

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: RCDI
Contributors: STEPRI


SAVE THE DATE

19th June, 2019 – 09h00 to 13h30

iBLUE METHODOLOGY TRAINING

“3-PILLAR BUSINESS MODEL (3PBM)”

Júpiter Lisboa Hotel | Avenida da República, 46 | LISBOA



Organised in the scope of the iBLUE project, co-financed by the Interreg MED programme, the training event is addressed to SMEs of the Blue Sector, focusing on the presentation and practical implementation of the **3-Pillar Business Model**, a balanced model involving financial, social and environmental components. See appended **Agenda**.

Register Now!

You just need to send an e-mail to:

info@rcdi.pt

Organised by:



Institutional Support:



Project co-financed by the European
Regional Development Fund



iBlue Methodology Training “3-PILLAR BUSINESS MODEL (3PBM)”

Lisbon, 19th June 2019

Júpiter Lisboa Hotel | Avenida da República, 46 | Lisboa

Mentored by: Boris Golob



Boris Golob is the CEO of the Science and Technology Park of the University of Rijeka. He is an experienced Lecturer & Trainer in the fields of business strategy, new business model creation and new product and service development and commercialisation. He is a Certified Business Model Canvas Trainer by Strategyzer and has conducted more than 150 lectures, seminars and workshops (3000+ participants from 200+ companies).

AGENDA

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

09.00	Registration
09.15	Methodology Training: theory session Introduction to the 3-Pillar Business Model (3PBM) methodology <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 Practical work and implementation of 3PBM first phase, for participating companies <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	Lunch

Institutional support:



Organised by:



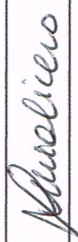







IBLUE STEERING COMMITTEE & TECHNICAL COMMITTEE

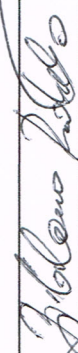

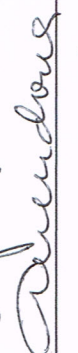


IBLUE Methodology Training

19th June 2019, Lisbon, Portugal

Júpiter Lisboa Hotel | Avenida da República, 46 | Lisboa

List of Participants

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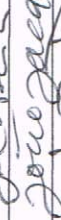






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Ana	Catita	PP7 - RCDI		
Alban	Isteri	PP8 - DURRES CCI		
Ilir	Rembeci	PP8 - DURRES CCI		

iBlue Methodology Training – Theory Session / Acção de Formação iBlue – Sessão Teórica “3-PILLAR BUSINESS MODEL (3PBM)”/ “MODELO DE GESTÃO DOS 3 PILARES (3PBM)”

Lisboa, 19/06/2018

Júpiter Lisboa Hotel | Avenida da República, 46 | Lisboa

List of Participants/Lista de Participantes

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(*) NOTA: Os dados pessoais recolhidos são tratados de forma confidencial e utilizados exclusivamente para comunicação interna ao projecto, para envio de informação sobre reuniões técnicas e eventos. A RCDI compromete-se a cumprir a legislação em vigor adoptando as medidas necessárias para garantir a confidencialidade dos dados, podendo o titular dos mesmos reclamar a qualquer momento o seu direito de acesso, alteração ou cancelamento através do envio de email para info@rcdi.pt.

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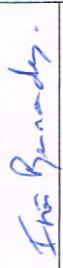







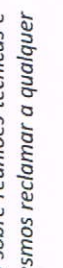
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iBlue Methodology Training – Practice Session / Acção de Formação iBlue – Sessão Prática “3-PILLAR BUSINESS MODEL (3PBM)” / “MODELO DE GESTÃO DOS 3 PILARES (3PBM)”

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3-PBM methodology Theory session

Lisbon 19.06.2019.
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

What is 3-PBM?

3-PBM means three pillars business model explaining three aspects of sustainability – economic, environmental and social aspect.

Why three pillars?

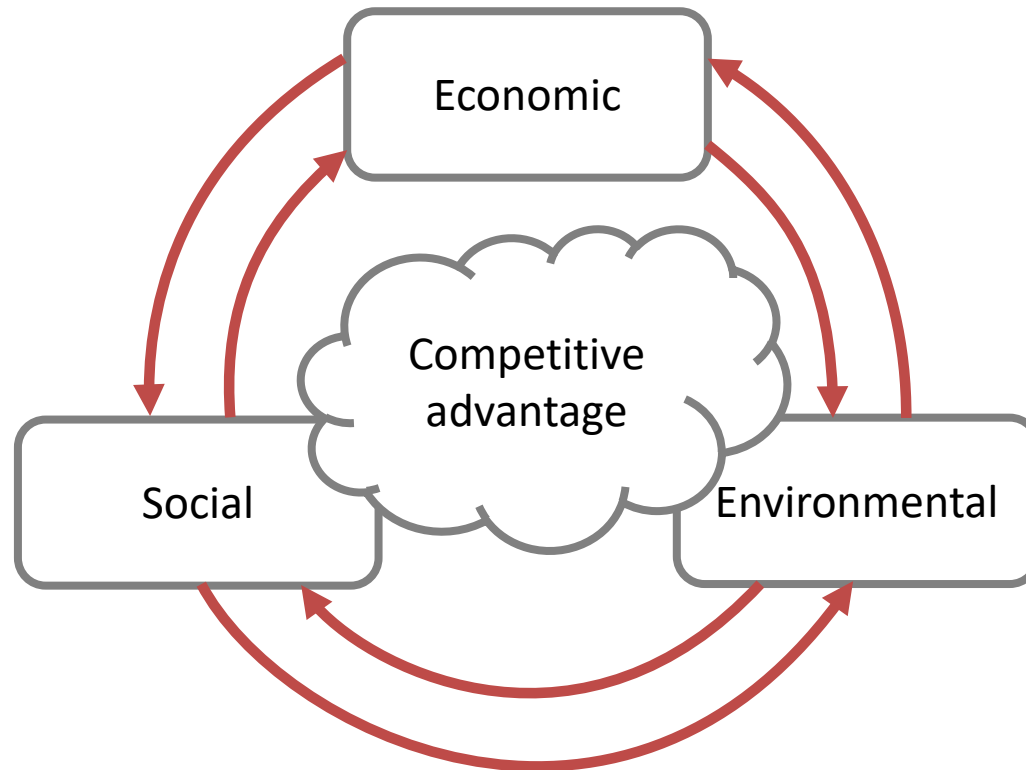


3-PBM Methodology

Aims to help companies

- to get additional perspectives on their business,
- to deepen the understanding of business model mechanics,
- to holistically manage their impact (reduce negative impact, leverage positive impact)
- to improve the bottom line – overall economic performance and competitiveness.

Reinforcement loop is 3-PBM rationale



?

“...superior
business
model.”



How do *you* make money?



Alphabet

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



“Dollar down, dollar a week!”

Impact on
environment?



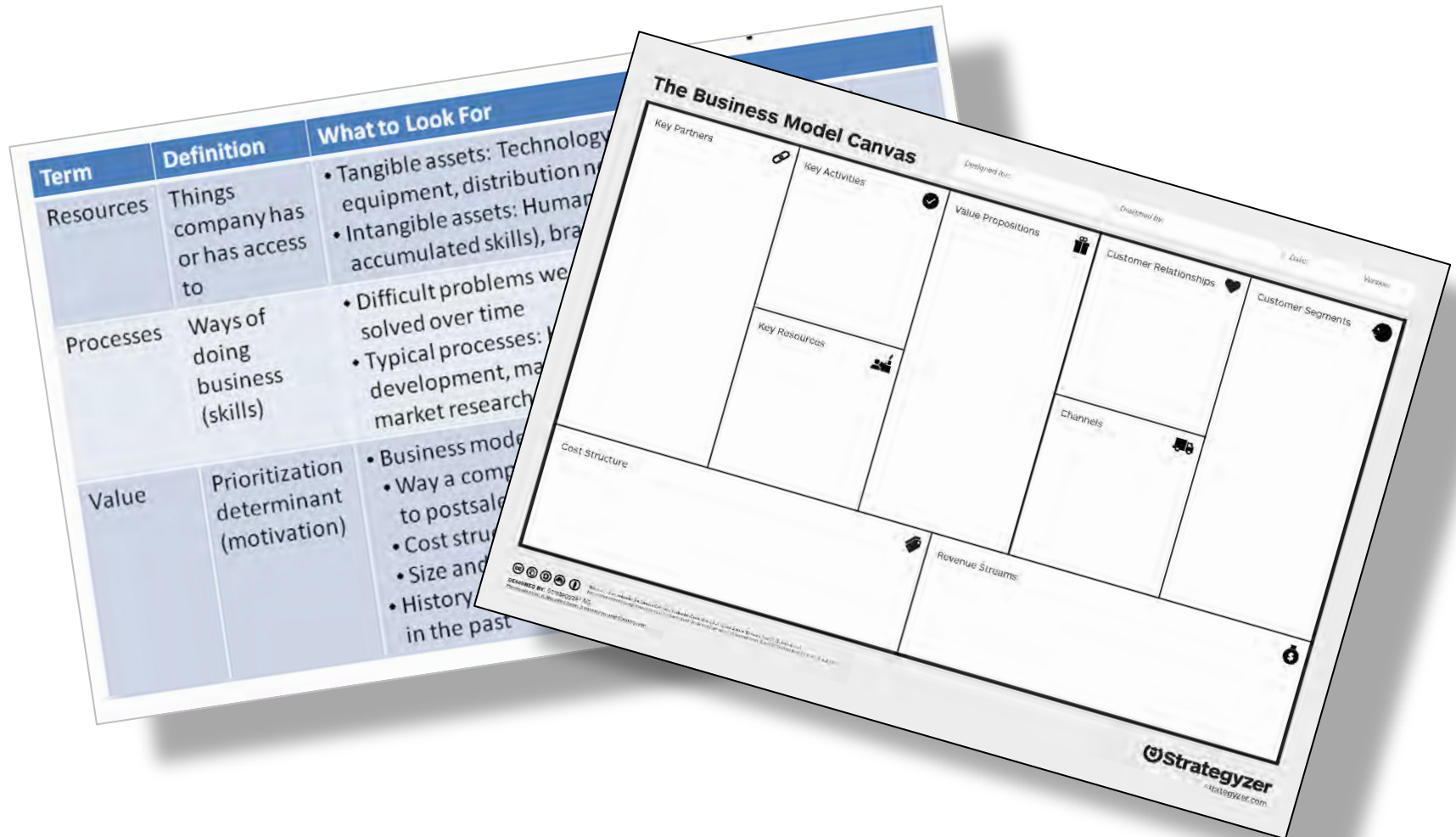


Impact on society?

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

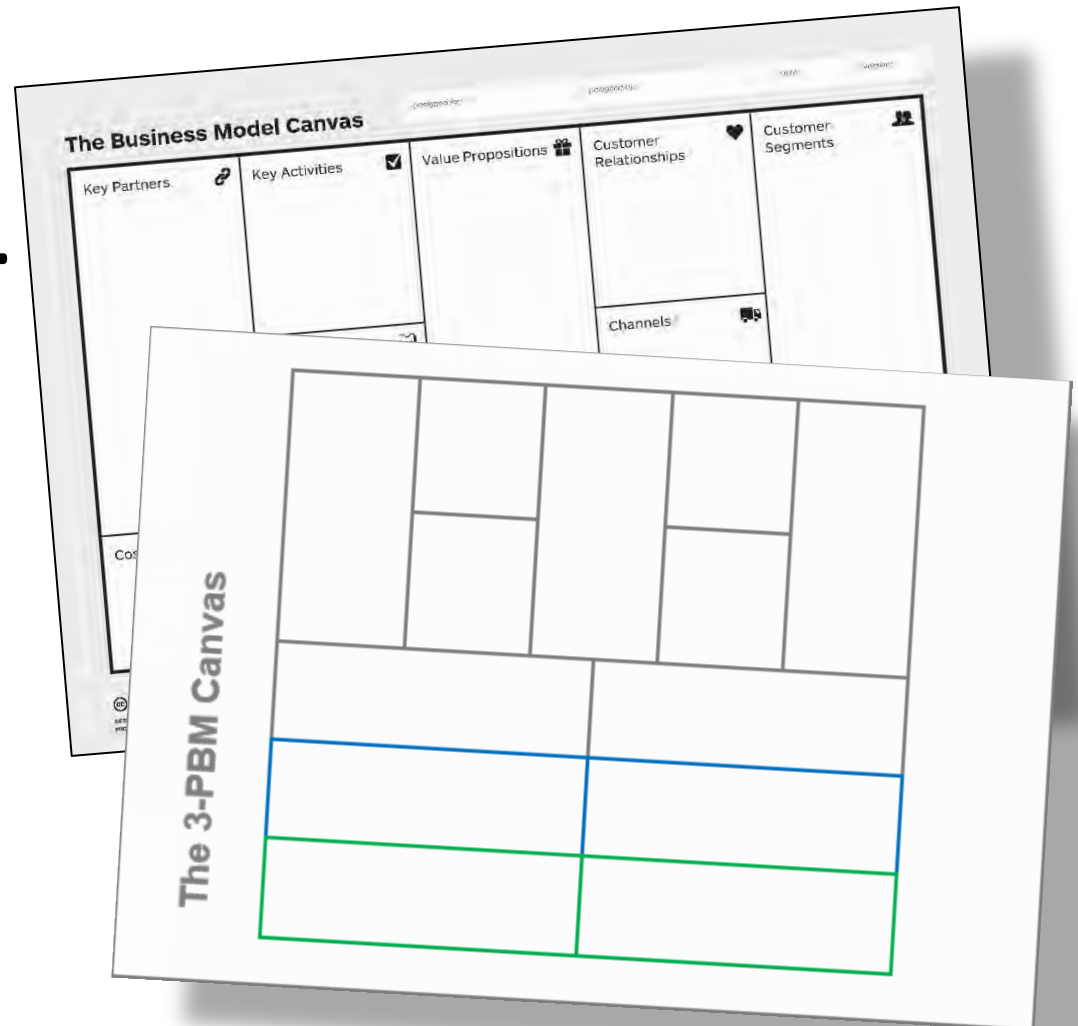
= makes money
+ impacts
society & environment

Concepts integrated into 3-PBM methodology

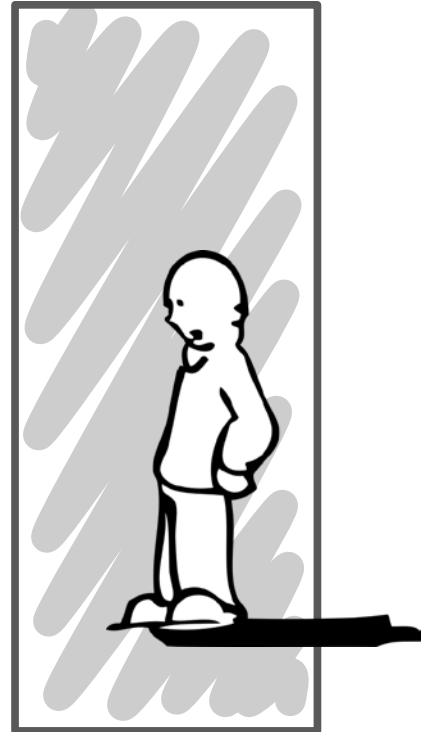


The Business Model Canvas.

