

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: STEPRI

## L5.4.1 Training Course for the Methodology application/Trening iz 3-PBM metode održivog upravljača poslovnim modelom

Trening je namijenjen MSP. Ostali dionici također su dobrodošli.

*Svrha treninga je da polaznici nauče osnove analize i upravljanja vlastitim poslovnim modelom te njegovim utjecajem na okoliš i društvo, a sve kako bi se unaprijedila ukupna konkurentnost i ekonomski rezultati poslovanja poduzeća te uvećao potencijal skalabilnosti poslovanja. Trening koji se temelji na globalno prepoznatom alatu za inoviranje i upravljanje poslovnim modelima – **platnu poslovnog modela** proširenim i s perspektivama utjecaja na okoliš i društvo u 3-PBM metodologiji.*

### Datum

- 13. lipnja 2019. godine od 9.30 – 14.30

### Mjesto

- STEP RI, Radmile Matejčić 10, Rijeka, Dvorana 107 (1.kat)

### Dnevni red

|       |                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 09.30 | Registracija                                                                                                                                                                                                                                                                                                                                                                                                               |
| 09.45 | Prezentacija Metodologije (teorijski dio)                                                                                                                                                                                                                                                                                                                                                                                  |
|       | Uvod u 3-Pillar Business Model (3PBM) metodologiju <ul style="list-style-type: none"> <li>• Strateška važnost "dobrog" poslovnog modela – financijska, društvena i okolišna</li> <li>• Platno poslovnog modela – vodeći alat za inovaciju i menadžment poslovnog modela</li> <li>• Strateška perspektiva RPV (resources-processes-values/izvori-procesi-vrijednosti)</li> <li>• Ključni alati 3PBM metodologije</li> </ul> |
| 11.45 | Pauza za ručak                                                                                                                                                                                                                                                                                                                                                                                                             |
| 12.30 | Primjena Metodologije (praktični dio)                                                                                                                                                                                                                                                                                                                                                                                      |
|       | Analiza postojećeg poslovnog modela<br>Uvođenje novih perspektiva (financijska, društvena i okolišna) u poslovni model<br>Identificiranje ključnih trendova za poboljšanje poslovnog modela                                                                                                                                                                                                                                |
| 14.30 | Kraj                                                                                                                                                                                                                                                                                                                                                                                                                       |

## iBLUE PROJECT

L5.4.1 Training Course for the Methodology Application  
(Trening iz 3-PBM metode održivog upravljanja poslovnim modelom)  
TEORIJSKI DIO (Theory session)  
Rijeka, Croatia, 13.06.2019.

STEP RI d.o.o., Radmile Matejčić 10, Rijeka, Croatia

### Participants list/Potpisna lista

| SURNAME   | NAME  | ORGANISATION    | E-MAIL               | SIGNATURE    |
|-----------|-------|-----------------|----------------------|--------------|
| TRAVENJAK | ANI   | PTTR d.o.o.     | ani.travnjak@pttr.hr | Ani Travnjak |
| GAVAZZI   | TOM   | BSE A           | Tom@BSE-AGENCY       | Tom          |
| ZUBONIC   | VEDEN | FTHM            | vedran.zubon@ftm.hr  | 22           |
| DAVIC     | ANITA | Adriatic d.o.o. | anita@adriatic.hr    | ANITA        |



| SURNAME | NAME   | ORGANISATION  | E - MAIL            | SIGNATURE                                                                         |
|---------|--------|---------------|---------------------|-----------------------------------------------------------------------------------|
| PUCIĆ   | IVAN   | PORTHOS D.O.O | ivan@getporthos.com |  |
| SURAC   | NADIJA | STEPRI        | nsurac@uniri.hr     | fw.                                                                               |
| GOLOB   | BORIS  | STEPRI        | bogob@uniri.hr      |  |
|         |        |               |                     |                                                                                   |
|         |        |               |                     |                                                                                   |
|         |        |               |                     |                                                                                   |
|         |        |               |                     |                                                                                   |
|         |        |               |                     |                                                                                   |



## iBLUE PROJECT

### L5.4.1 Training Course for the Methodology Application (Trening iz 3-PBM metode održivog upravljanja poslovnim modelom) PRAKTIČNI DIO (Practical session)

Rijeka, Croatia, 13.06.2019.

STEP RI d.o.o., Radmile Matejčić 10, Rijeka, Croatia

#### Participants list/Potpisna lista

| SURNAME   | NAME   | ORGANISATION    | E-MAIL                | SIGNATURE      |
|-----------|--------|-----------------|-----------------------|----------------|
| TRSTENJAK | ANU    | STR d.o.o.      | anu.trstjenjak@str.hr | Anu Trstjenjak |
| GAVAZZI   | TOPI   | BSEA d.o.o.     | topi@bsea-agency.hr   | Topi Gavazzi   |
| ŽUSONČIĆ  | VEDRAN | FTHM            | vedran@ftm.hr         | 22             |
| DANIEL    | MILIN  | AD21.COM d.o.o. | info@ad21.com.hr      | Daniel         |

| SURNAME | NAME  | ORGANISATION   | E - MAIL            | SIGNATURE                                                                         |
|---------|-------|----------------|---------------------|-----------------------------------------------------------------------------------|
| PUCIĆ   | IVAN  | PORTHOS D.O.O. | ivan@getportkop.com |  |
| NADIJA  | SURAC | STEPRI         | nsurac@uniri.hr     |  |
| GOLOB   | BORIS | STEPRI         | vgolob@uniri.hr     |  |
|         |       |                |                     |                                                                                   |
|         |       |                |                     |                                                                                   |
|         |       |                |                     |                                                                                   |
|         |       |                |                     |                                                                                   |
|         |       |                |                     |                                                                                   |



# 3-PBM metodologija Teorijske osnove

Rijeka 13.06.2019.  
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

# Što je 3-PBM?

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



# Što je 3-PBM?

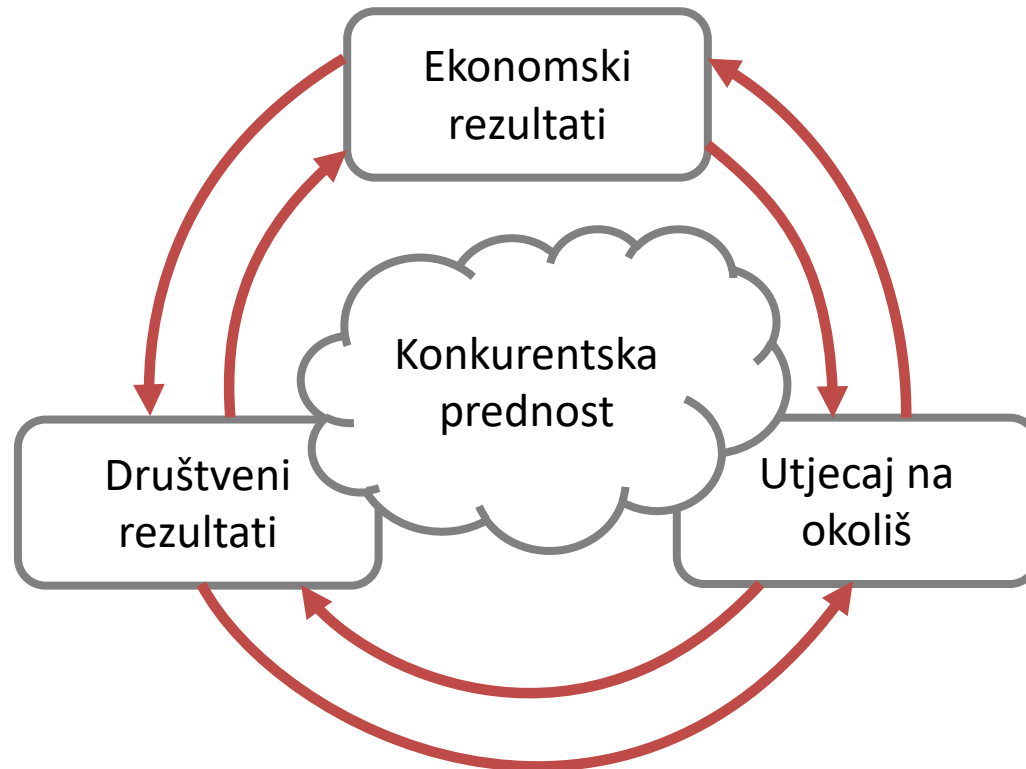


# 3-PBM metodologija

## Omogućava poduzećima

- sagledati postojeće poslovanje na novi način,
- produbiti razumijevanje poslovnog modela odnosno načina zarađivanja,
- cjelovito upravljanje poslovanjem (ograničavanje negativnih a korištenje pozitivnih utjecaja)
- povećati konkurentnost i profitabilnost poslovanja.

## 3-PBM logika transformacije poslovnog modela



?

“...superior  
business  
model.”



Kaho **vi** stvarate zaradu?



Poslovni model je način kojim  
poduzeće stvara vrijednosti,  
isporučuje vrijednosti i  
zahvaća vrijednosti.

=stvara zaradu (i korist)



“Dollar down, dollar a week!”

