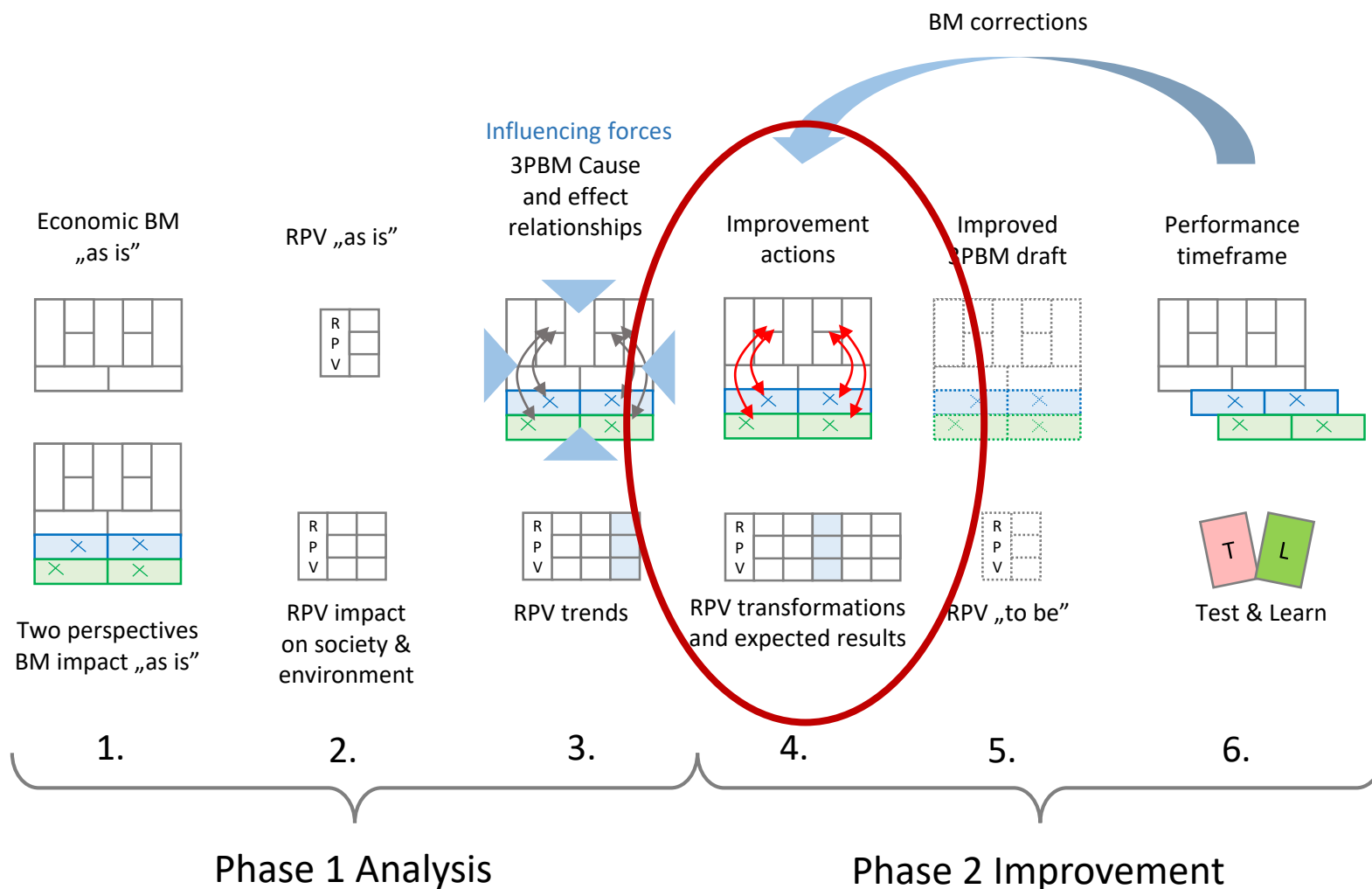
Resource allocation criteria? Where do they
invest, which areas?