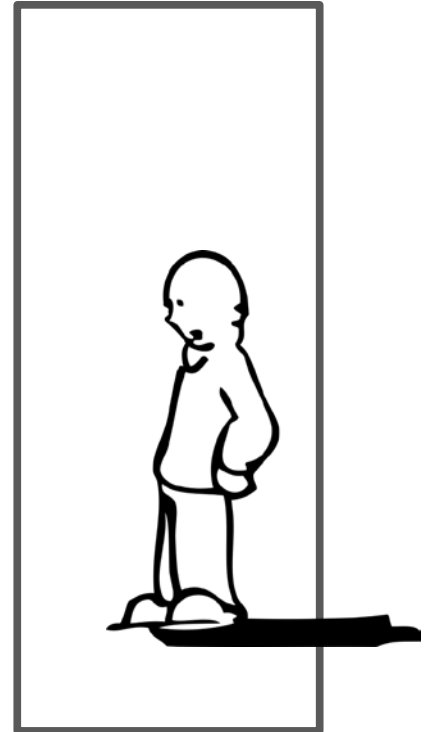
It allows you to describe, design, challenge, invent, and pivot your business model.



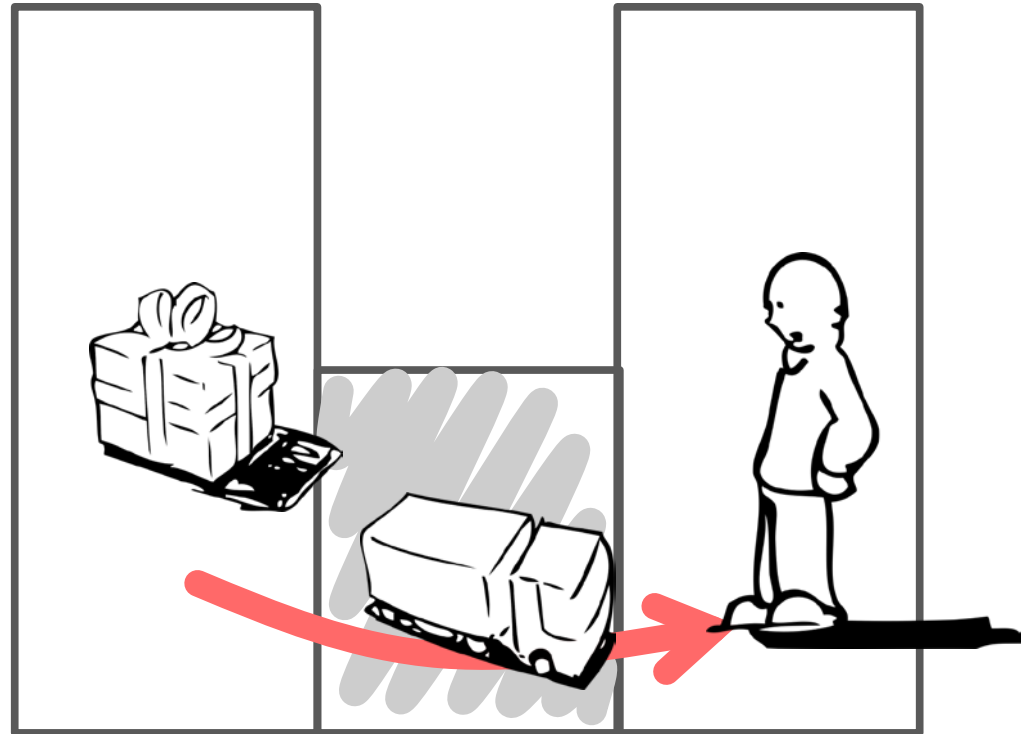
Customer Segments



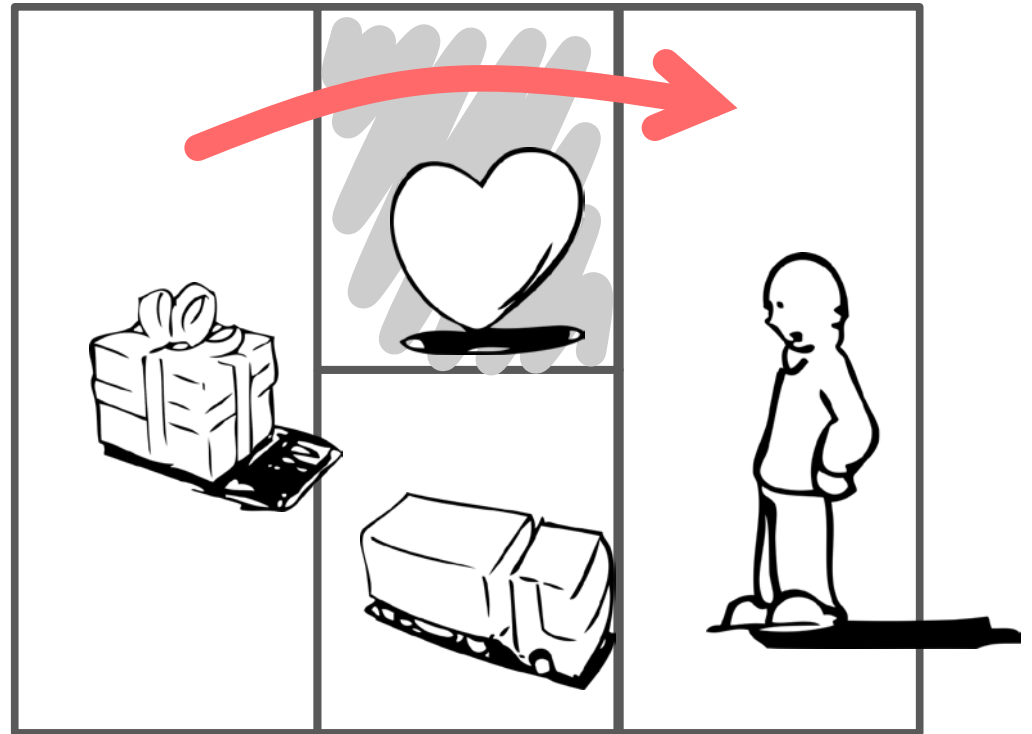
Value Proposition



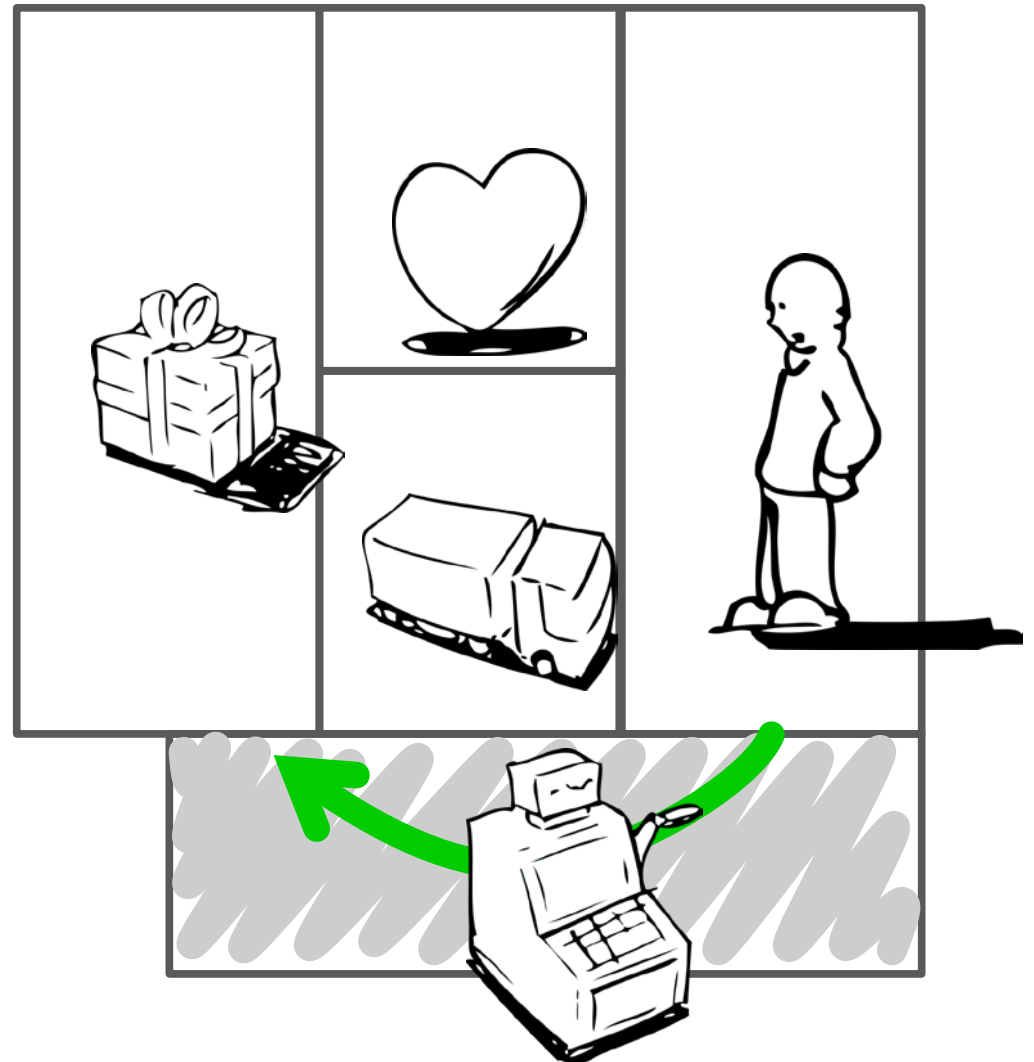
Channels