# Utiņecai na olulis?







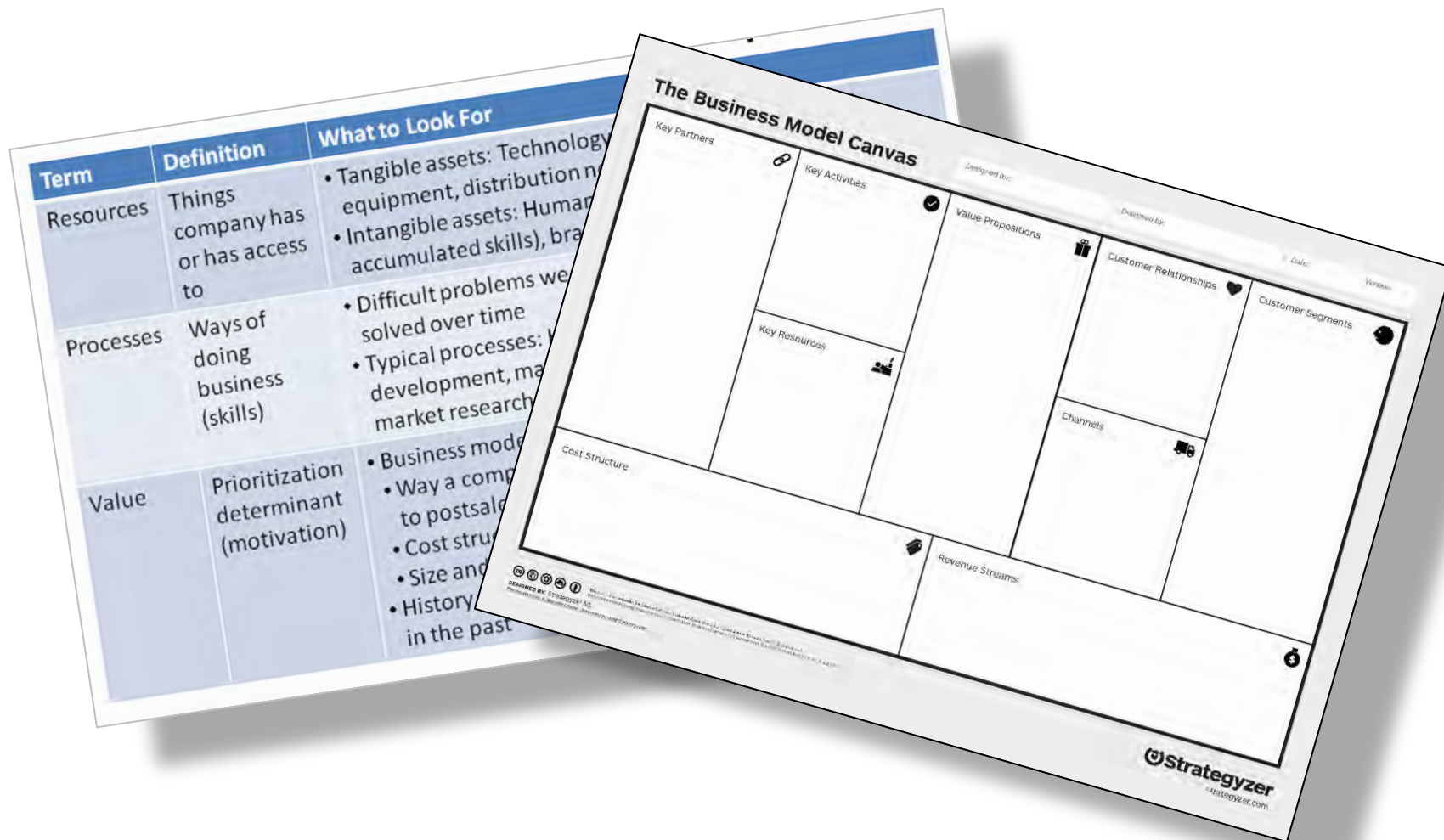
Utjecaj na društvo?

Poslovni model je način kojim  
poduzeće stvara vrijednosti,  
isporučuje vrijednosti i  
zahvaća vrijednosti.

= stvara zaradu (i korist)  
+ utječe na  
društvo & okoliš



# Modeli objedinjeni u 3-PBM



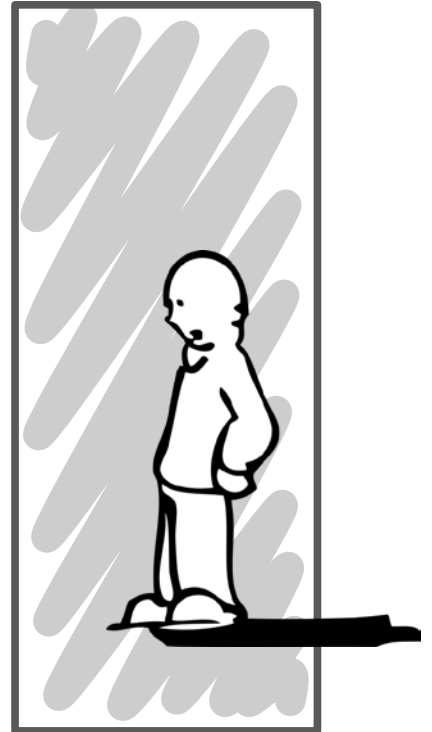
# *The Business Model Canvas.*

(platno poslovnog modela)

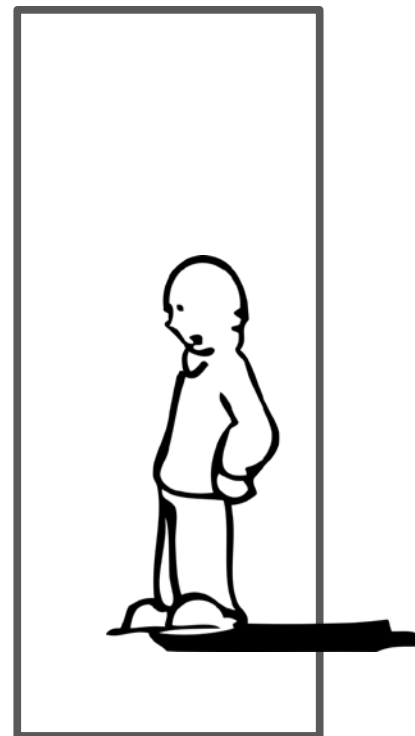
Platno omogućava opisivanje, stvaranje, preispitivanje, razvoj, i transformaciju vašeg poslovnog modela.