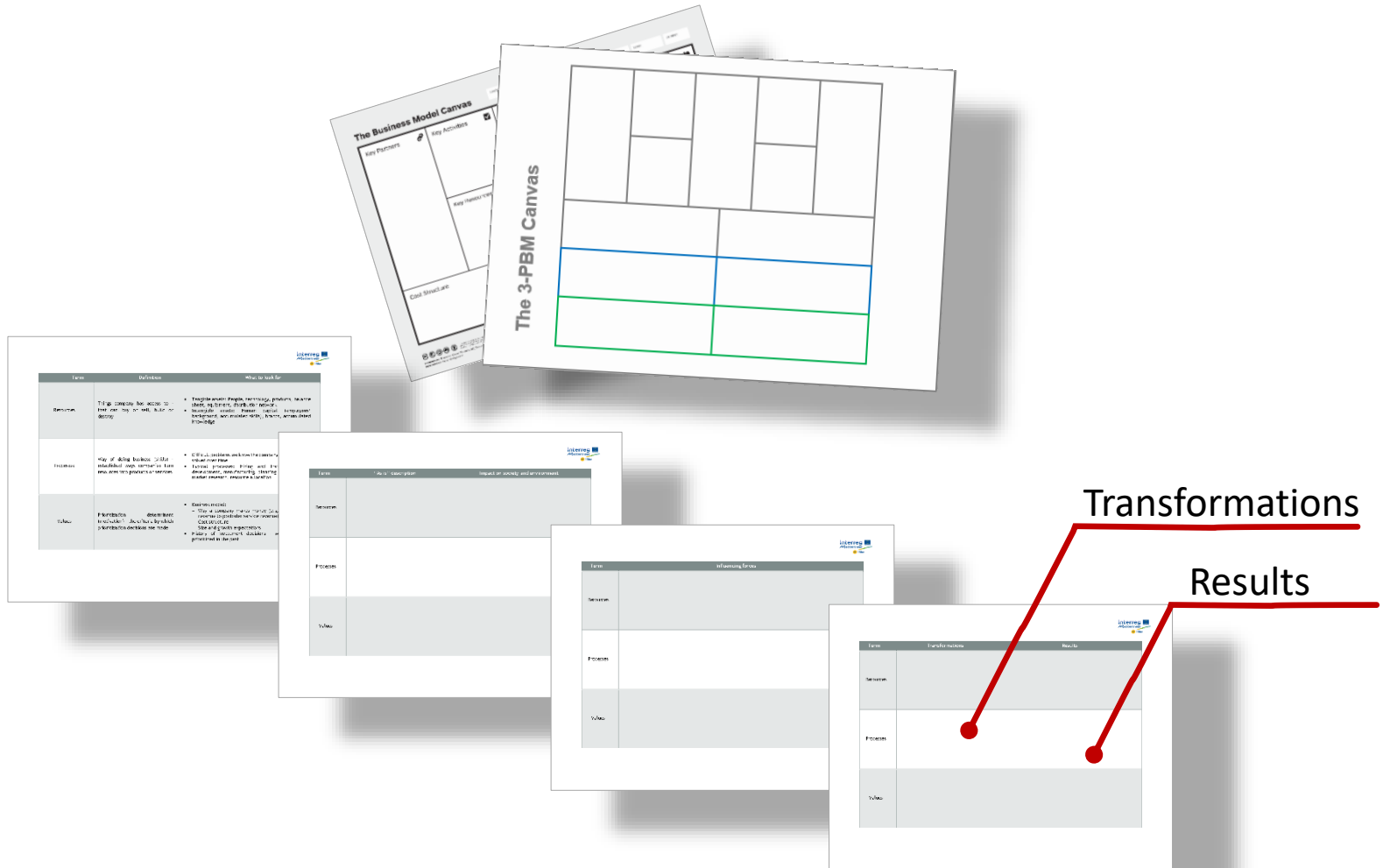
3-PBM key forms



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