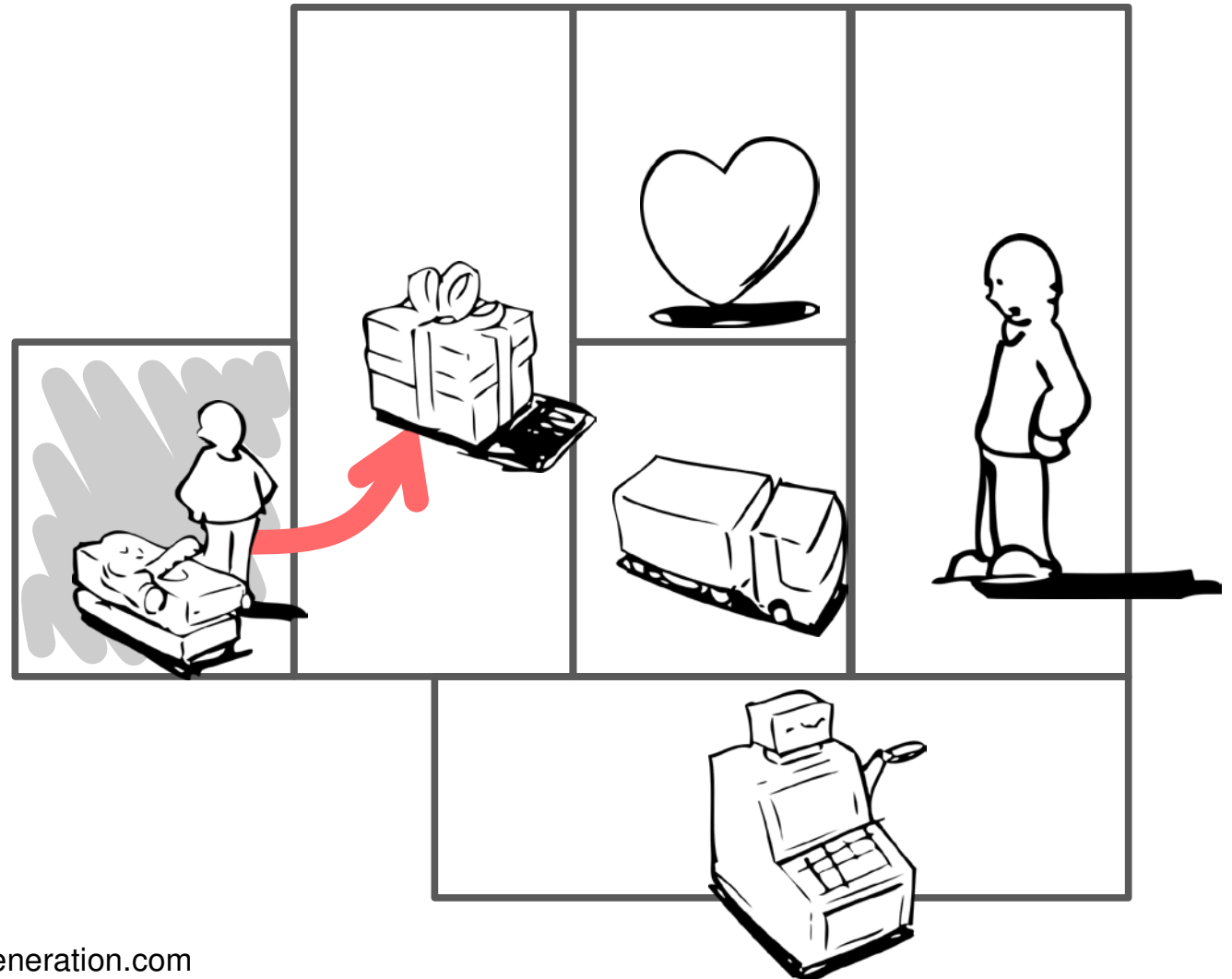
Customer Relationships



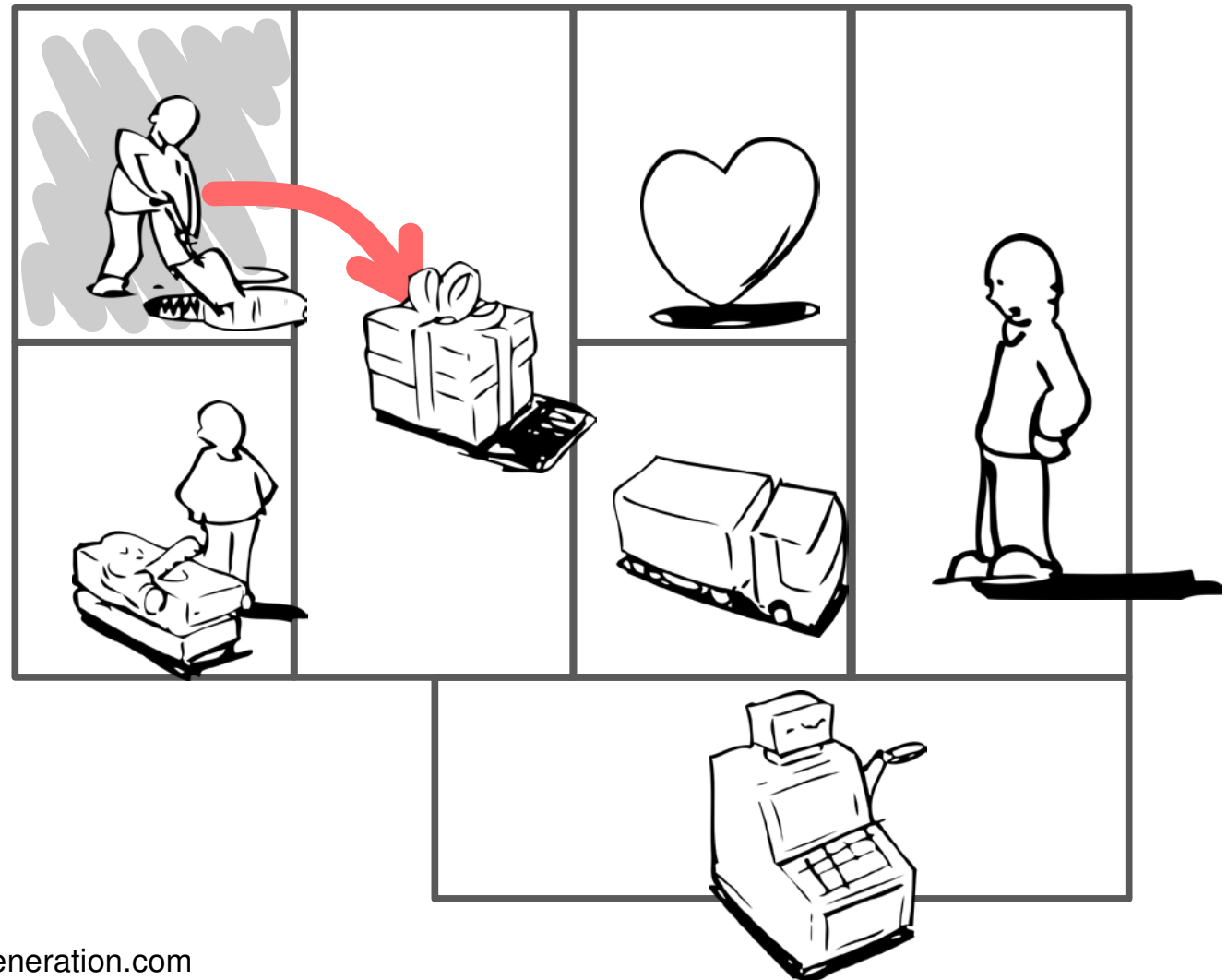
Revenue Streams



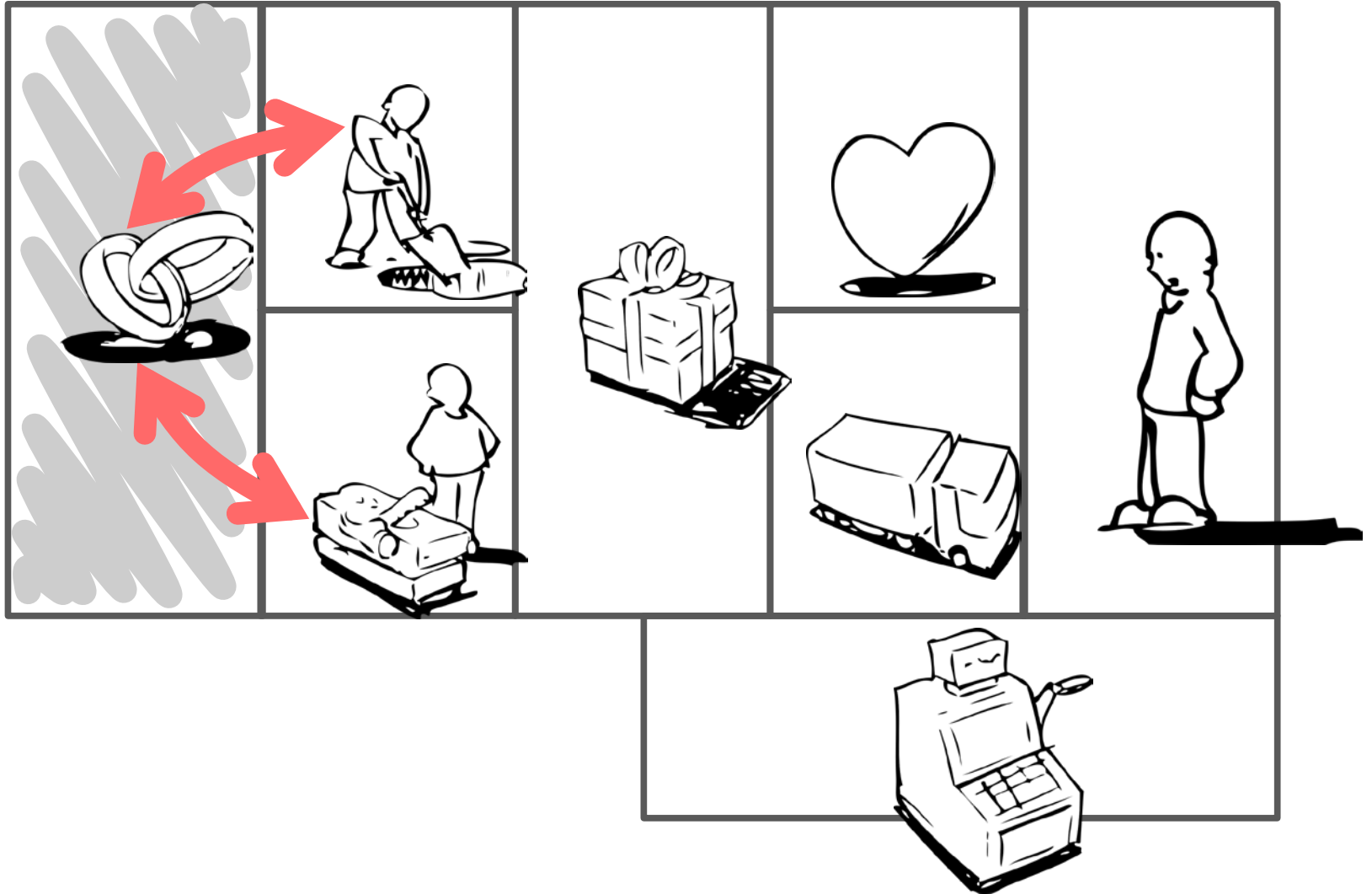
Key Resources



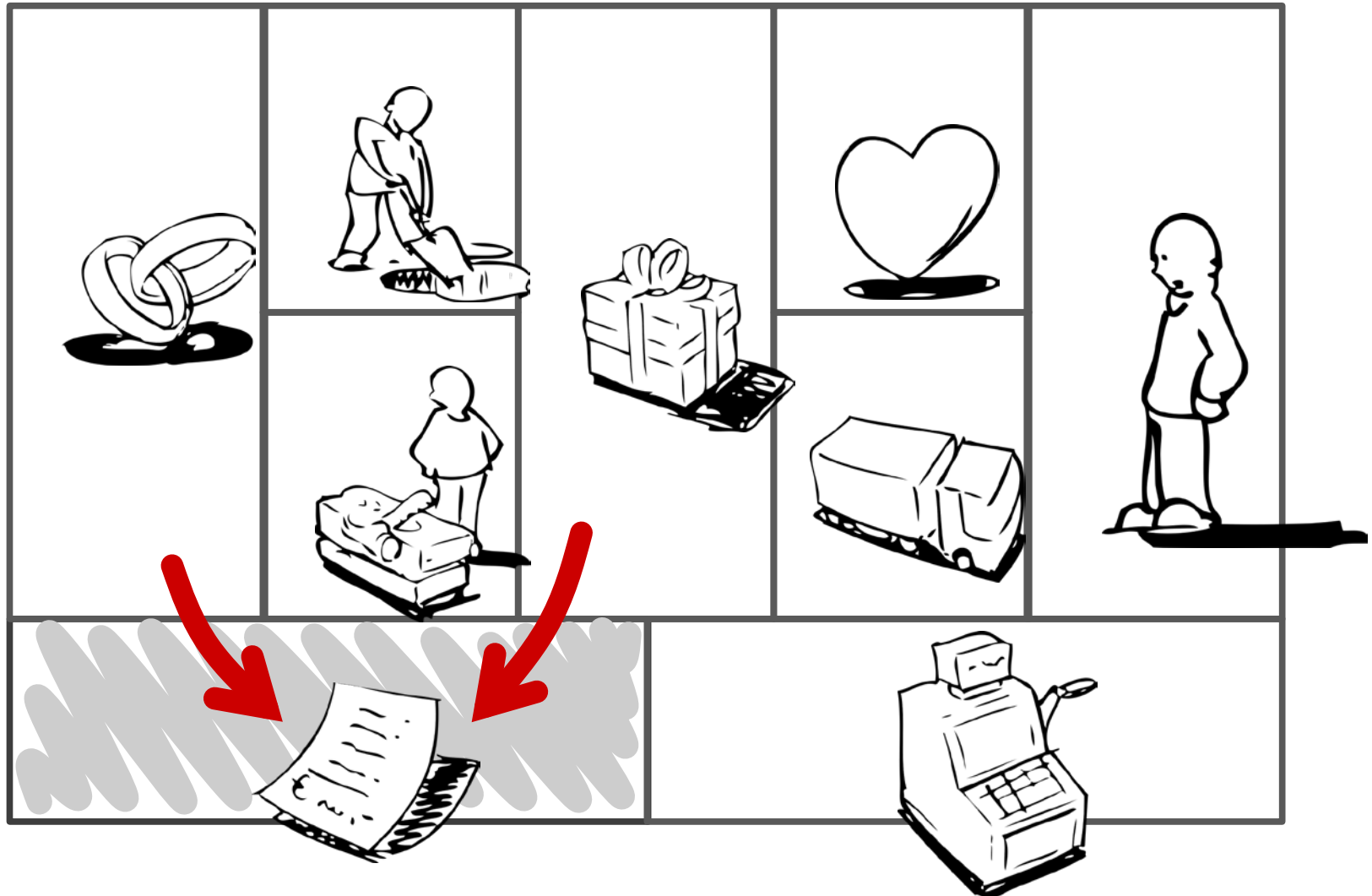
Key Activities



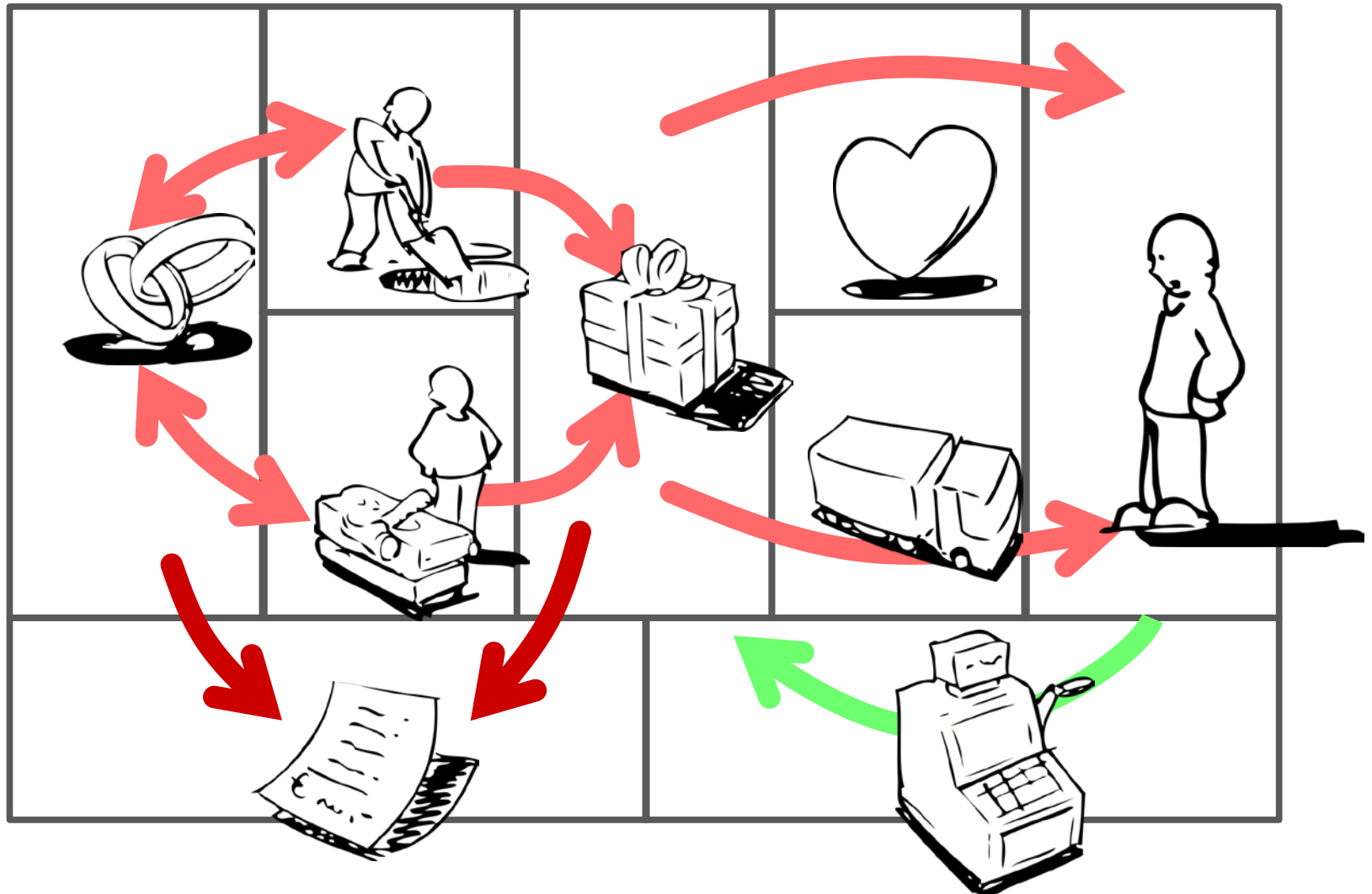
Key Partners



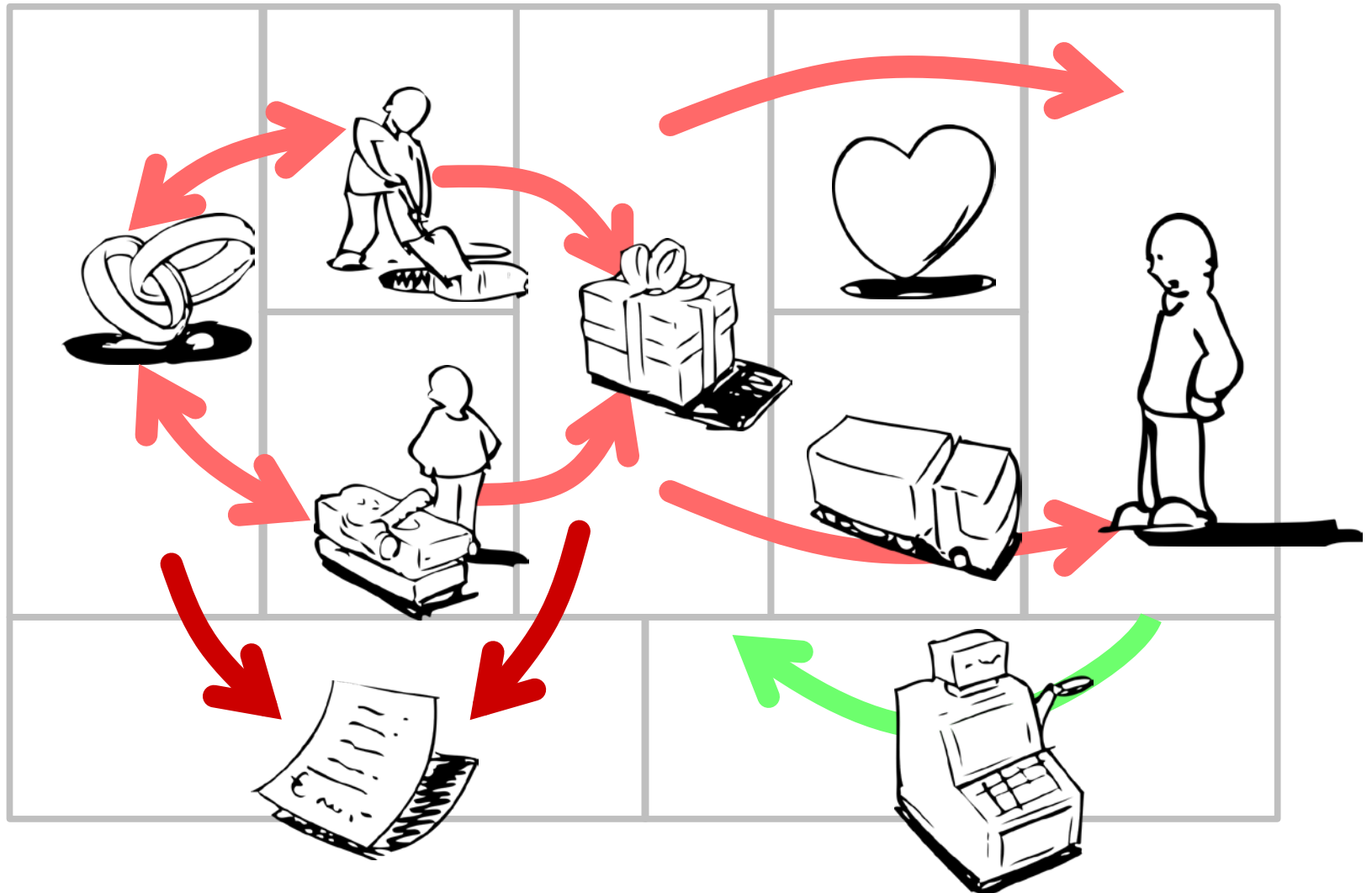