# Segmenti kupaca

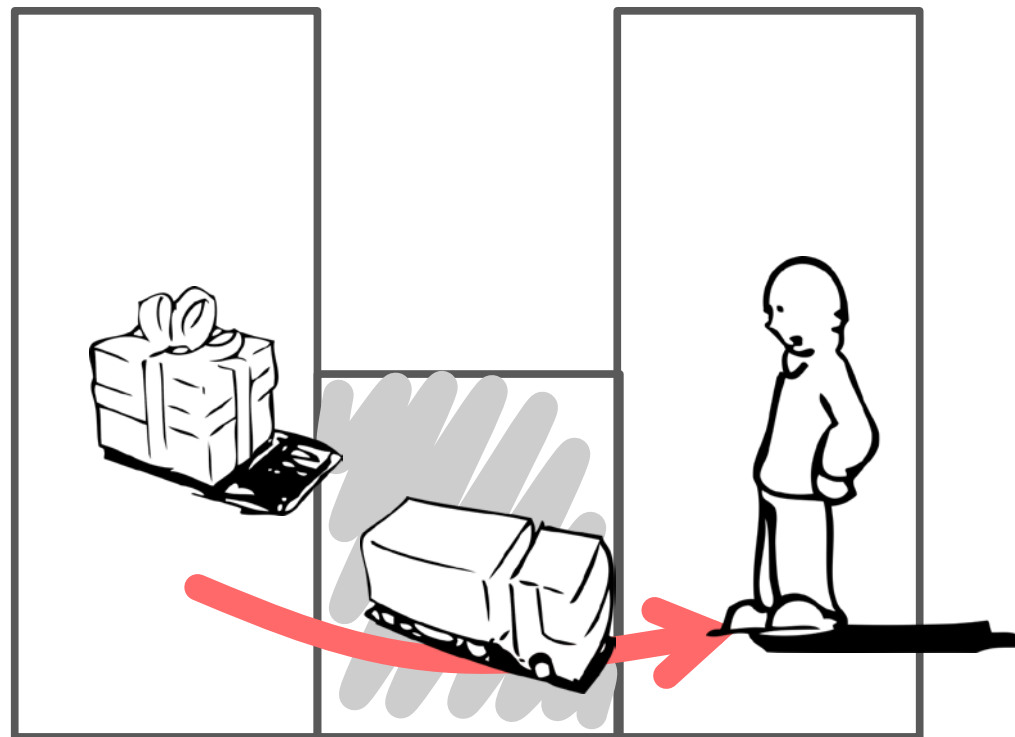


# Ponuda vrijednosti

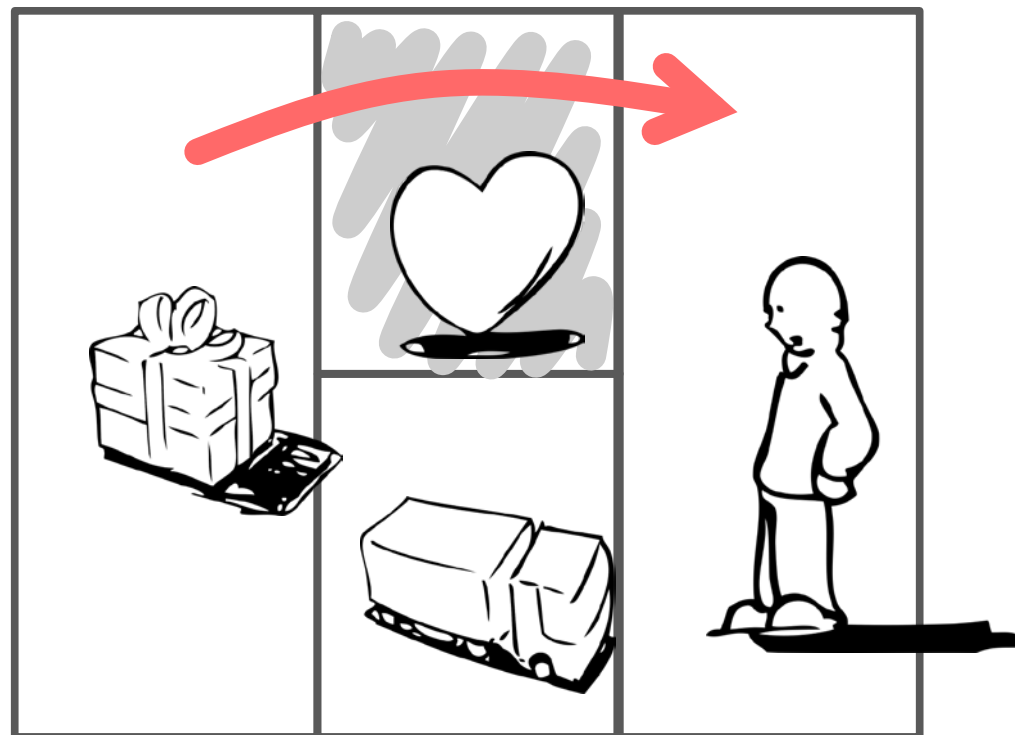




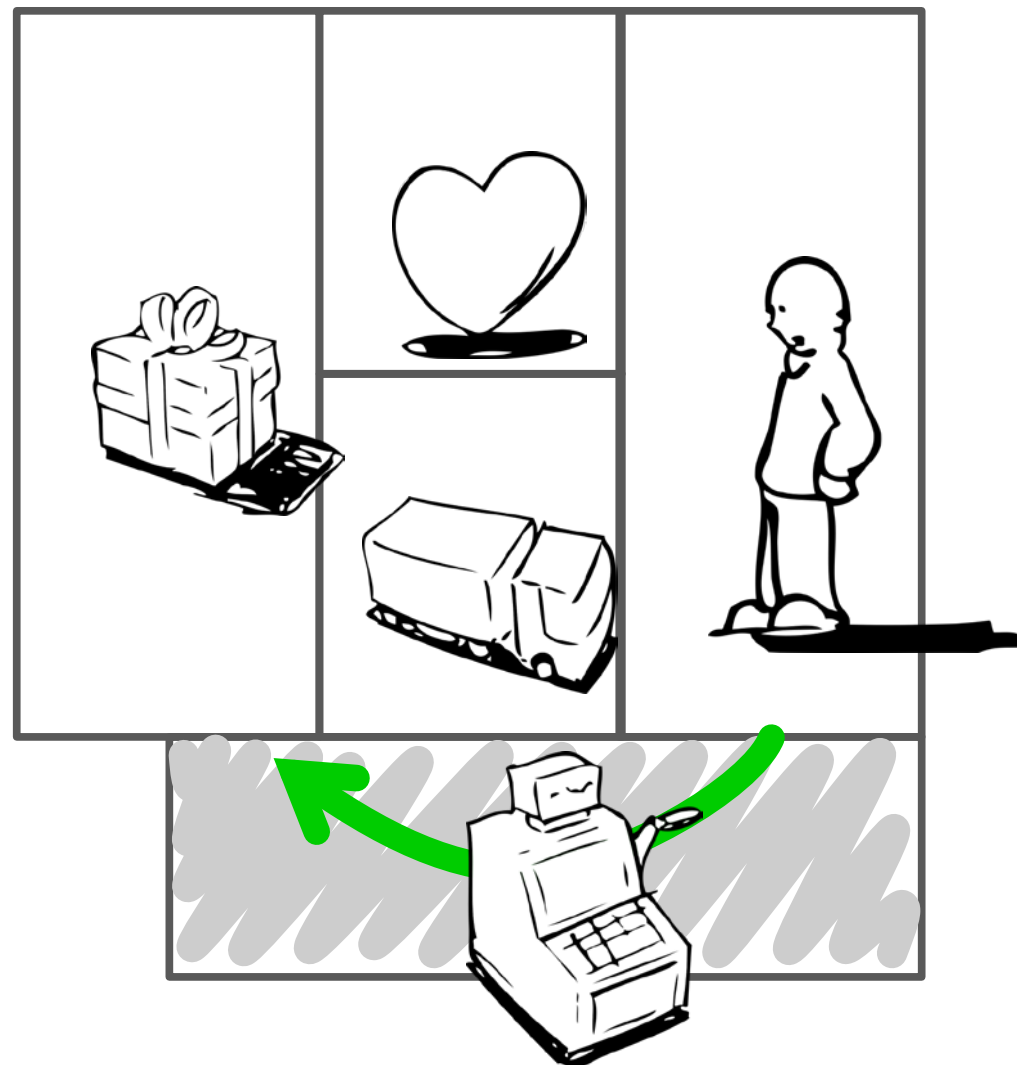
# Kanali distribucije



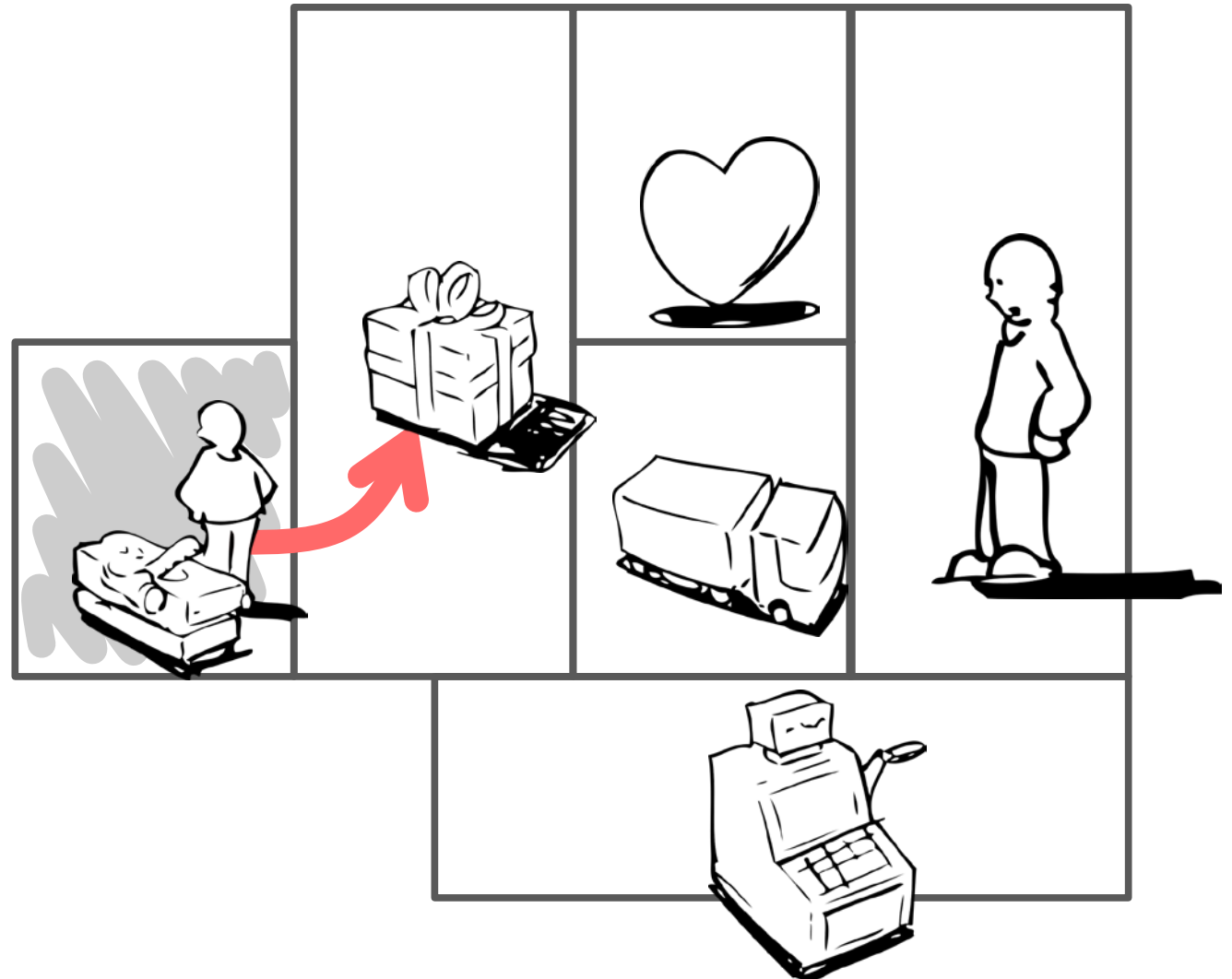
# Odnosi s kupcima



# Prihodi

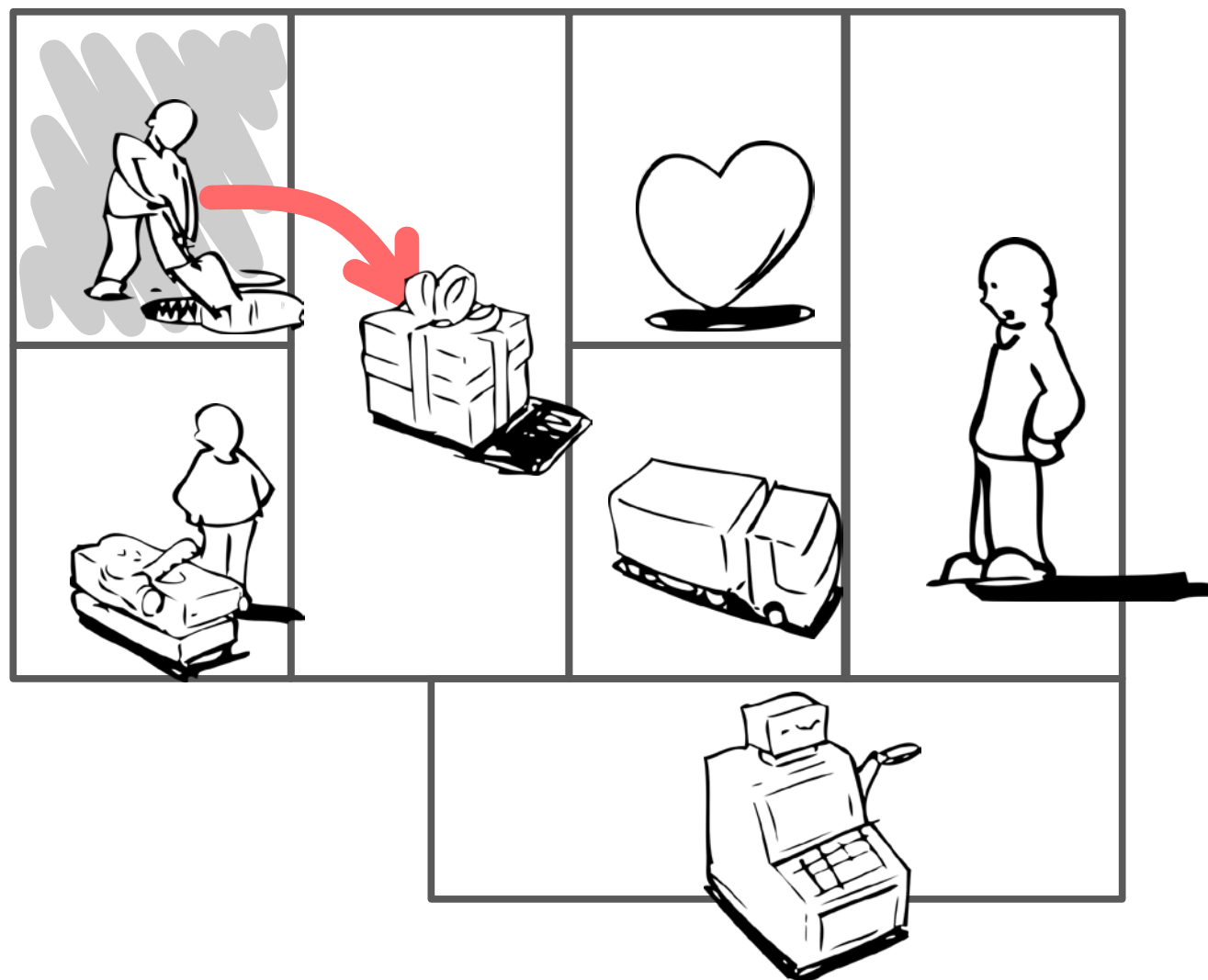


# Resursi

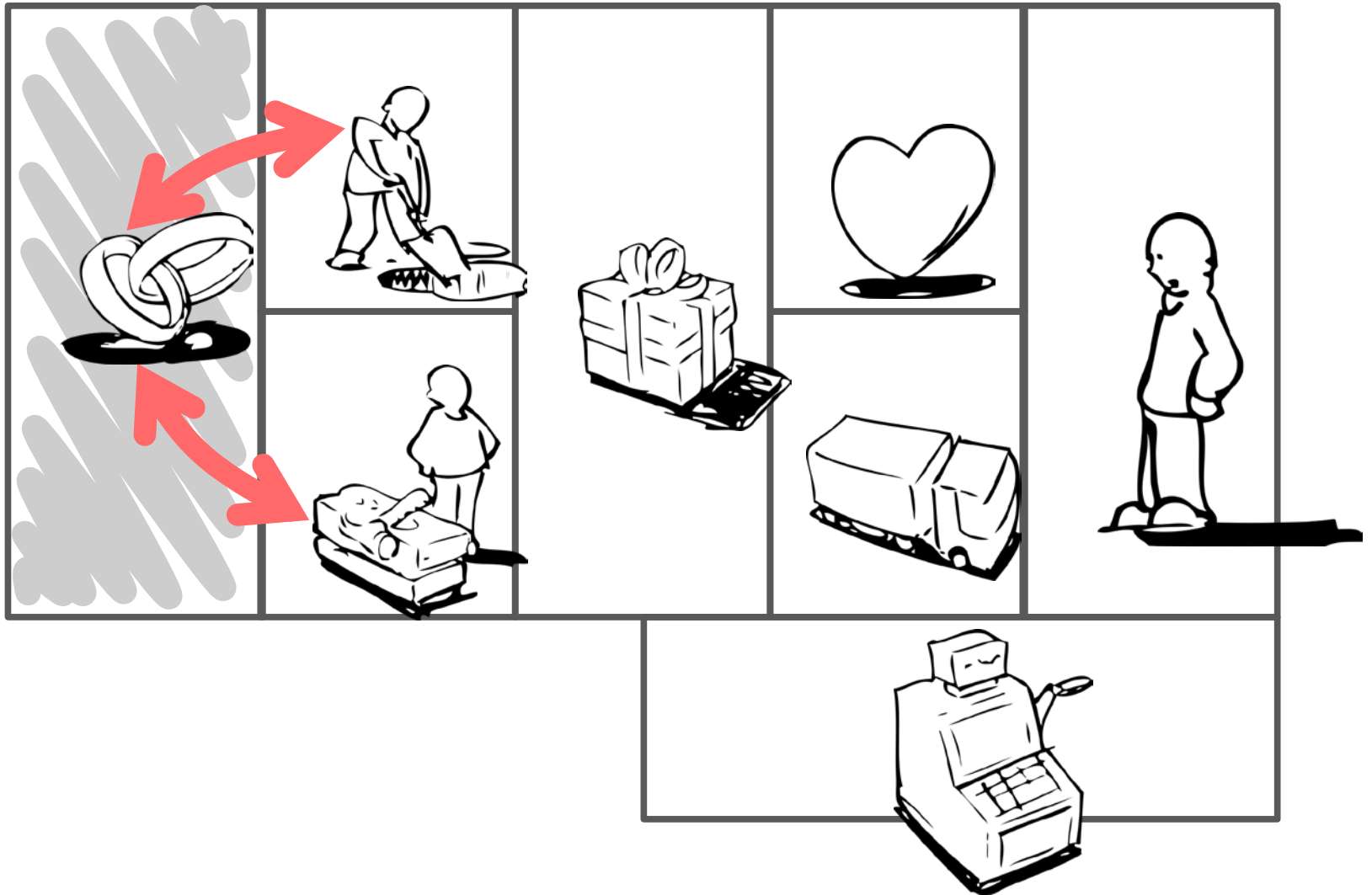




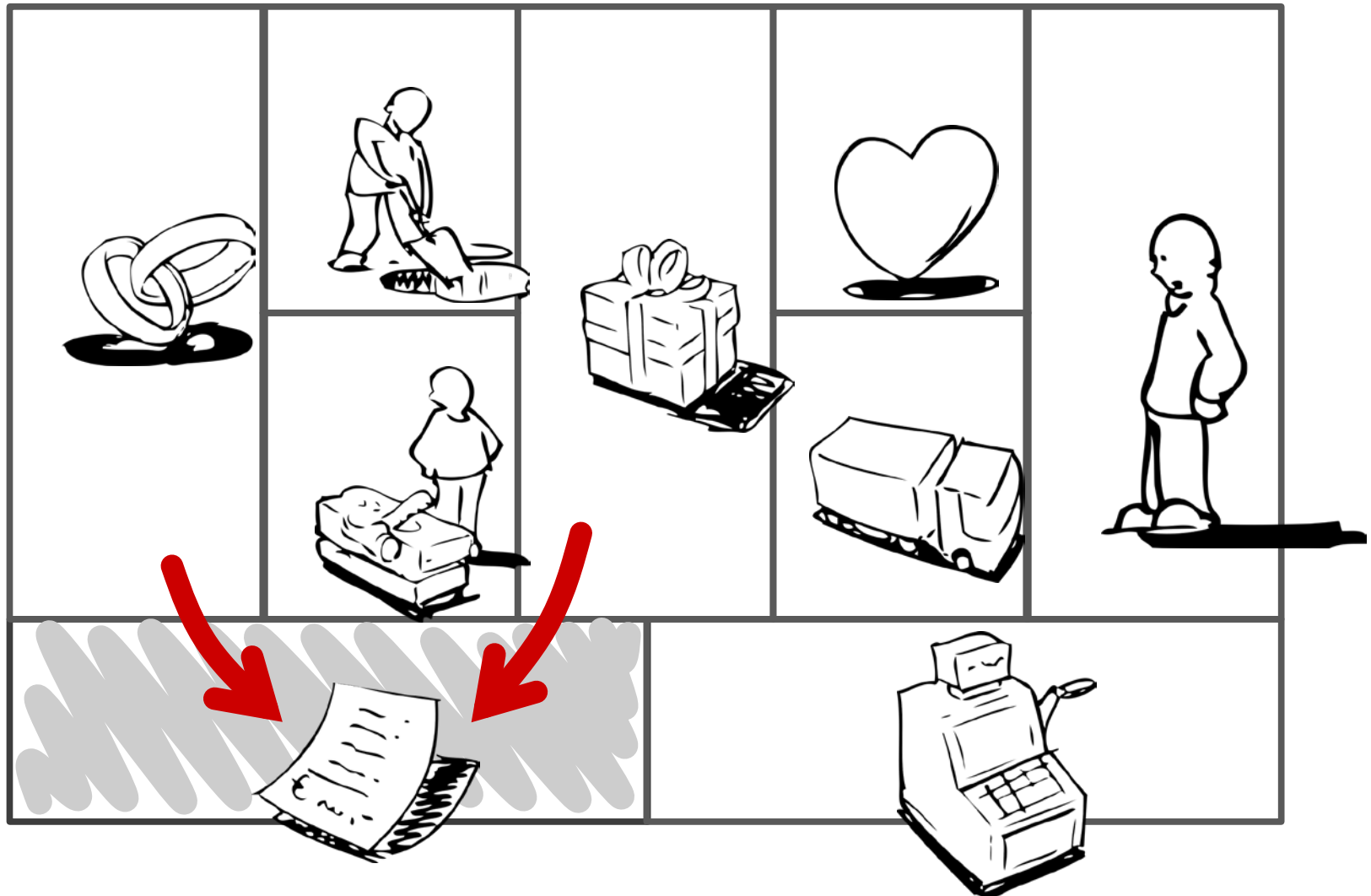
# Aktivnosti



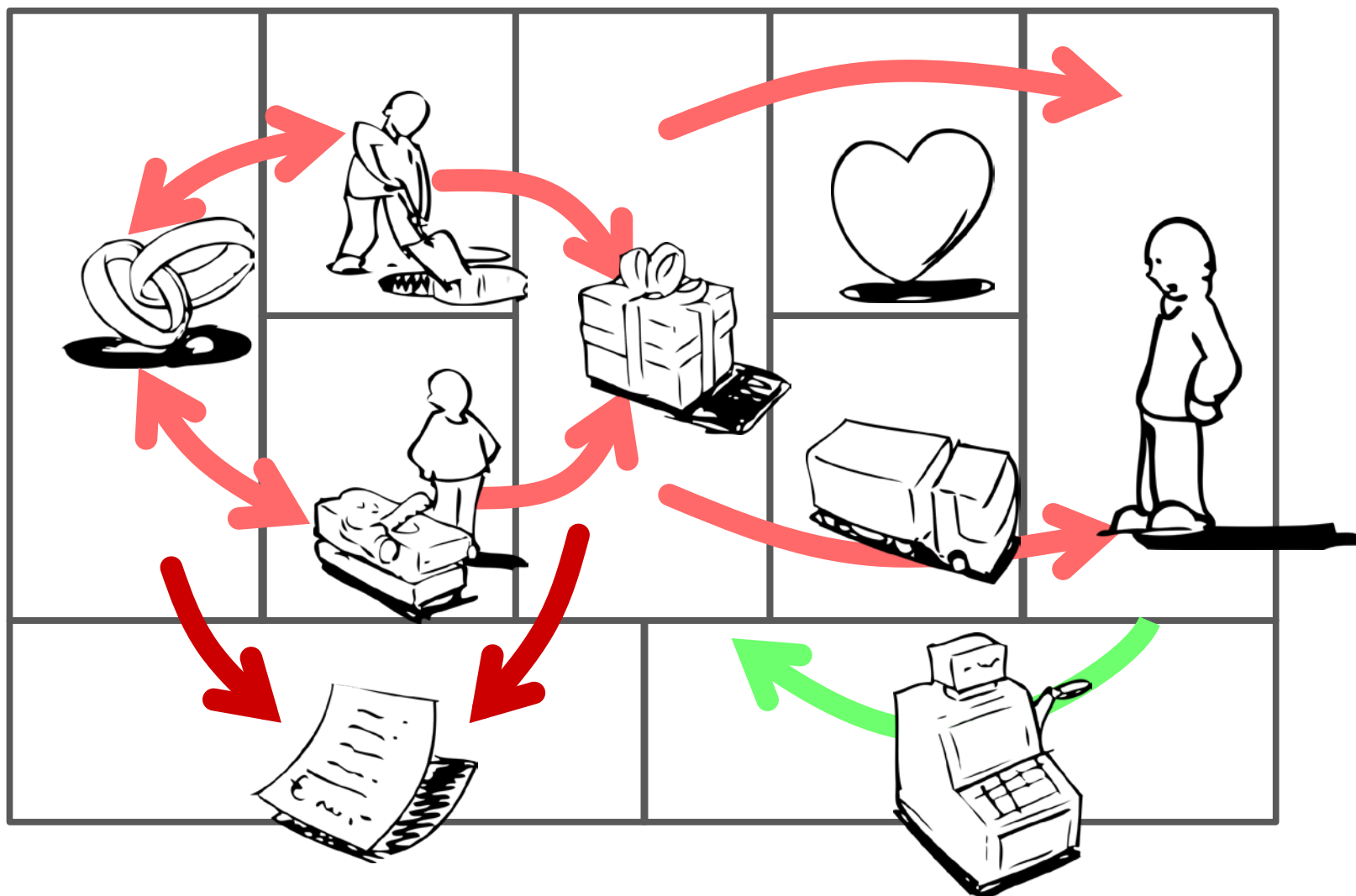
# Partneri



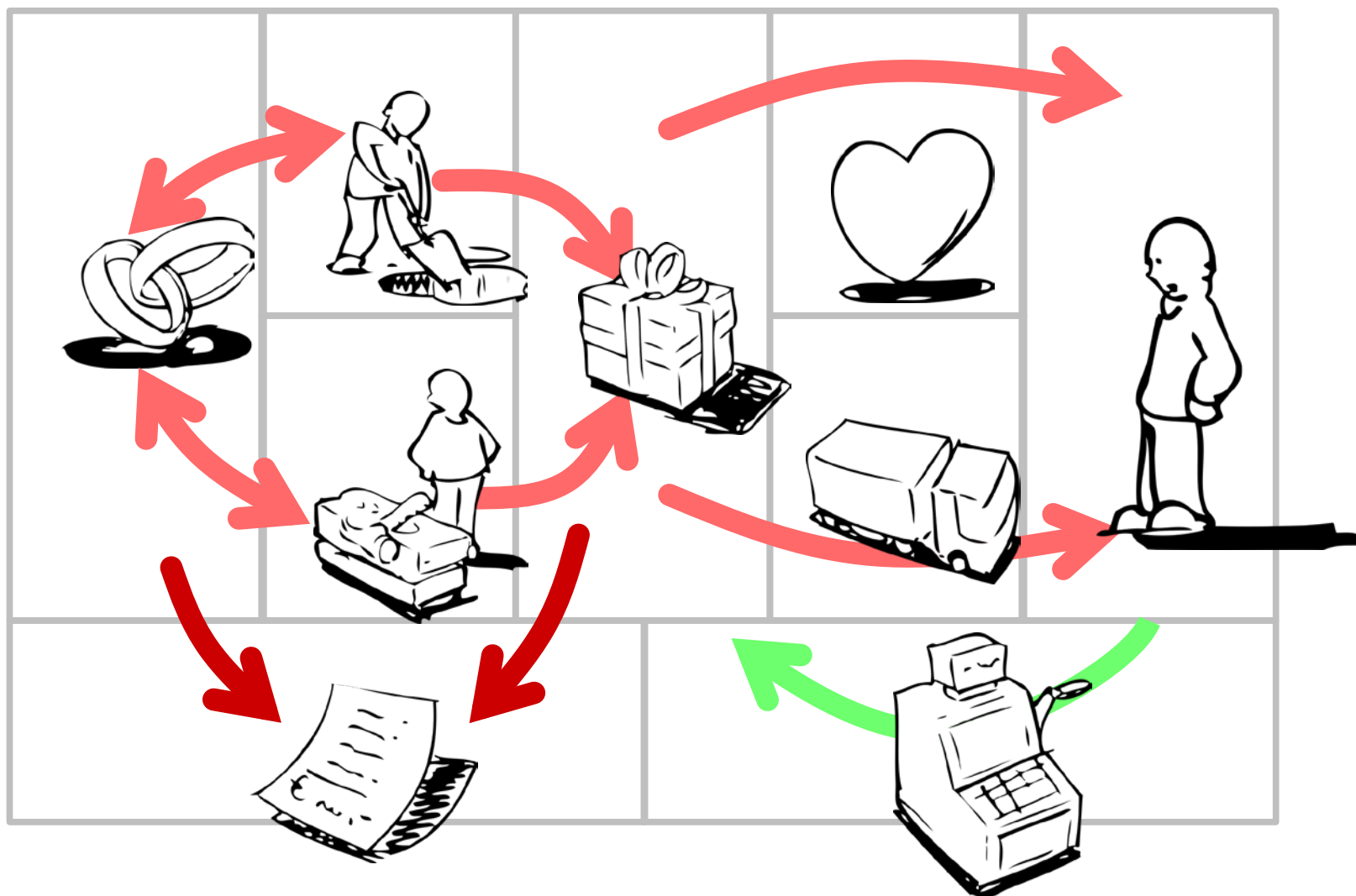
# Troškovi



# Platno poslovnog modela

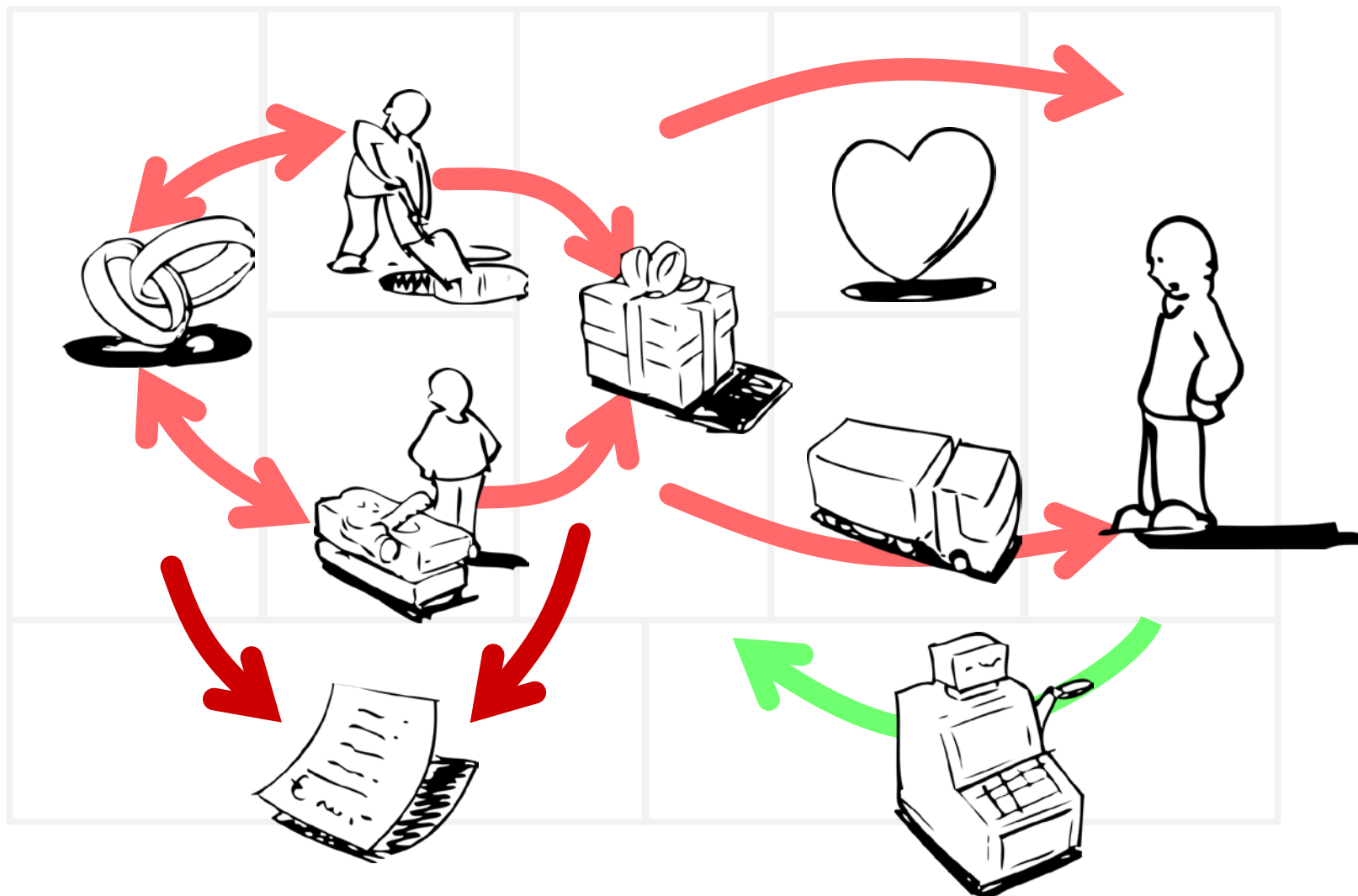


# Odnos elemenata poslovnog modela



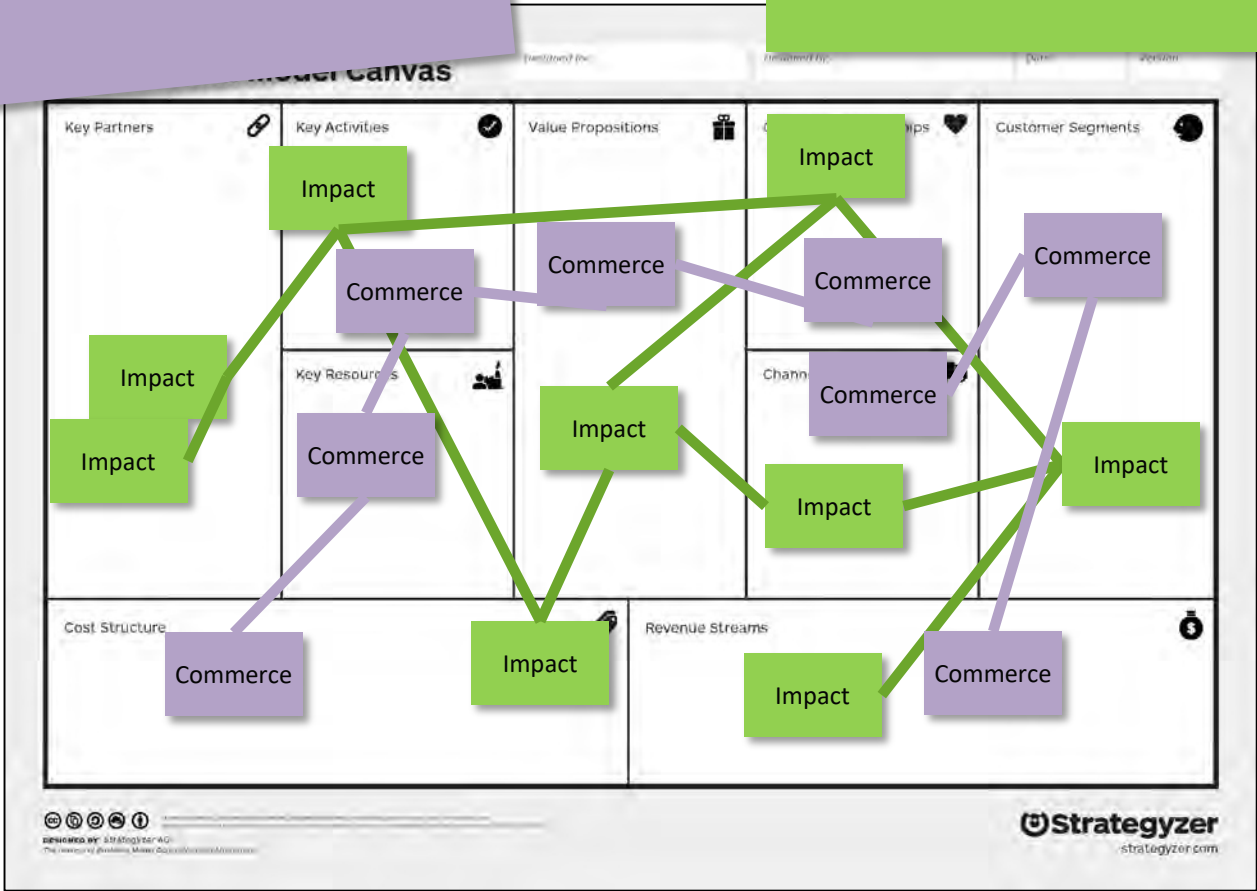


# „Priča“ poslovnog modela



# Commerce

# Impact



## The Business Model Canvas

Designed by:

Designed by:

Date:

Version:

|                                                                                                     |                                                                                                     |                                                                                                           |                                                                                                               |                                                                                                          |
|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Key Partners<br>   | Key Activities<br> | Value Propositions<br> | Customer Relationships<br> | Customer Segments<br> |
|                                                                                                     | Key Resources<br>  |                                                                                                           | Channels<br>               |                                                                                                          |
| Cost Structure<br> |                                                                                                     |                                                                                                           | Revenue Streams<br>        |                                                                                                          |



Designed by: Strategyzer AG  
The power of Building Better Business Models

 **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*



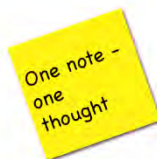
## RULE #3

Start with any building block



## RULE #4

Never use bullet points

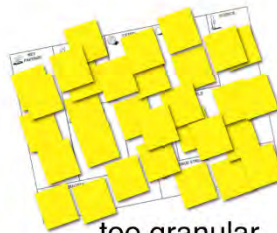


## RULE #5

Avoid too much detail



too much info



too granular

## RULE #6

Be precise for every building block



# Resursi – Procesi – Vrijednosti

Tri kategorije faktora koji određuju mogućnosti organizacije.





# RPV obrazac

## **Resursi**

Sredstva kojima poduzeće ima pristup, a koje se mogu kupiti ili prodati, izgraditi ili uništiti

## **Proces**

Načini na koji se posao obavlja (vještine) – utvrđeni načini na koji poduzeće pretvara resurse u proizvode ili usluge

## **Vrijednosti**

Faktor prioritizacije (motivacija) – kriteriji na temelju kojih se donose odluke

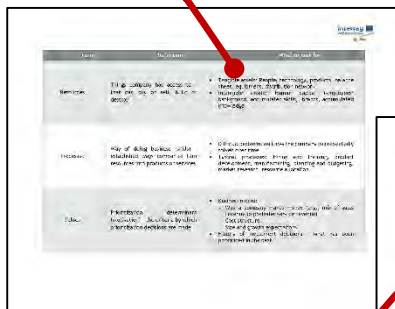
# The RPV framework

| 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> |

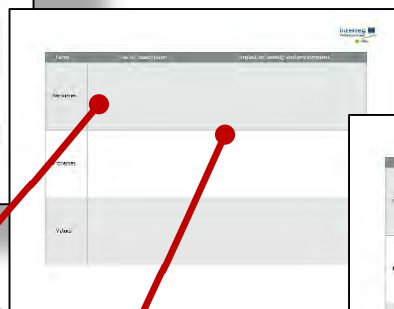
# 3-PBM ključni obrasci



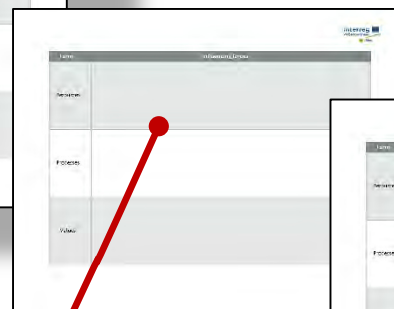
RPV objašnjenja & primjeri



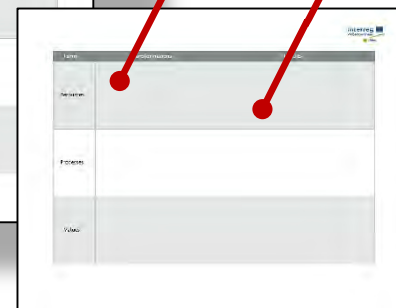
RPV opis "postojećeg"