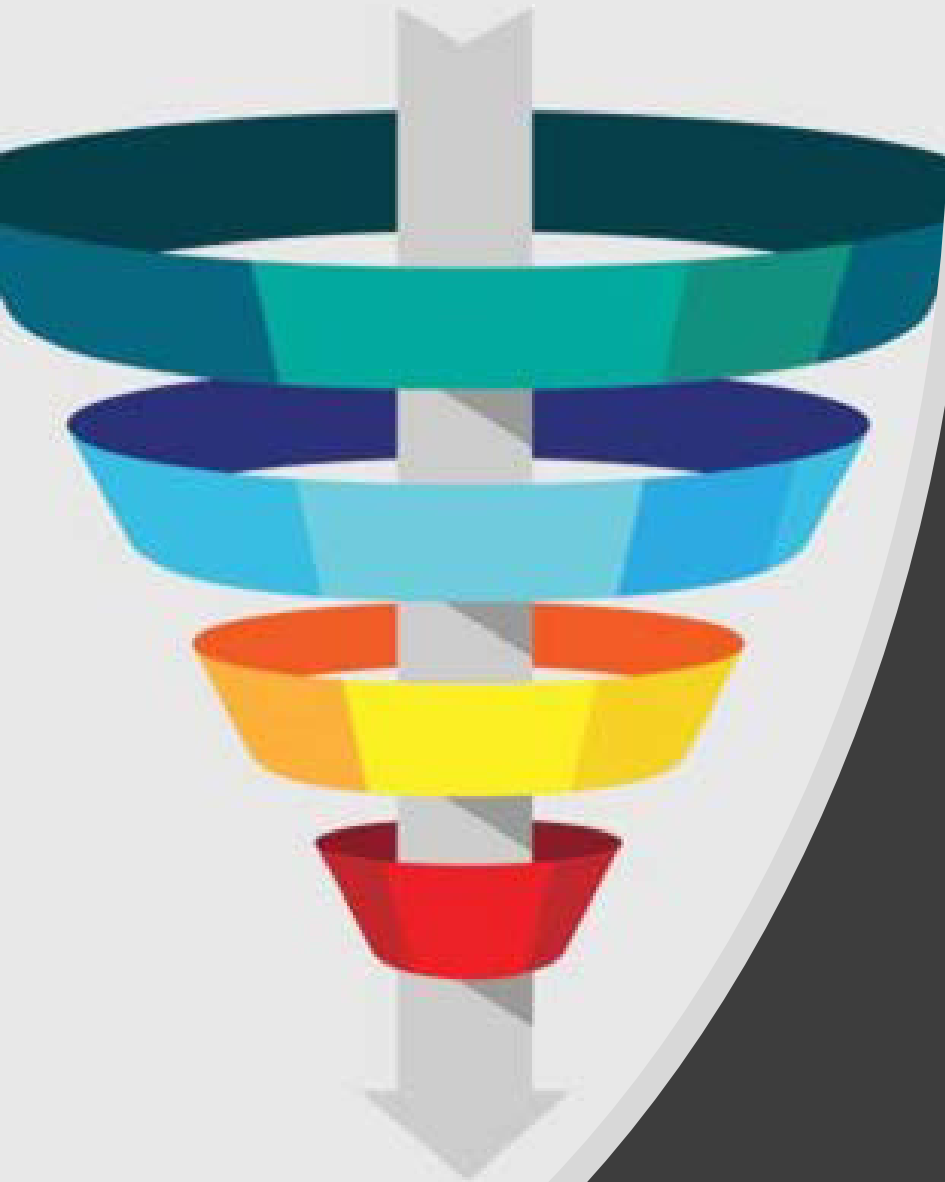
To find an available
business man, due to
seasonality



People who love what they do!