Cost Structure



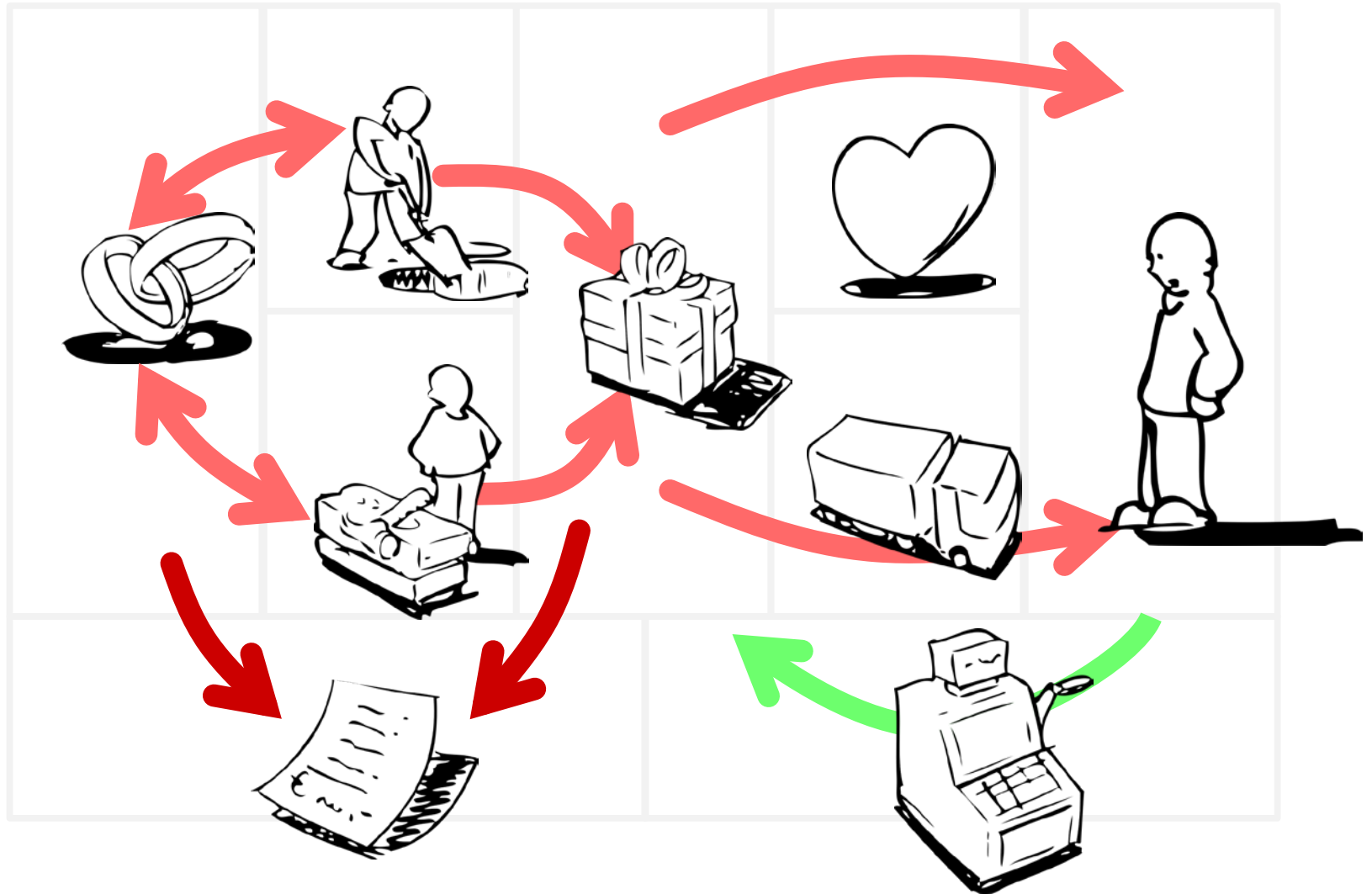
Business Model Canvas



Business Model Canvas

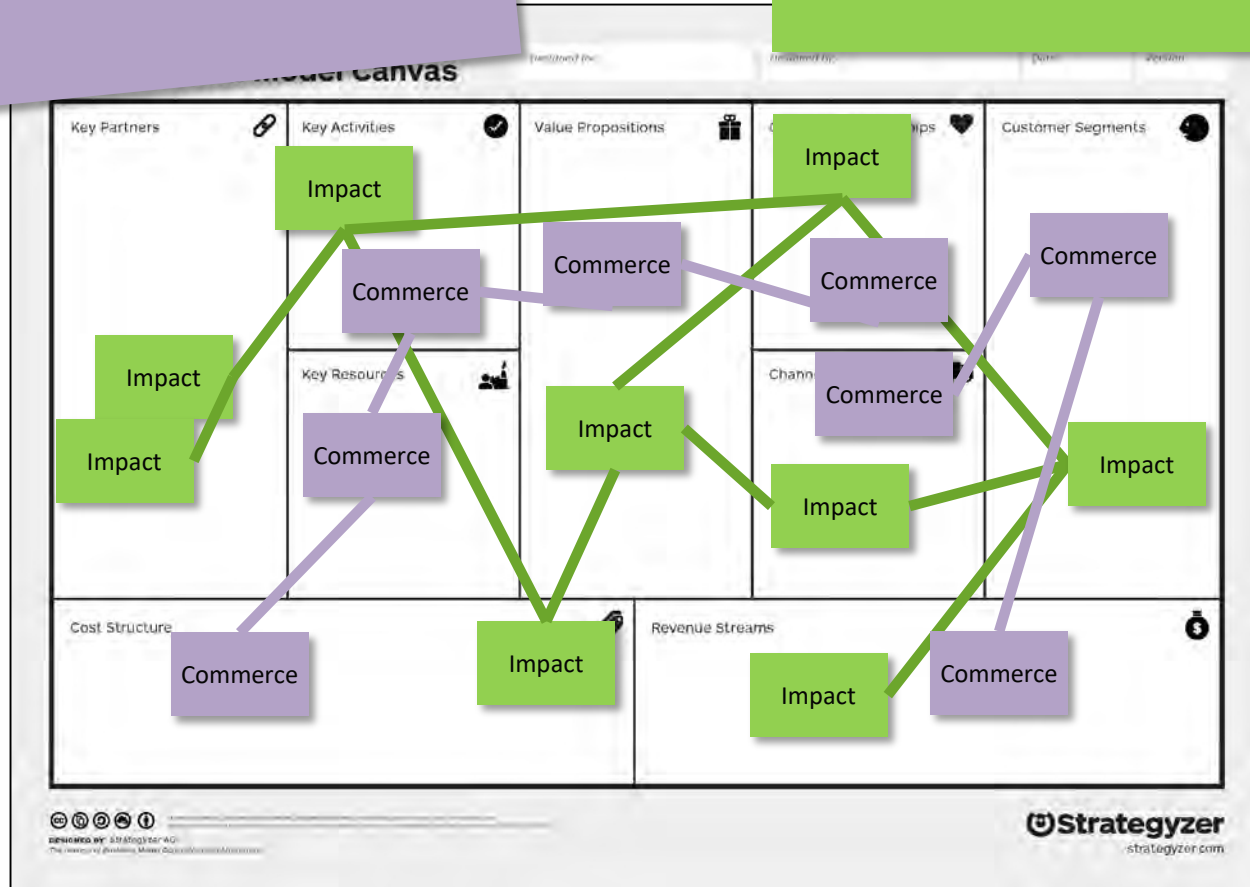


Business Model Story



Commerce

Impact












The Business Model Canvas

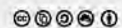
Designed by:

Designed by:

Date:

Version:

Key Partners 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	



Designed by: Strategyzer AG
The way of building better organizations

 **Strategyzer**
strategyzer.com

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



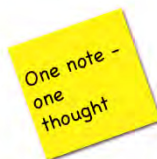
RULE #3

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



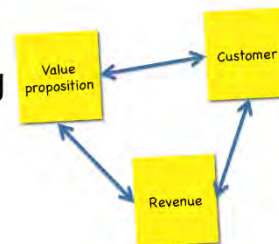
Practice #4

Design a BM with a story



Practice #5

Connect the building blocks

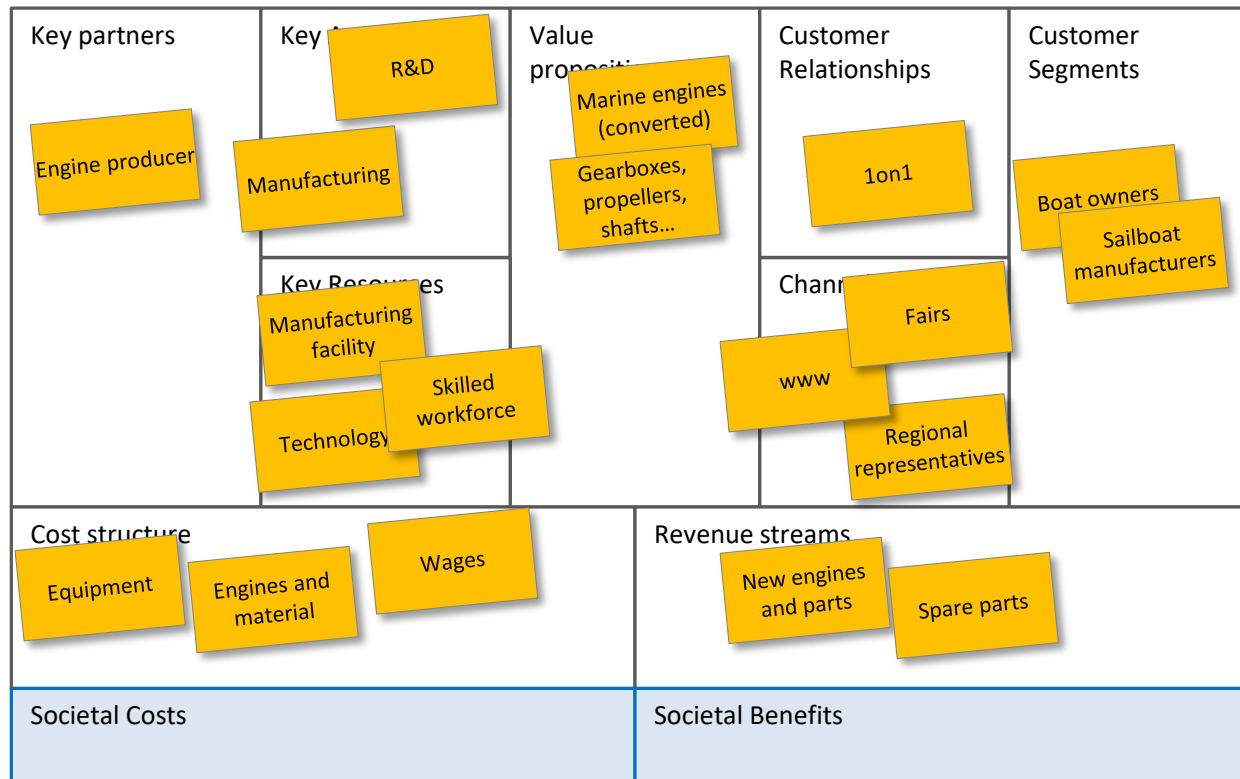


Practice #6

Different ideas and stories in separate canvases



Marine engine producer

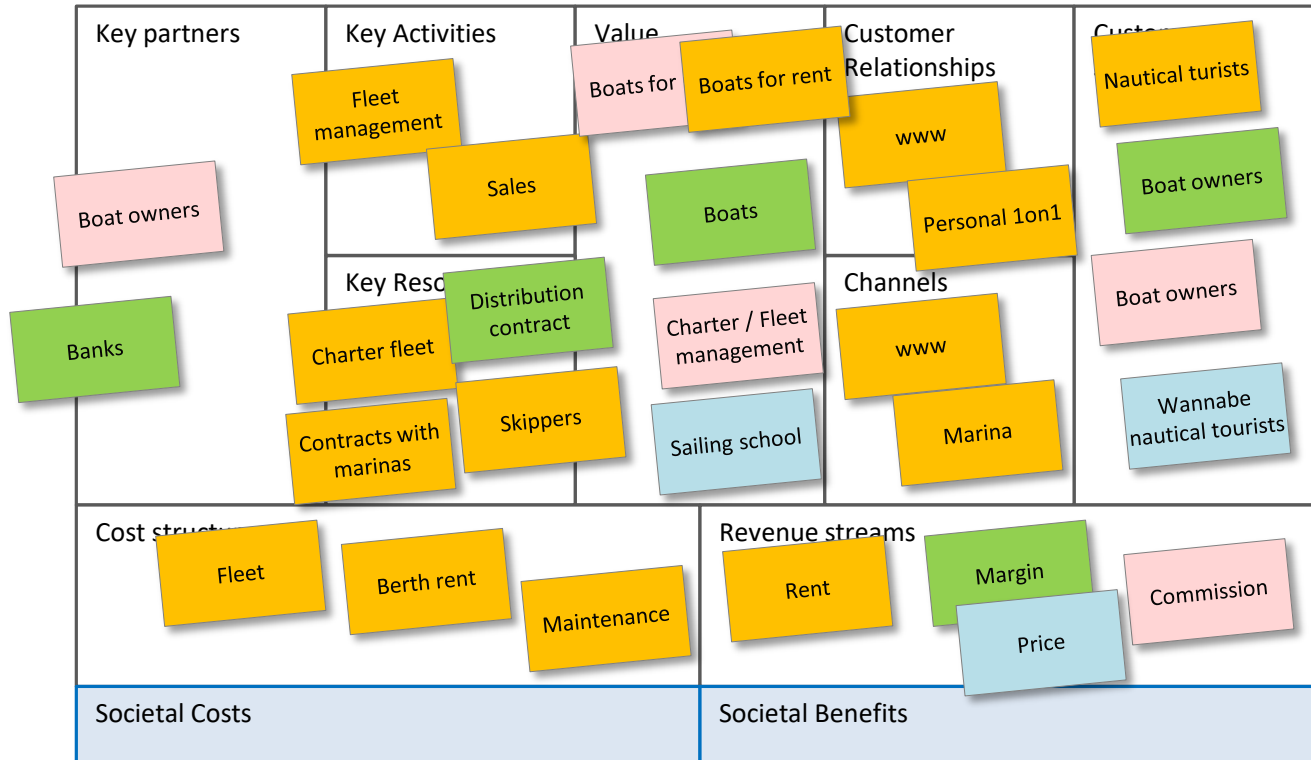


Equipment

Engines and
material

Wages

Charter



Fl

Boat

Price

enance

The RPV framework

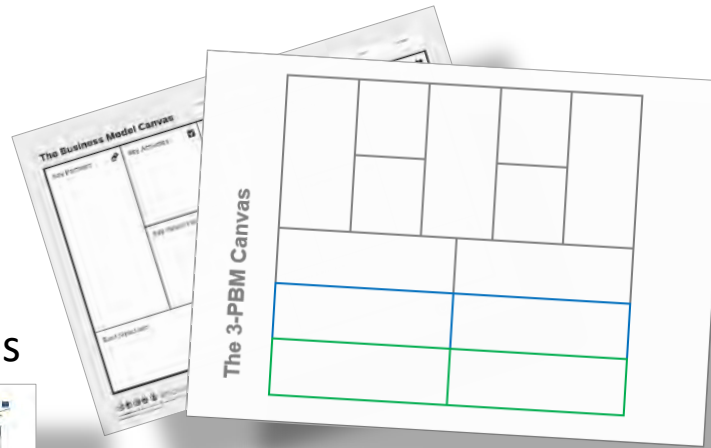
Three classes or sets of factors that define what an organization can and cannot accomplish.



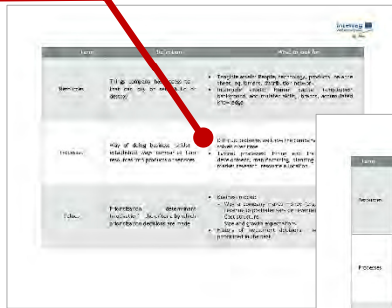
The RPV framework

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

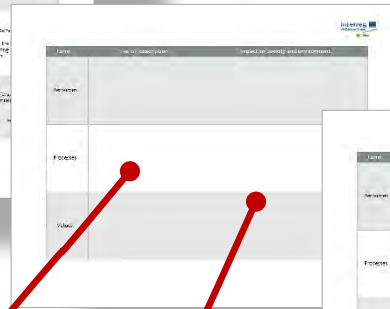
3-PBM key forms



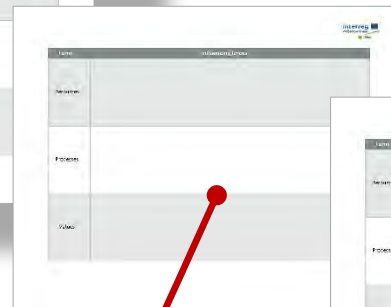
RPV explanation & examples



RPV description “as is”