RPV utjecaj na društvo i okoliš



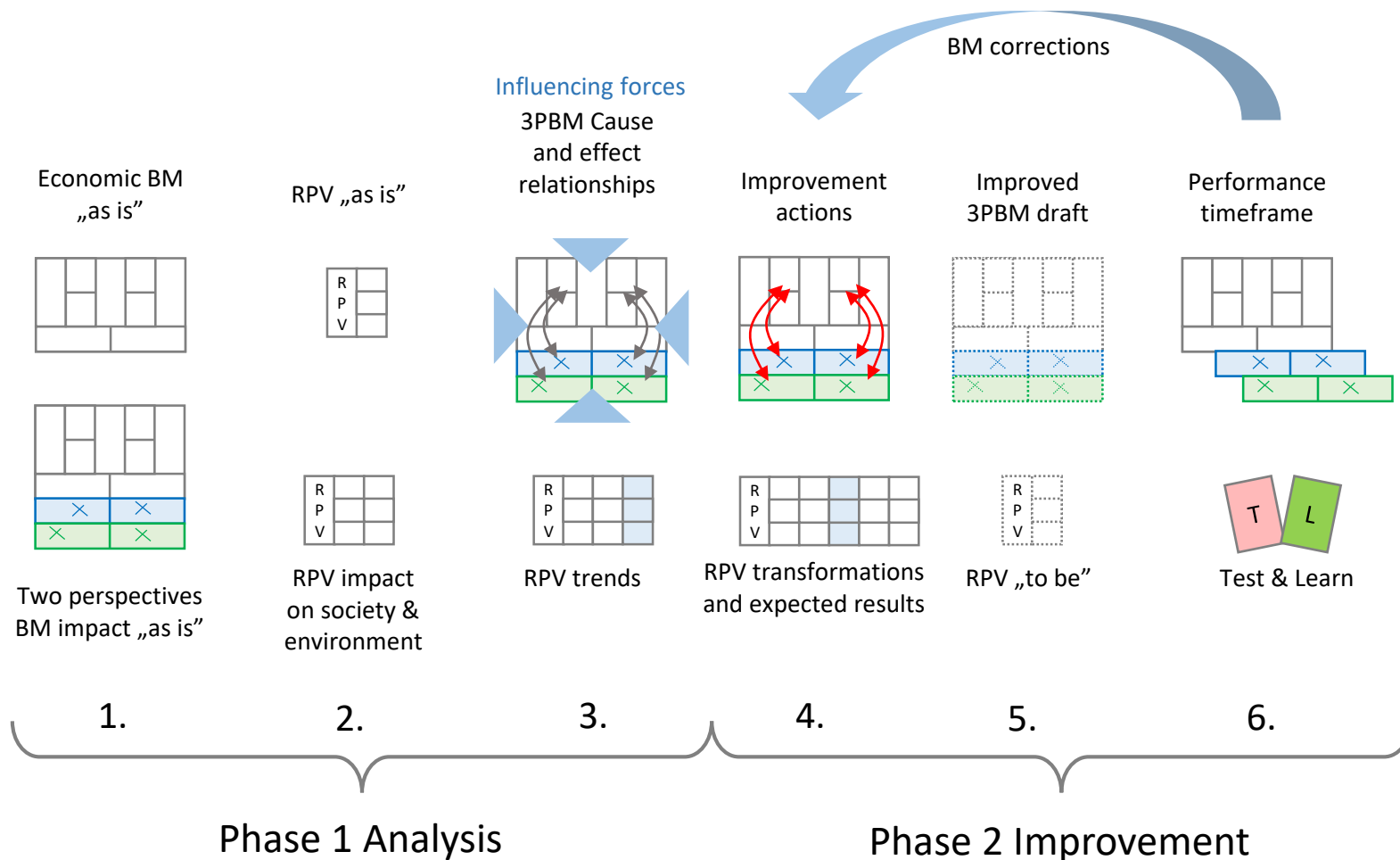
Utjecaji i trendovi



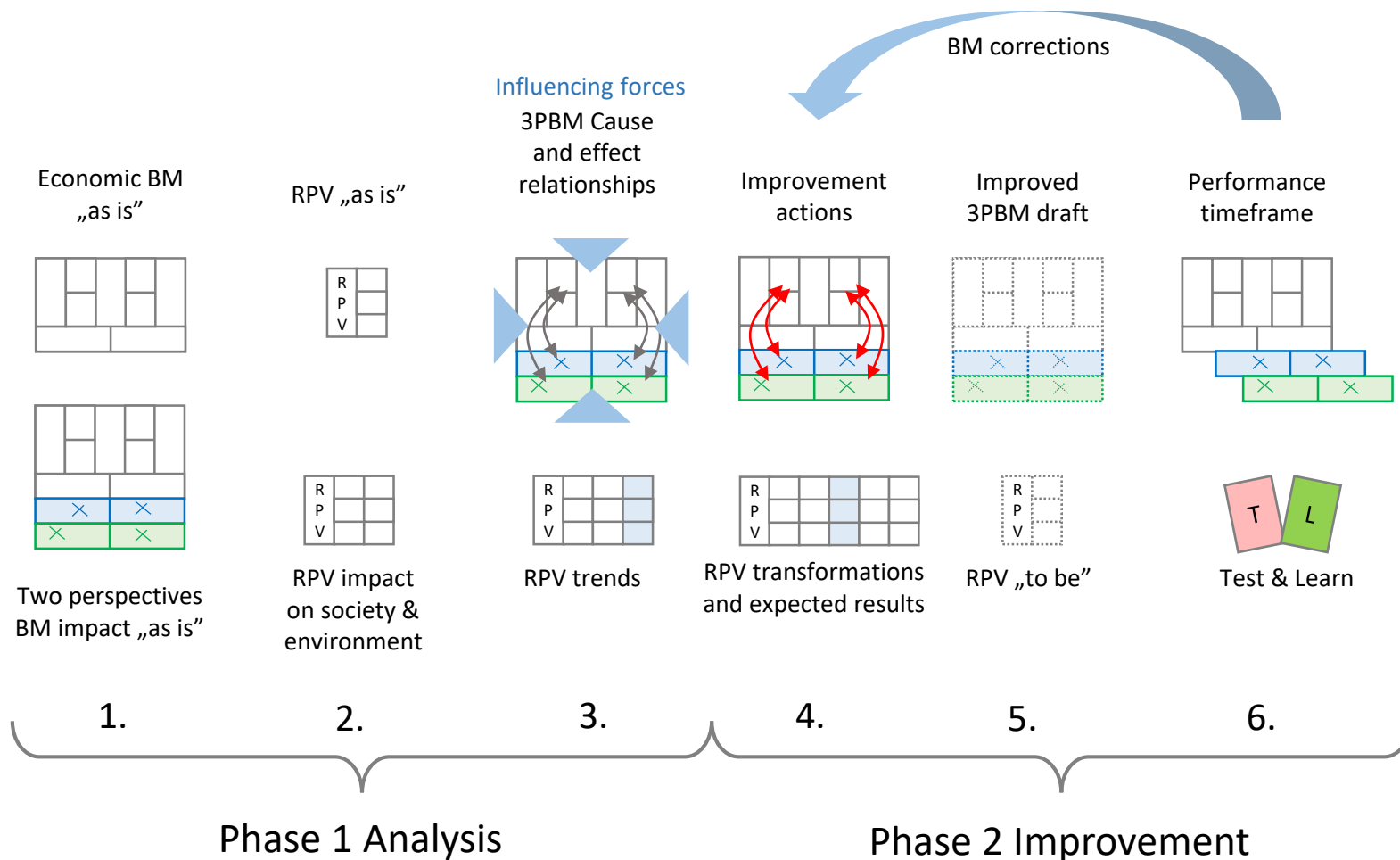
Transformacije

Rezultati

# 3-PBM proces transformacije poslovnog modela



# 3-PBM proces transformacije poslovnog modela



# 3-PBM metodologija

## Omogućava poduzećima

- sagledati postojeće poslovanje na novi način,
- produbiti razumijevanje poslovnog modela odnosno načina zarađivanja,
- cjelovito upravljanje poslovanjem (ograničavanje negativnih a korištenje pozitivnih utjecaja)
- povećati konkurentnost i profitabilnost poslovanja.



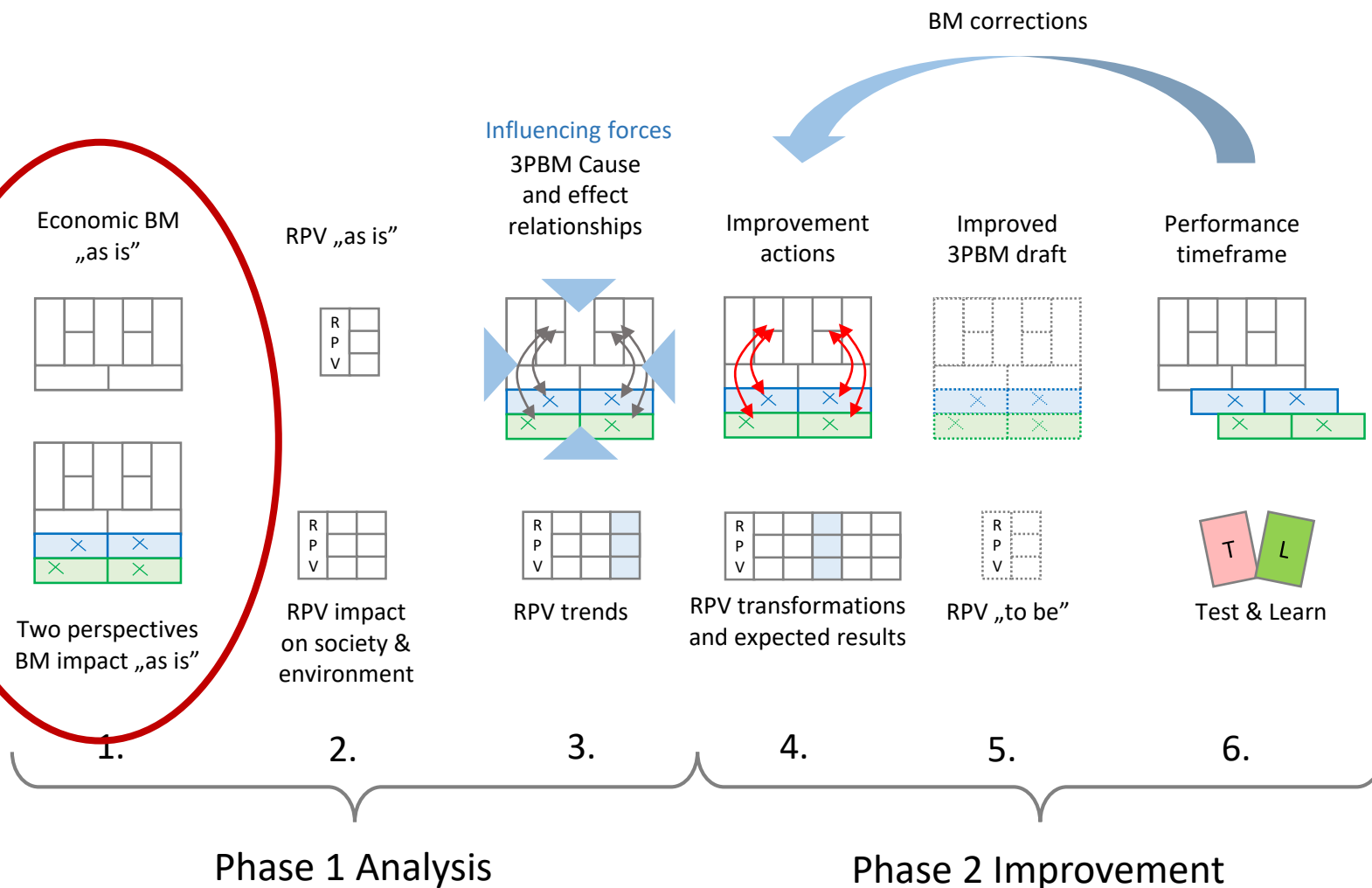


Pitanja?