A Captain-Entrepreneur



From
General to
Specific

Conclusions



A knowledgeable business man



No written plan



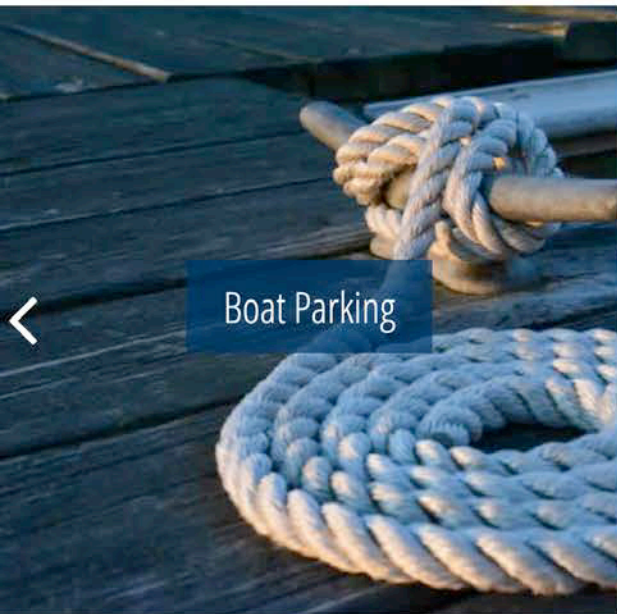
Loyal staff



Outsourcing Services



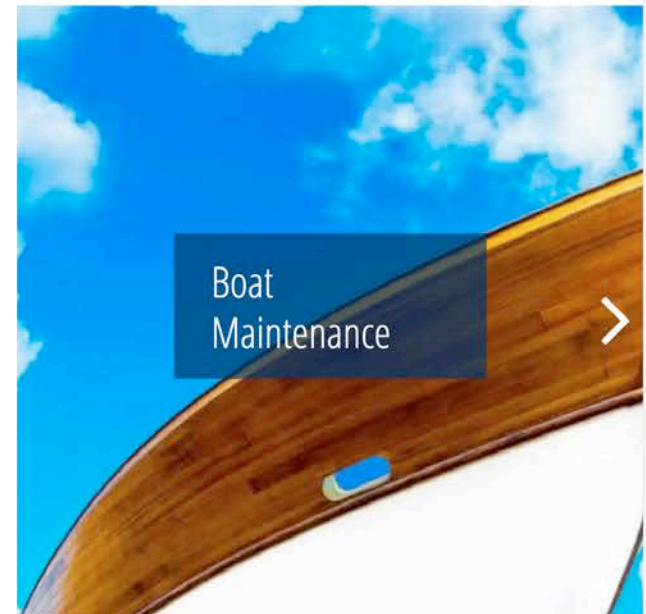
Big and reliable network



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

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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;

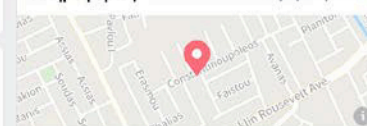
📧 Στείλτε μήνυμα

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 | |
| | 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 | | |



In
Blue
com
3-Pi

iBLUE aims to
sustainable
sector by u
and by integ
pillars (econo
and social) in
business