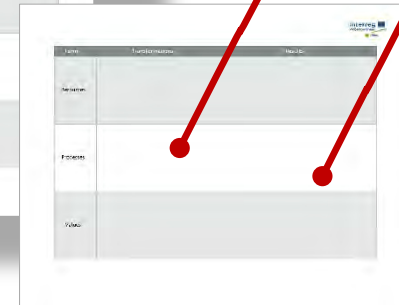
RPV impact on society and environment

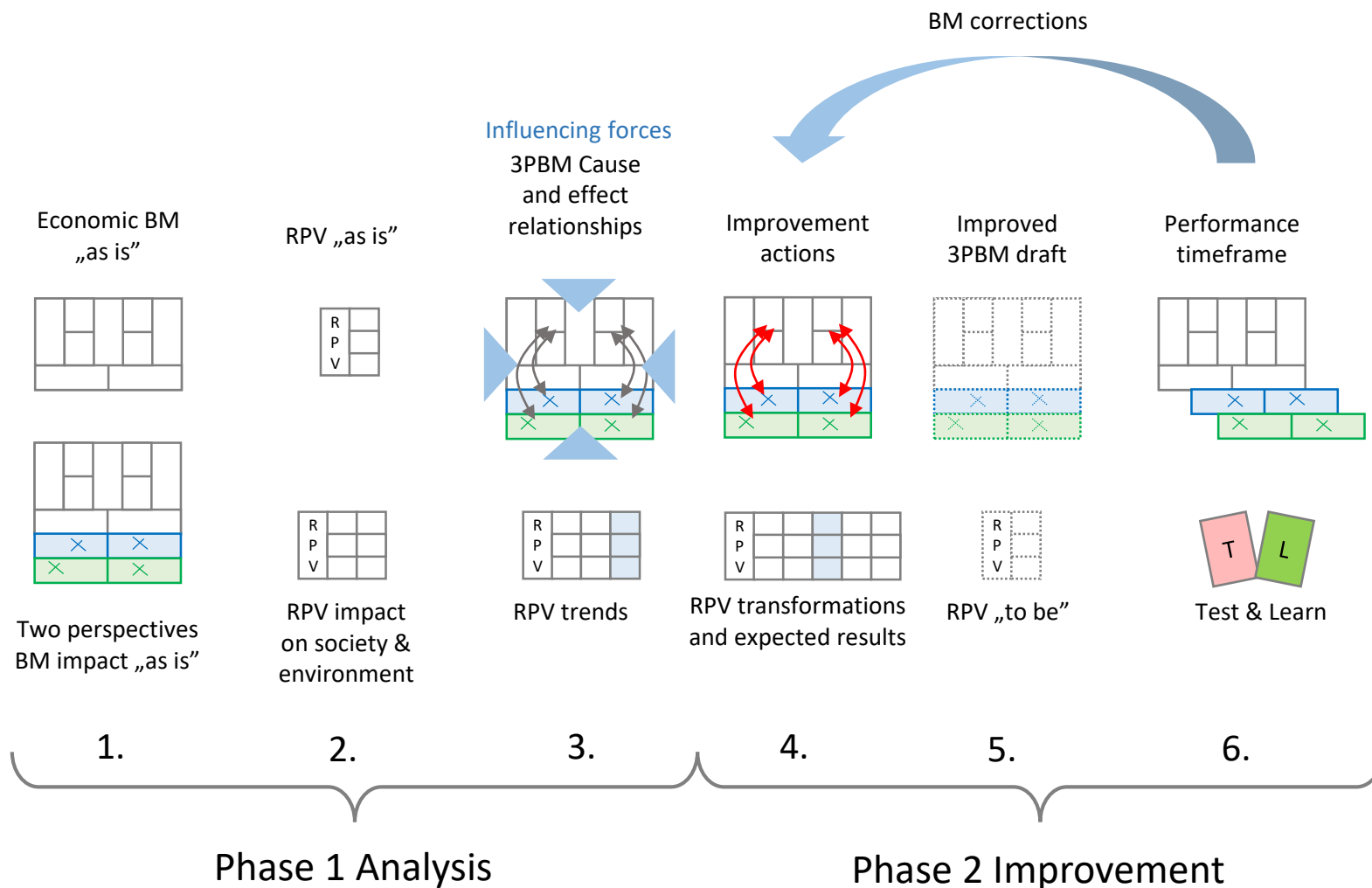


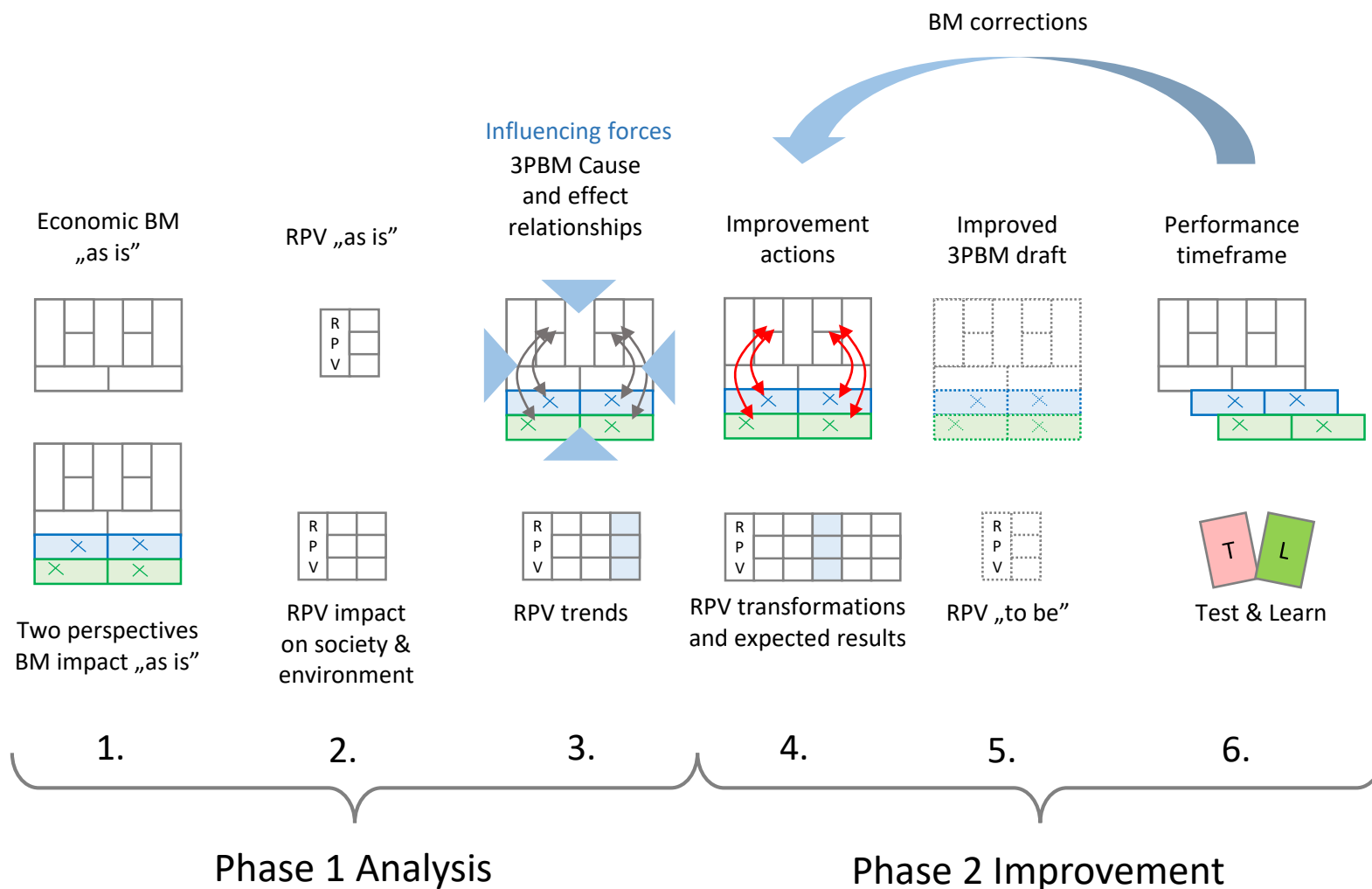
Influencing forces

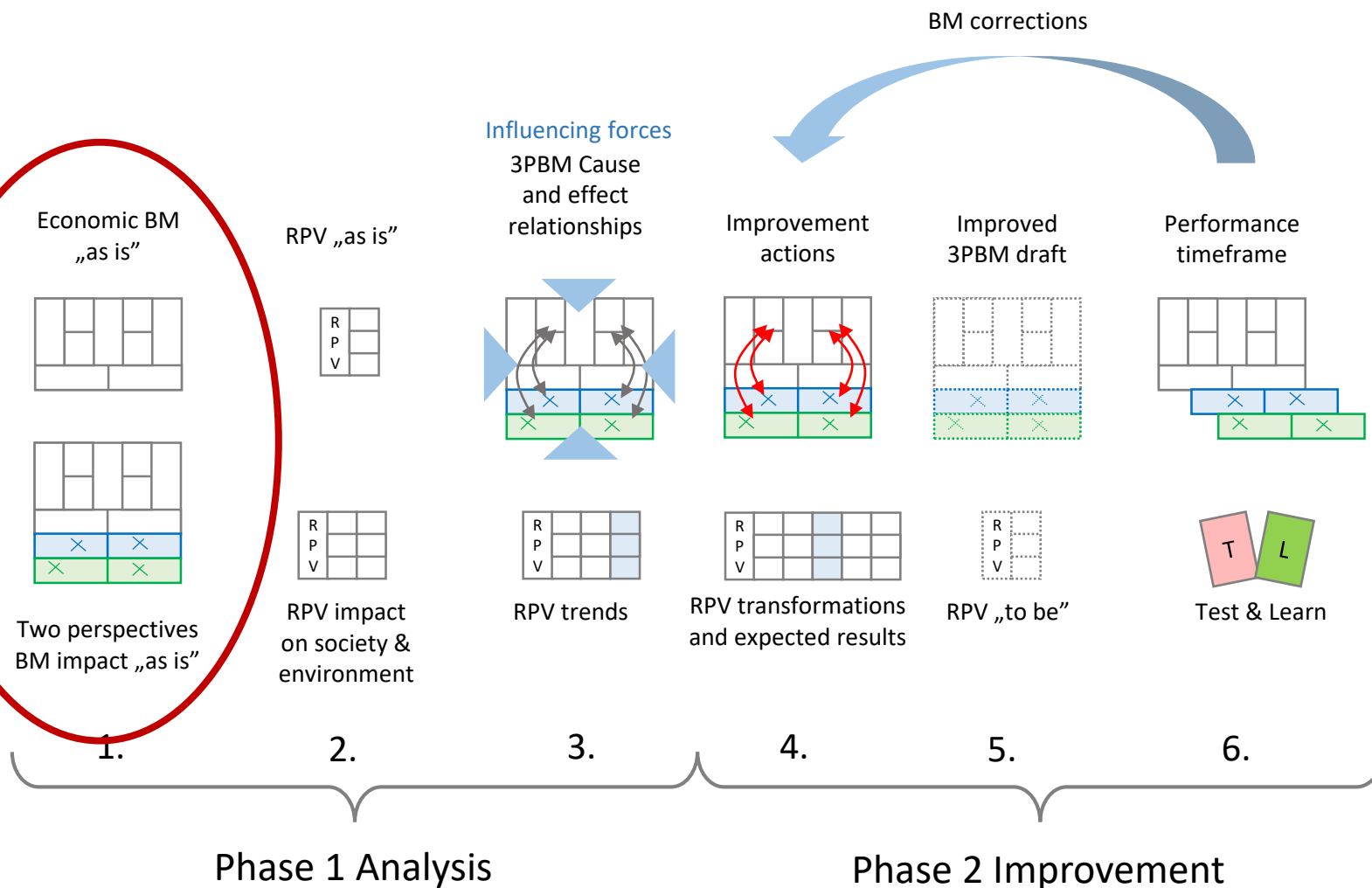
Transformations

Results



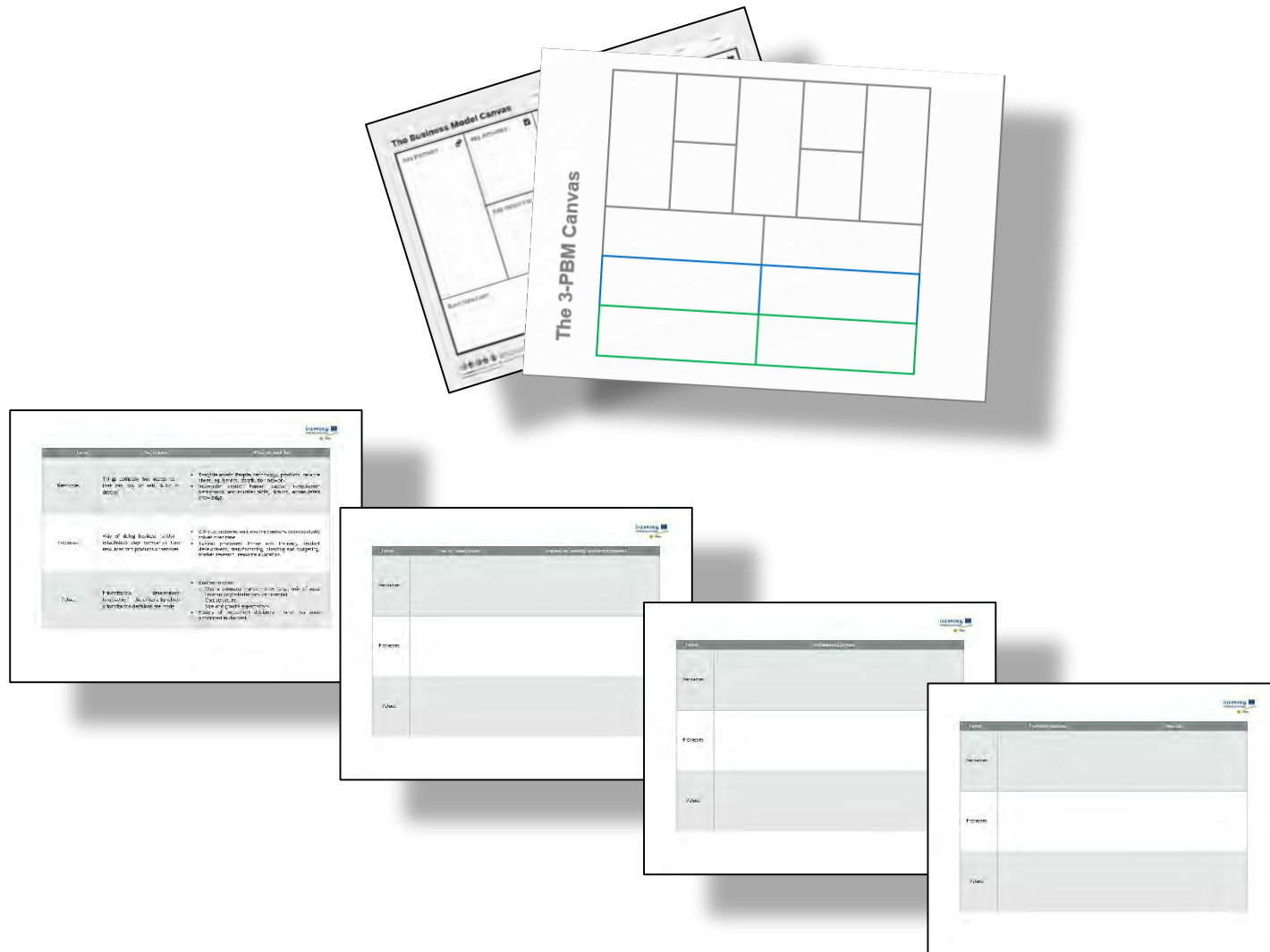




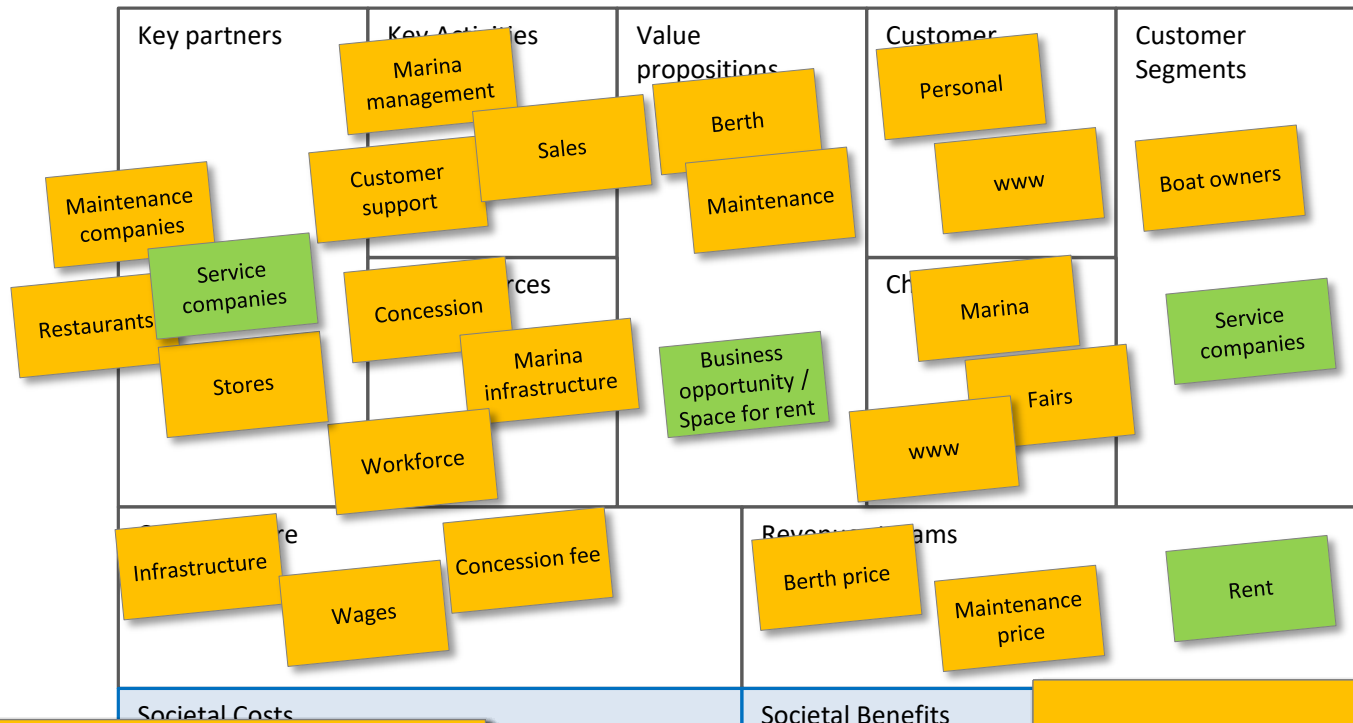


Key partners	Key Activities	Value propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost structure		Revenue streams		
Societal Costs		Societal Benefits		
Environmental Costs		Environmental Benefits		

3-PBM key forms



Marina



Business

Service companies

opportunity
Space for rent

Rent

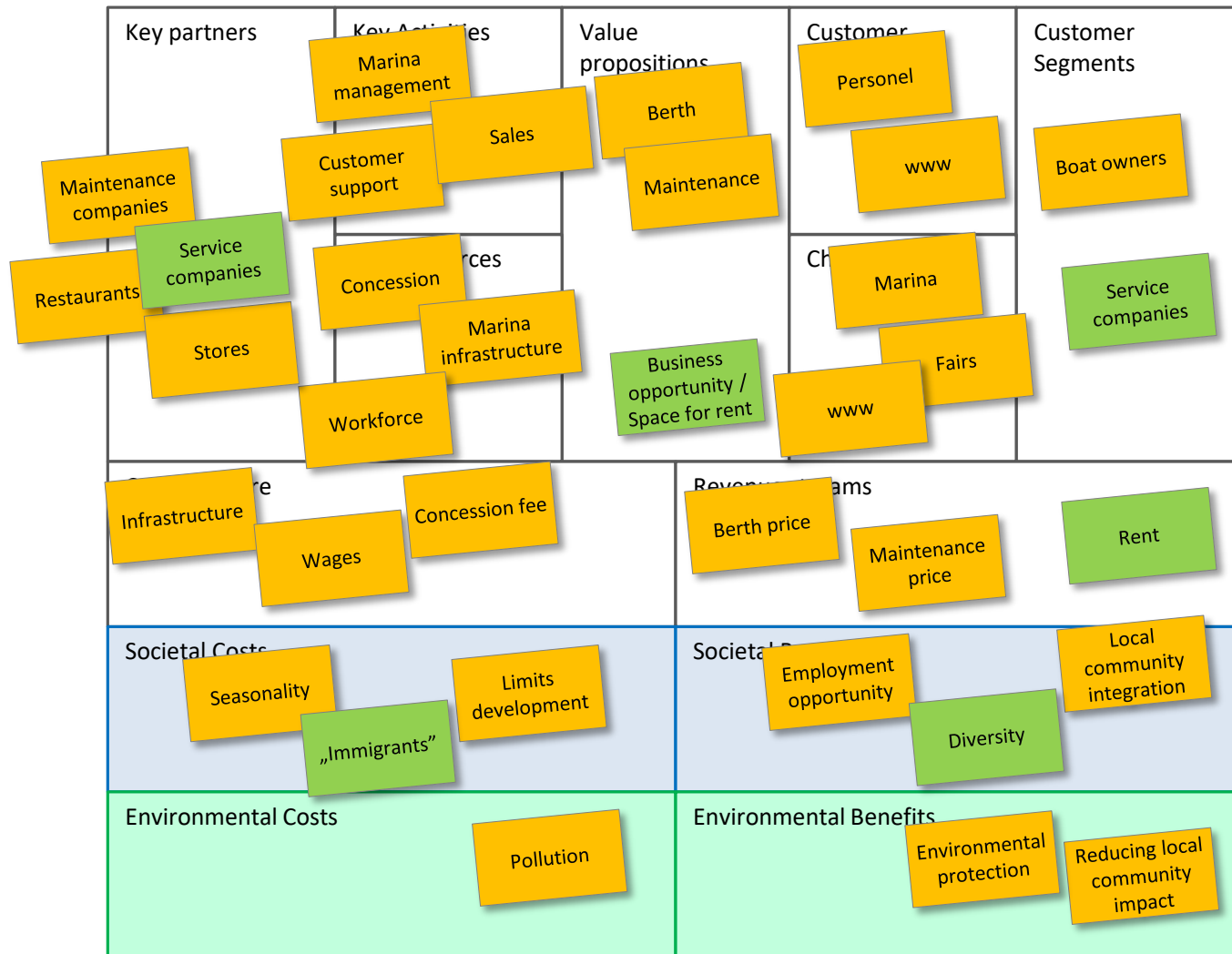
3-PBM initial steps

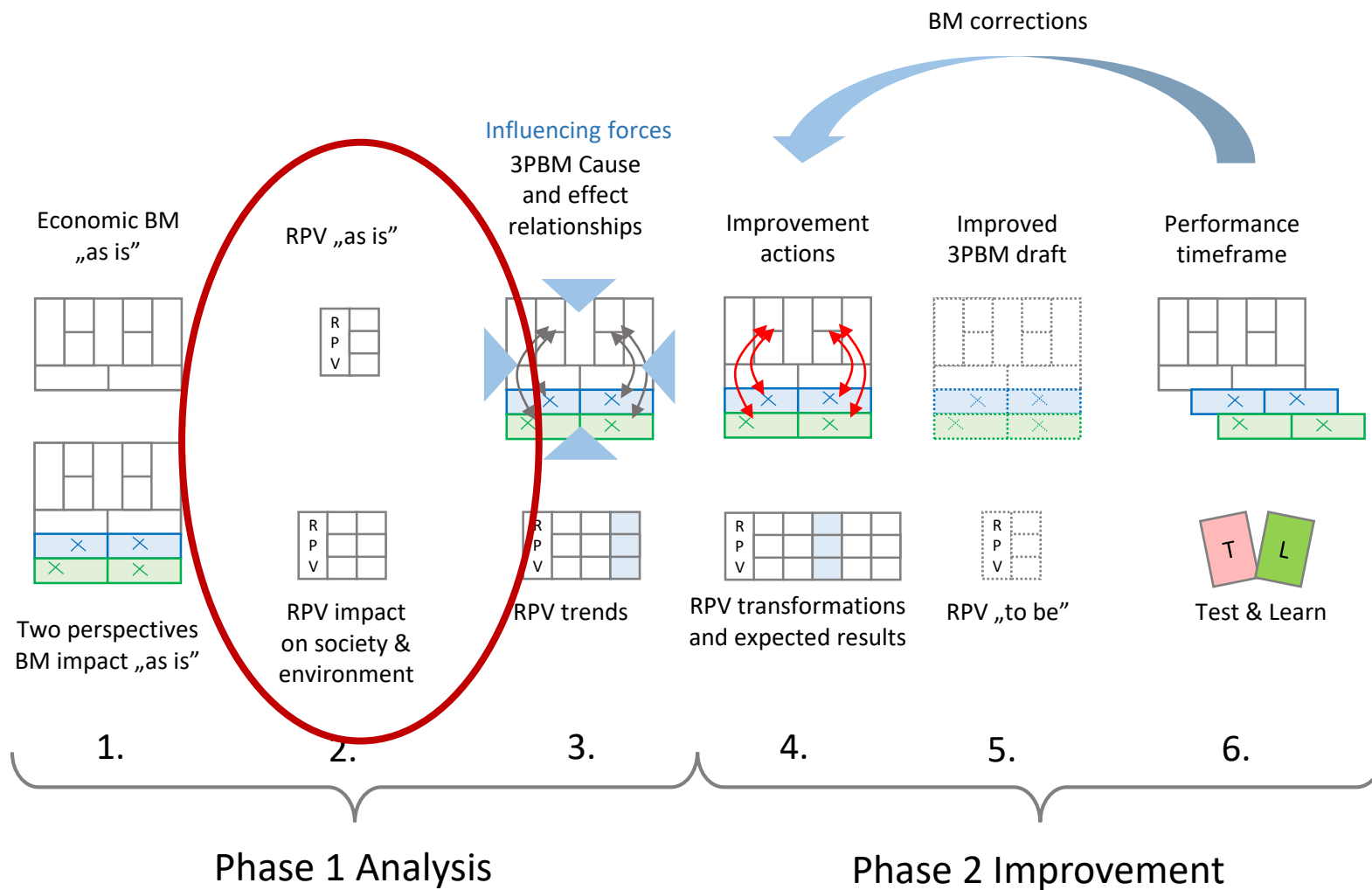
Which BM elements impact society perspective?

Which BM elements impact environment perspective?

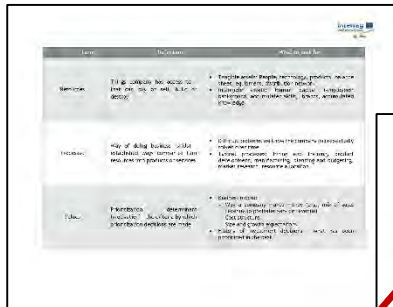
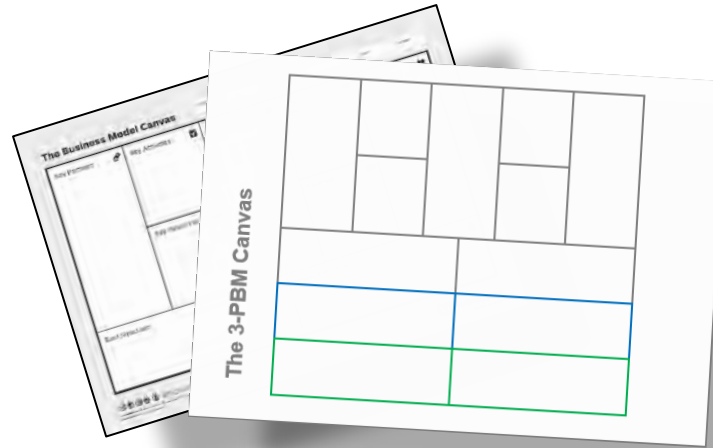
How? Why? – Speculate.

Marina



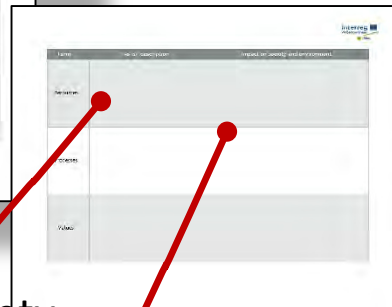


3-PBM key forms



RPV description “as is”

RPV impact on society
and environment



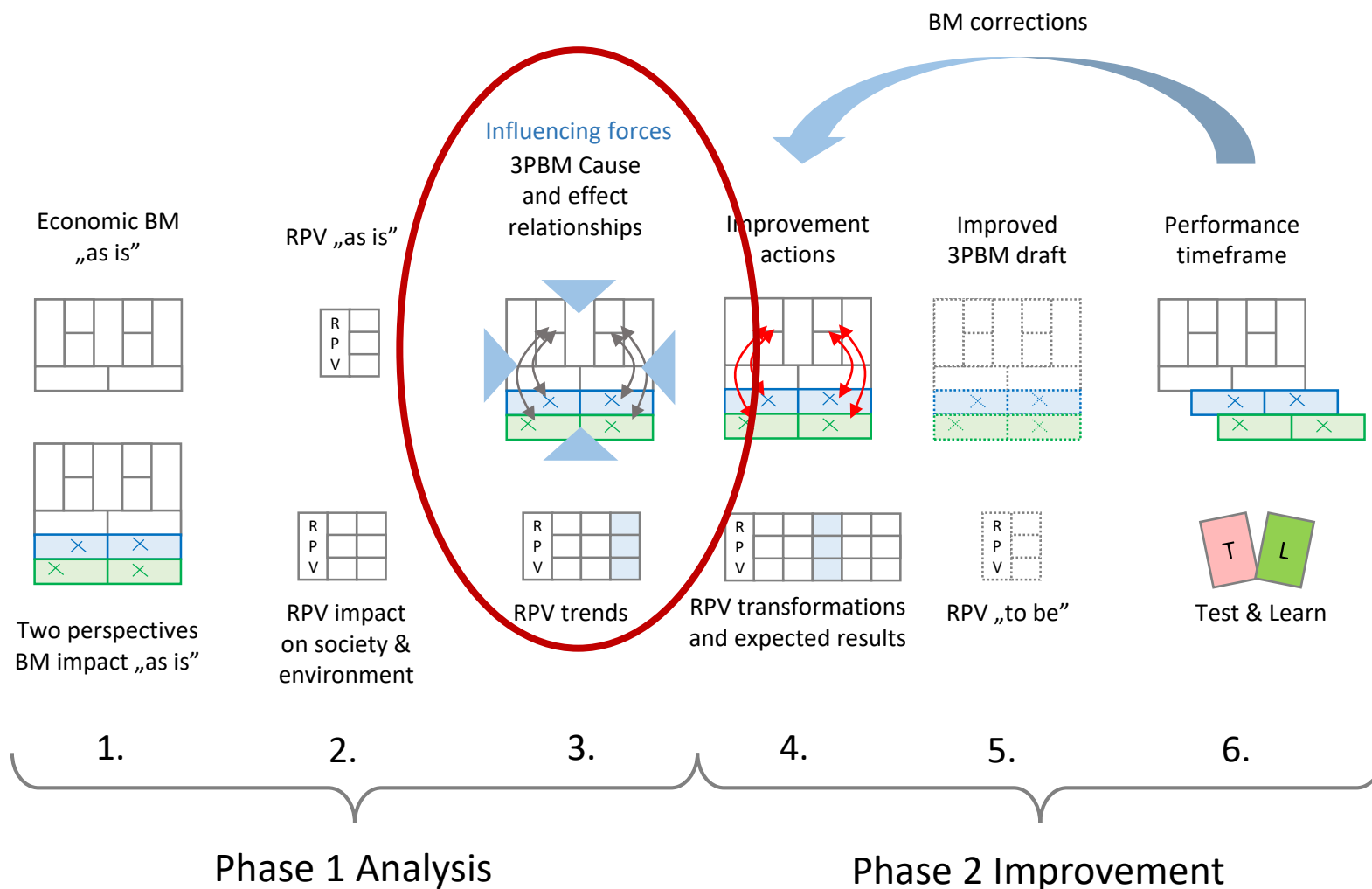
What to ask to identify values?

Without getting politically correct answers?