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

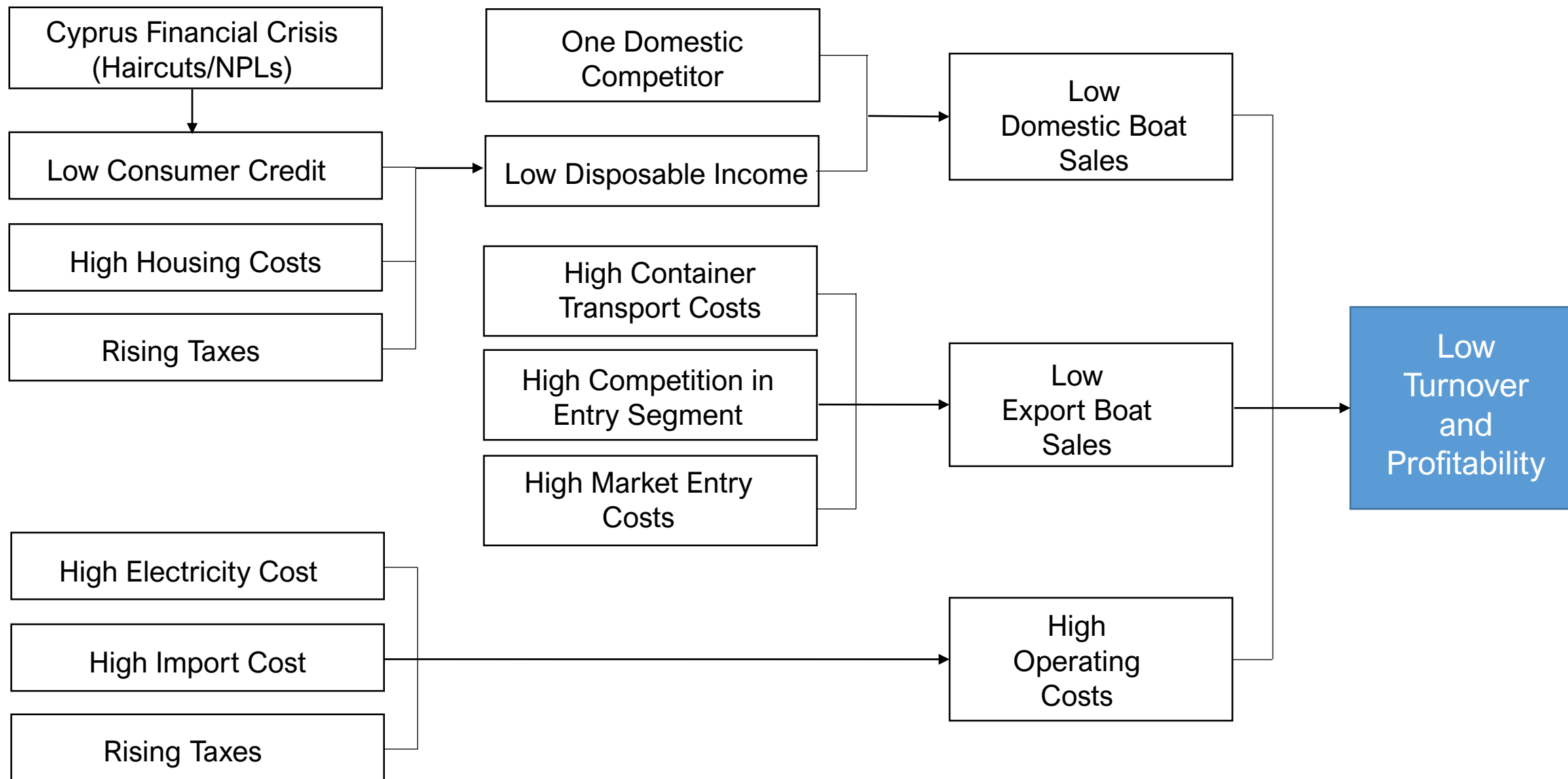
KEY CHALLENGES

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

Cyprus Financial Crisis
(Haircuts/NPLs)

Low Consumer Credit

High Housing Costs

Rising Taxes

COMPETITIVE DIFFERENTIATION

One Domestic
Competitor

Low Disposable Income

High Container
Transport Costs

High Competition in
Entry Segment

High Market Entry
Costs

Low
Domestic Boat
Sales

DOMESTIC MARKETING

Low
Export Boat
Sales

EXPORT MARKETING

High
Operating
Costs

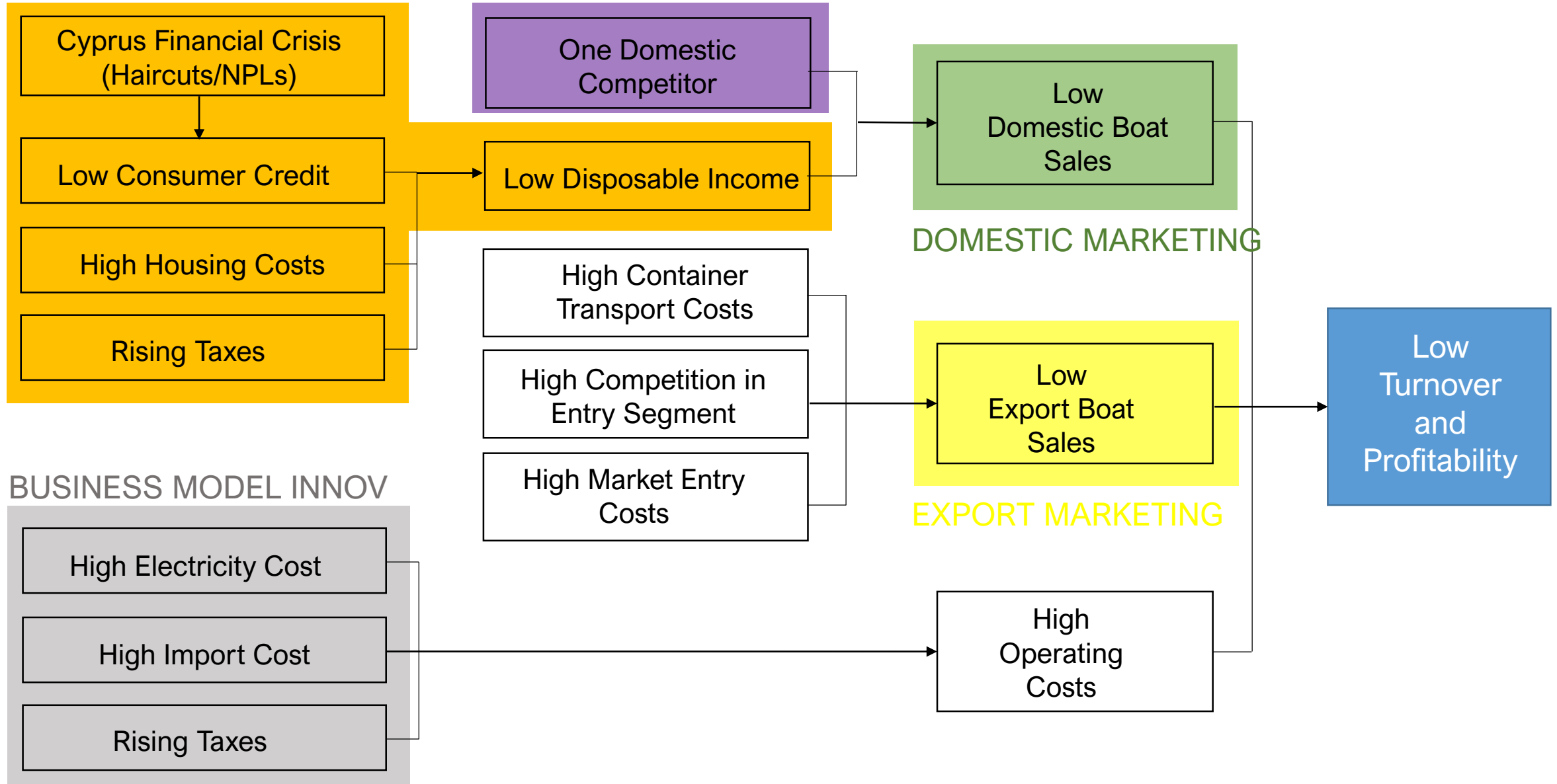
Low
Turnover
and
Profitability

BUSINESS MODEL INNOV

High Electricity Cost

High Import Cost

Rising Taxes



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.

A blank business model canvas template. The canvas is divided into six main sections by 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 left)
- Customer Segments** (bottom right)

The canvas is currently blank, with no content filled in the sections.