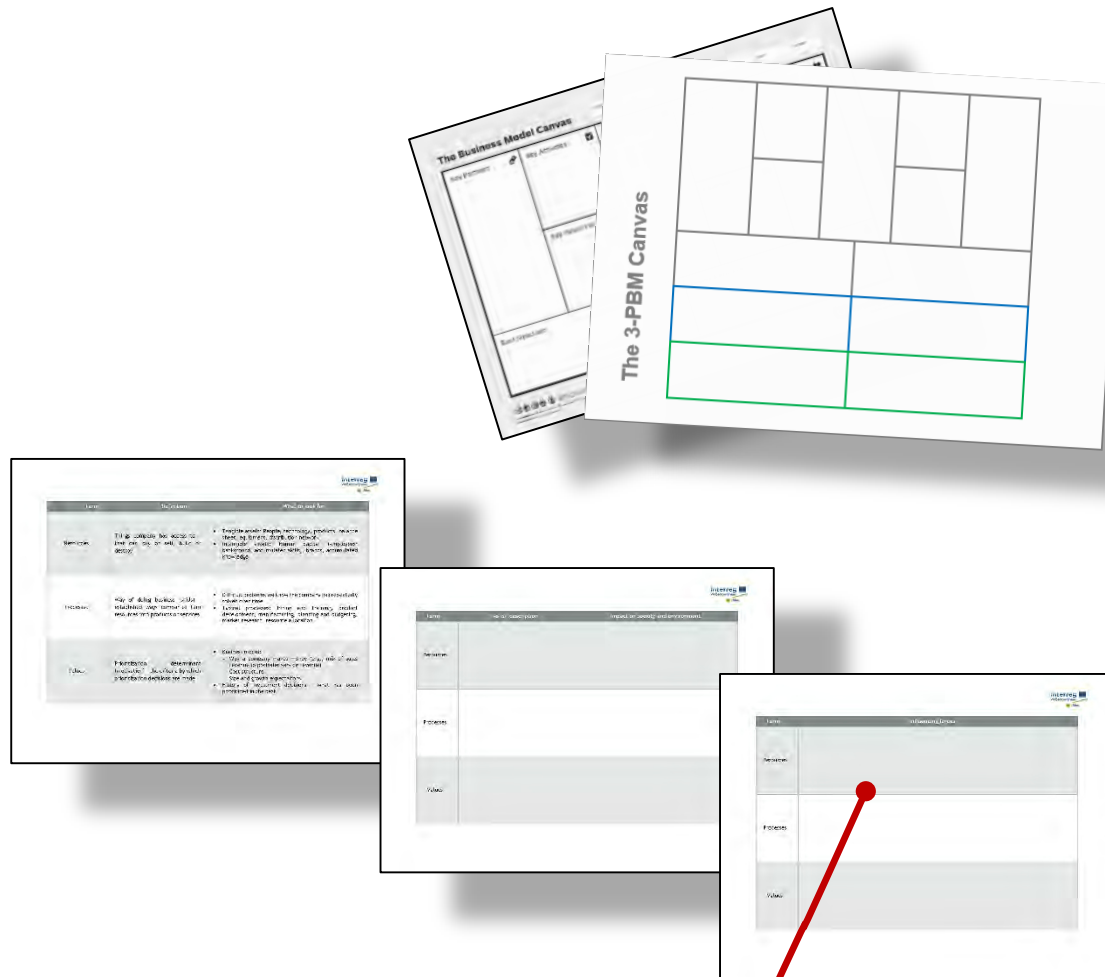
Decision making criteria? ...procedures?

Attitudes toward customers, employees,
environment?

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



3-PBM key forms



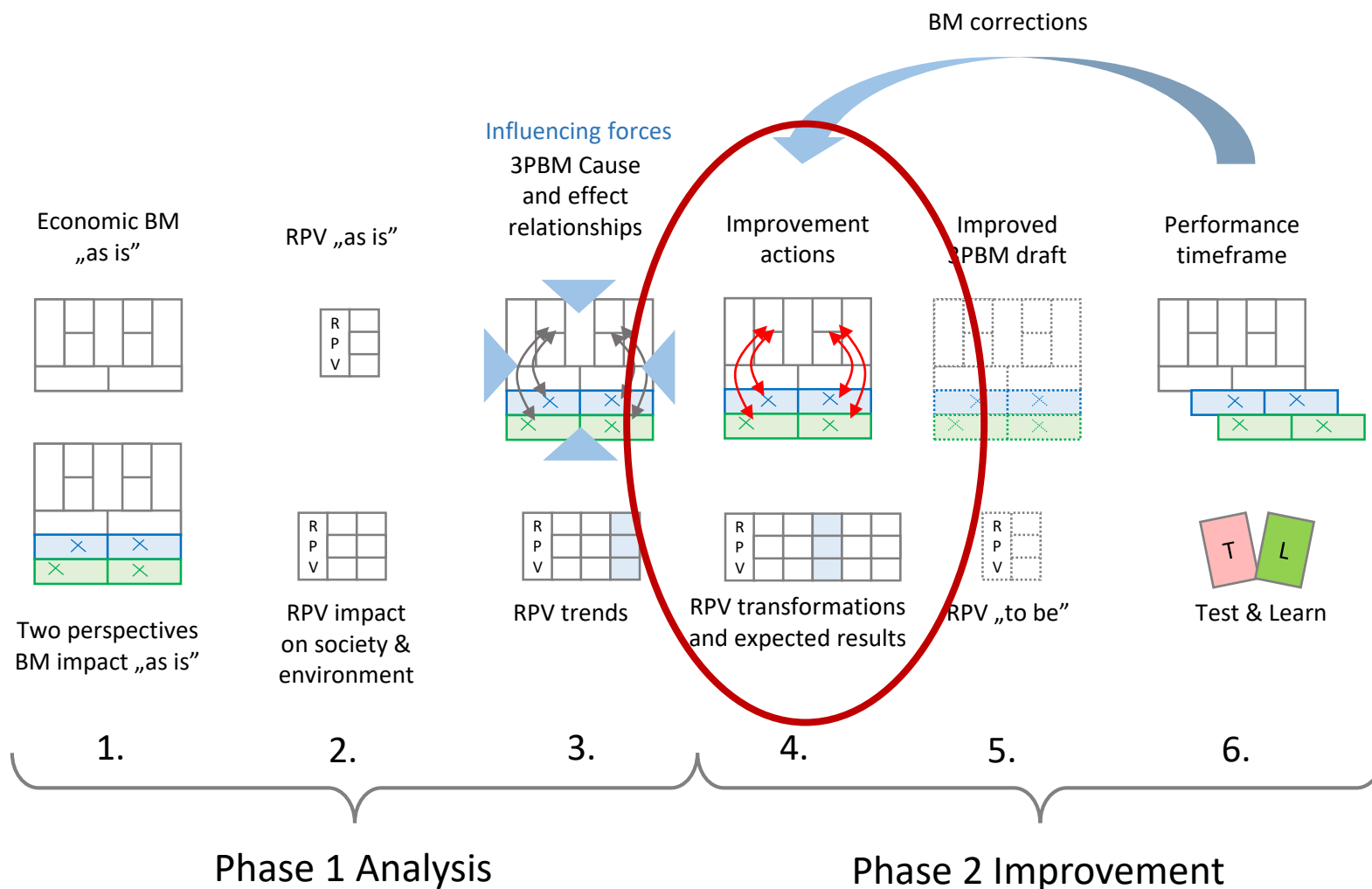
Influencing forces

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 patterns?

Key partners	Key Activities	Value Propositions	Customer Segments
Cost structure			
Societal Costs			
Environmental Costs			

Seven Questions to Assess Your Business Model Design

Assess your business model design. Circle how well you perform on a scale from 0 to 10.

Great value propositions should be embedded in great business models. Some are better than others by design and will produce better financial results, will be more difficult to copy, and will outperform competitors.

- 1. Switching Costs**
 Assess: how hard is it for my customers to switch from my business model to a competitor's?
 0: Nothing holds my customers back from leaving me. 10: My customers are locked in for several years.
- 2. Recurring Revenues**
 Assess: how often do my customers pay me?
 0: 100% of my sales are transactional. 10: 100% of my sales lead to automatically recurring revenues.
- 3. Earning vs. Spending**
 Assess: how much do I spend to earn?
 0: I incur 100% of my costs of 0% before earning revenues. 10: I earn 100% of my revenue before incurring costs of goods & services sold (COGS).
- 4. Game-changing Cost Structure**
 Assess: how much do I spend to earn?
 0: My cost structure is at least 20% higher than my competitors'. 10: My cost structure is at least 20% lower than my competitors'.
- 5. Others Who Do the Work**
 Assess: how much do I spend to earn?
 0: I incur costs for all the value created in my business model. 10: All the value created in my business model is created for me by external parties.
- 6. Scalability**
 Assess: how much do I spend to earn?
 0: Growing my business model requires substantial resources and effort. 10: My business model has virtually no limits to growth.
- 7. Protection from Competition**
 Assess: how much do I spend to earn?
 0: My business model has no moat, and I'm vulnerable to competitors. 10: My business model provides substantial moats that are hard to overcome.

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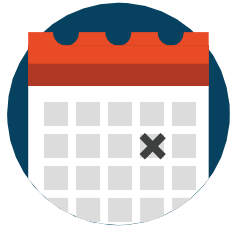


Switching Costs



Nothing holds my
customers back
from leaving me

My customers are
locked in for
several years



Recurring Revenues



100% of my sales
are transactional

100% of my sales
lead to automatically
recurring revenues



Earning vs. Spending



I incur 100% of my costs of COGs before earning revenues

I earn 100% of my revenues before incurring costs of goods & services sold (COGs)



Game-changing Cost Structure

0 —•—•—•—•—•—•—•—•—•— 10

My cost structure is
at least 30% higher
than my competitors

My cost structure is
at least 30% lower
than my competitors

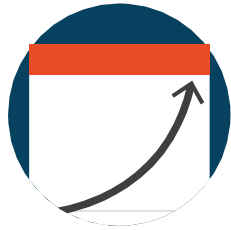


Others Who Do the Work



I incur costs for all
the value created
in my business
model

All the value created
in my business model
is created for free by
external parties



Scalability



Growing my business
model requires substantial
resources and effort

My business model
has virtually
no limits to growth

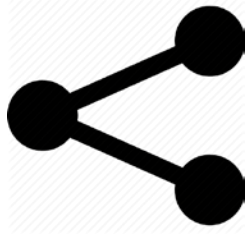


Protection from Competition

0 —•—•—•—•—•—•—•—•—•— 10

My business model has no armor & moats, and I'm vulnerable to competition.

My business model provides substantial armor & moats that are hard to overcome

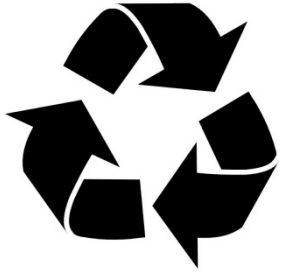


Shared use of resources



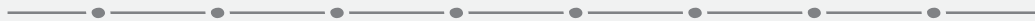
My business model use
own resources

My business model
use someone else's
resources



Reuse and recycle

0



10

My business model do
not recycle/reuse

My business model do
not create any waste



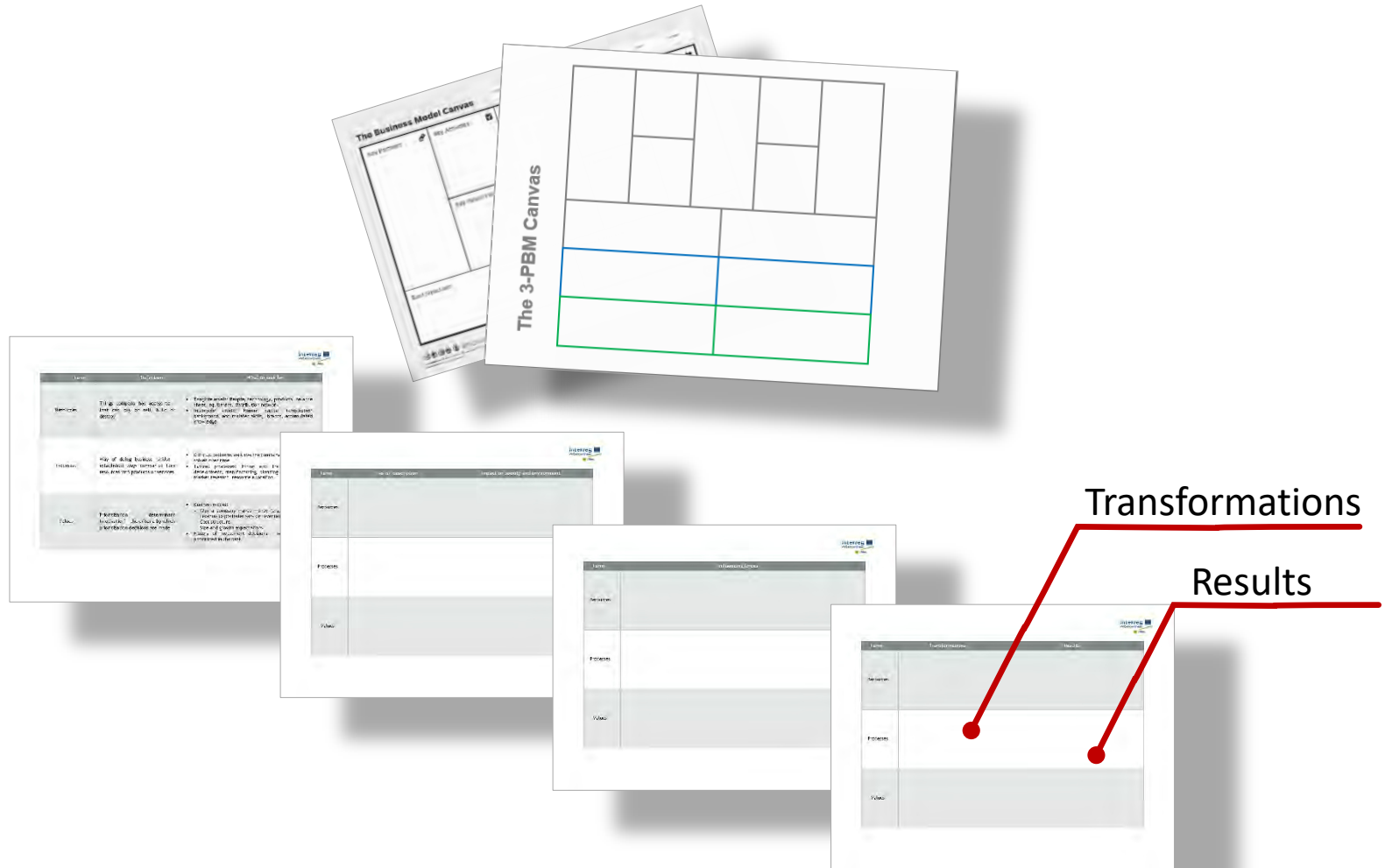
Crowd&community gains

0 —•—•—•—•—•—•—•—•—•— 10

My business model is
indifferent to society

My business model
create value for
community and is
crowd based

3-PBM key forms





Discussion



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What is 3-PBM?

3-PBM means three pillar business model
explaining three aspects of sustainability –
economic, environmental and social
aspect.









SMEs & TAXPayers