DATE | |

LOCATION

VP

Quality Products

Personal Sales

Private Showings

Independent Designers

Useful Items

VP

Trade Shows

Dinner Shops

Crown Plaza

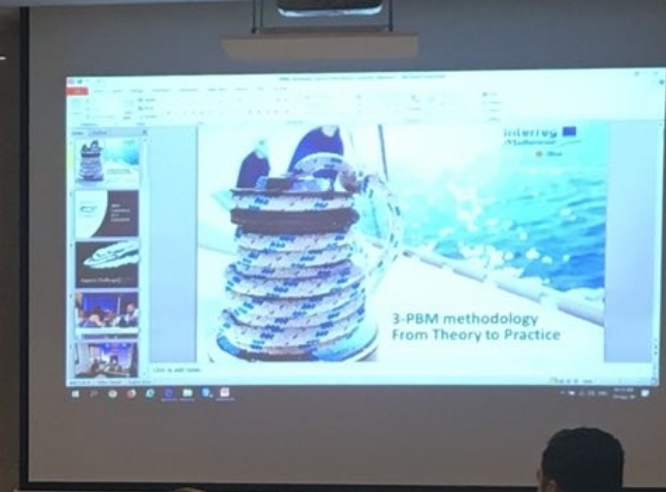
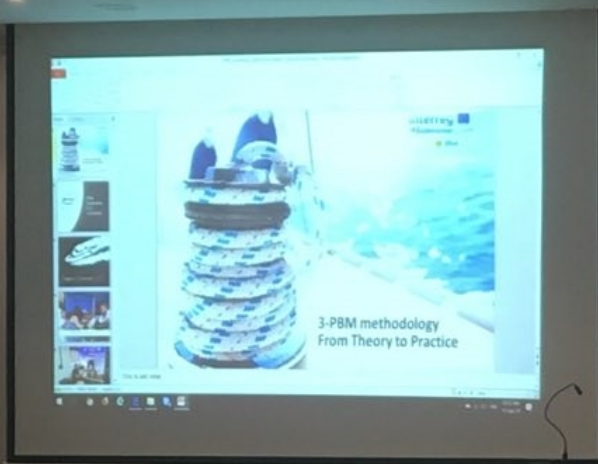
DRINK. THINK. RELAX.

DRINK, THINK, RELAX.









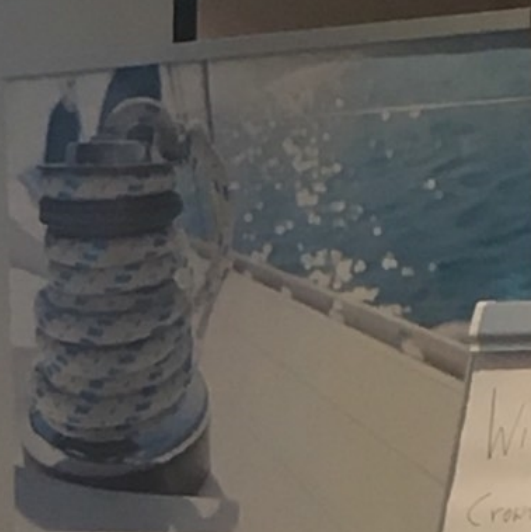
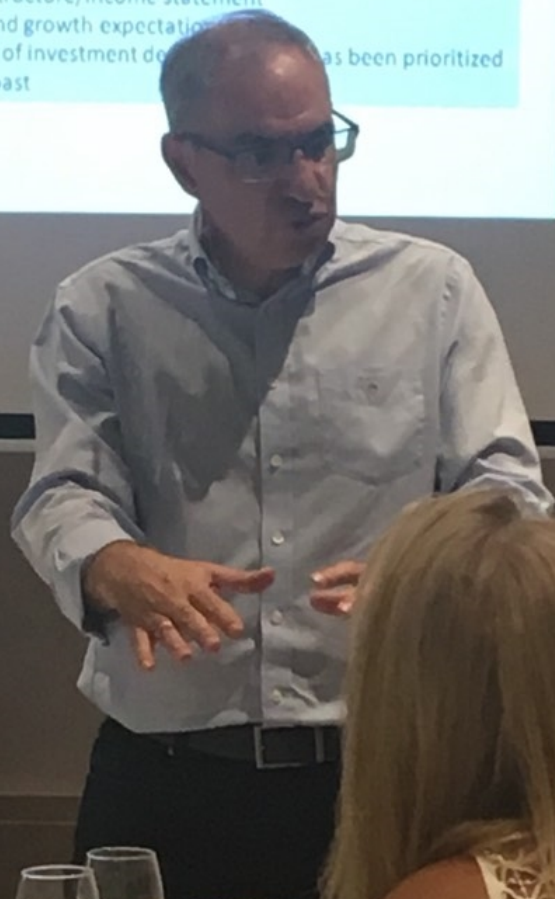
iBlue
meeting in Barcelona
Blue growth and
competitiveness
3-Pillar Business





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 3-pillar business model and by integrating economic, environmental and social pillars (economic, environmental and social) in the business model

UNIVERSITÀ
LI STUDI
MARE

WiFi
Crown Plaza
Password: hotel@i