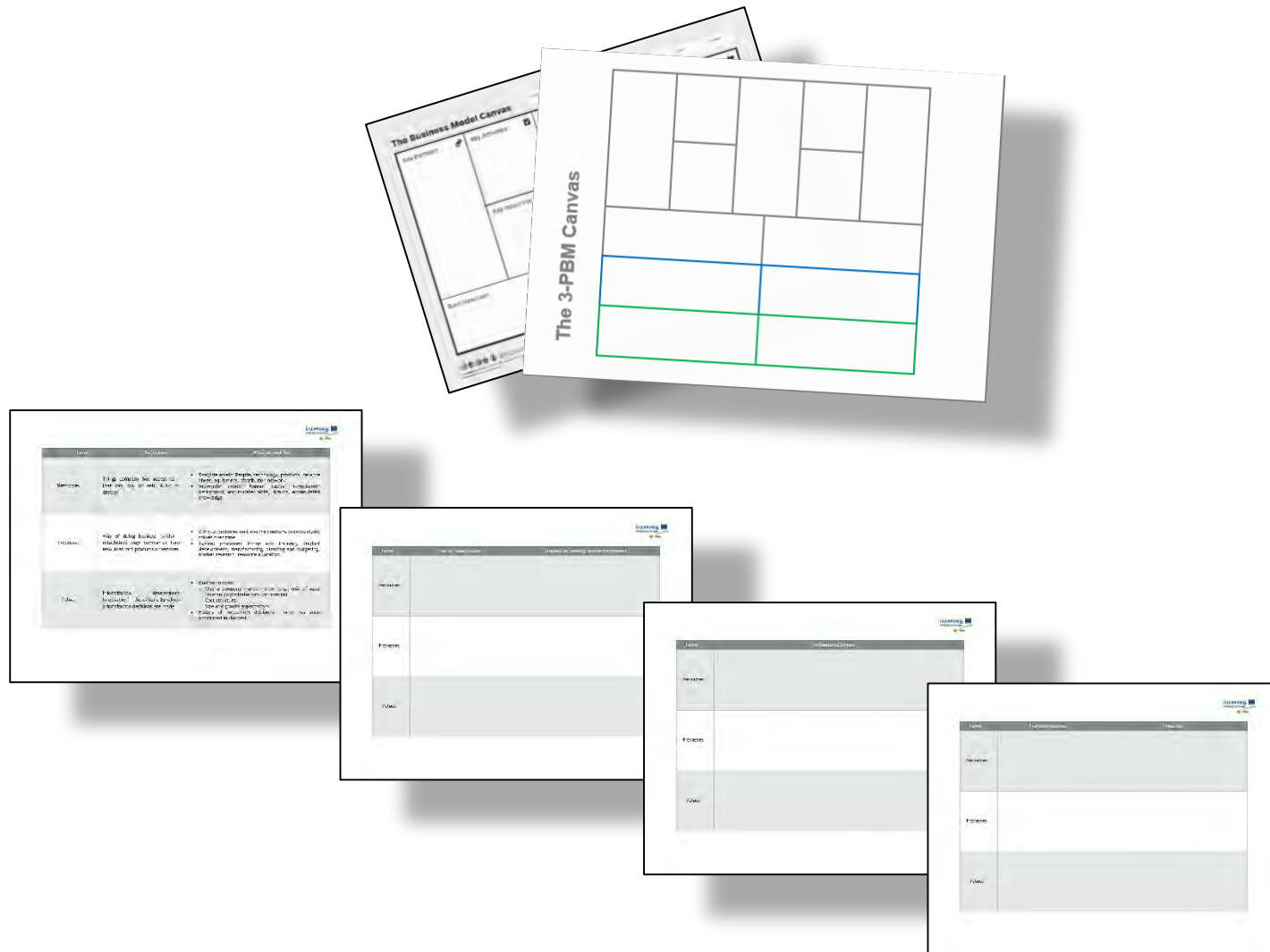
# 3-PBM metodologija Primjena u praksi

Rijeka 13.06.2019.  
Boris Golob

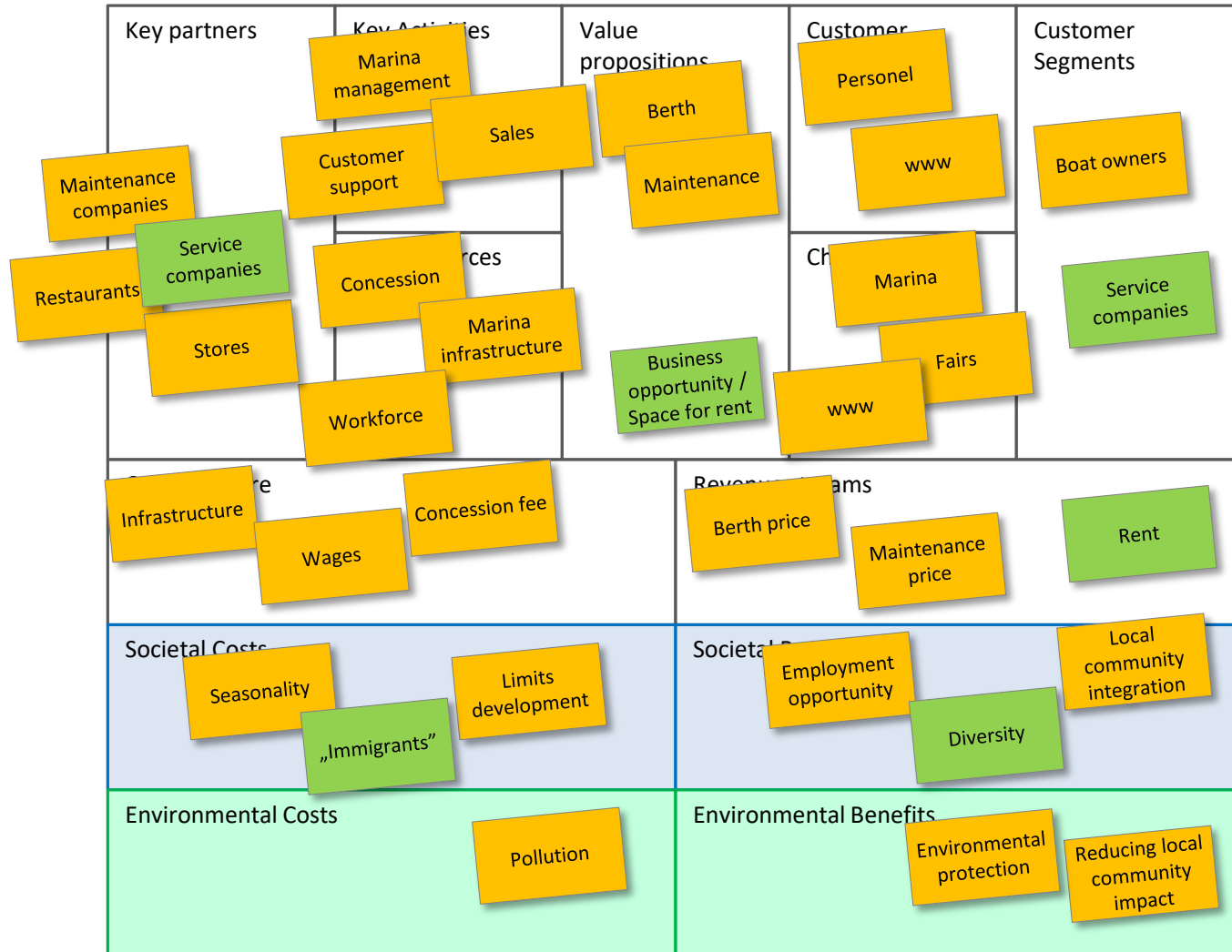


|                     |                |                    |                        |                   |
|---------------------|----------------|--------------------|------------------------|-------------------|
| Key partners        | Key Activities | Value propositions | Customer Relationships |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

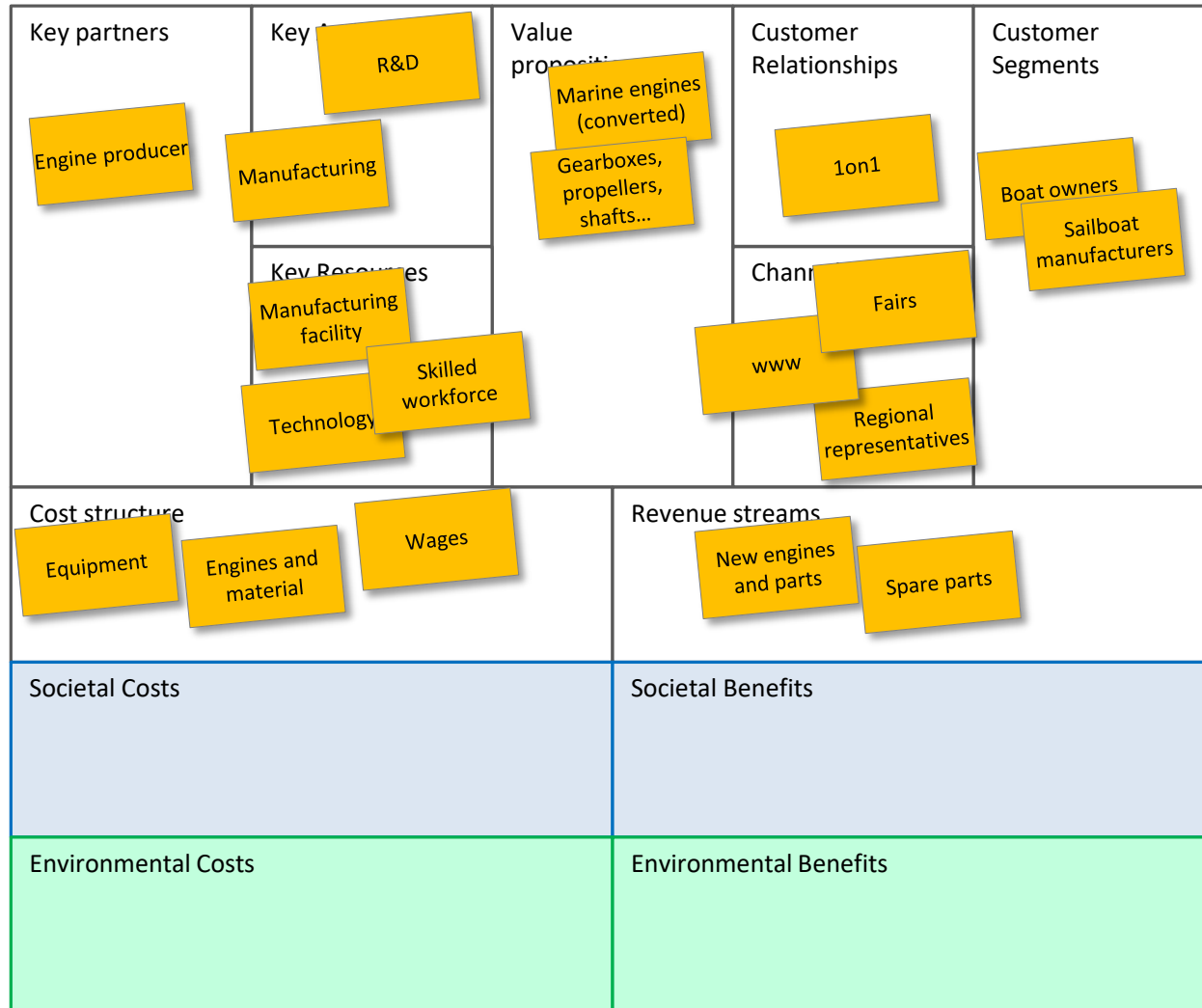
# 3-PBM key forms



# Marina

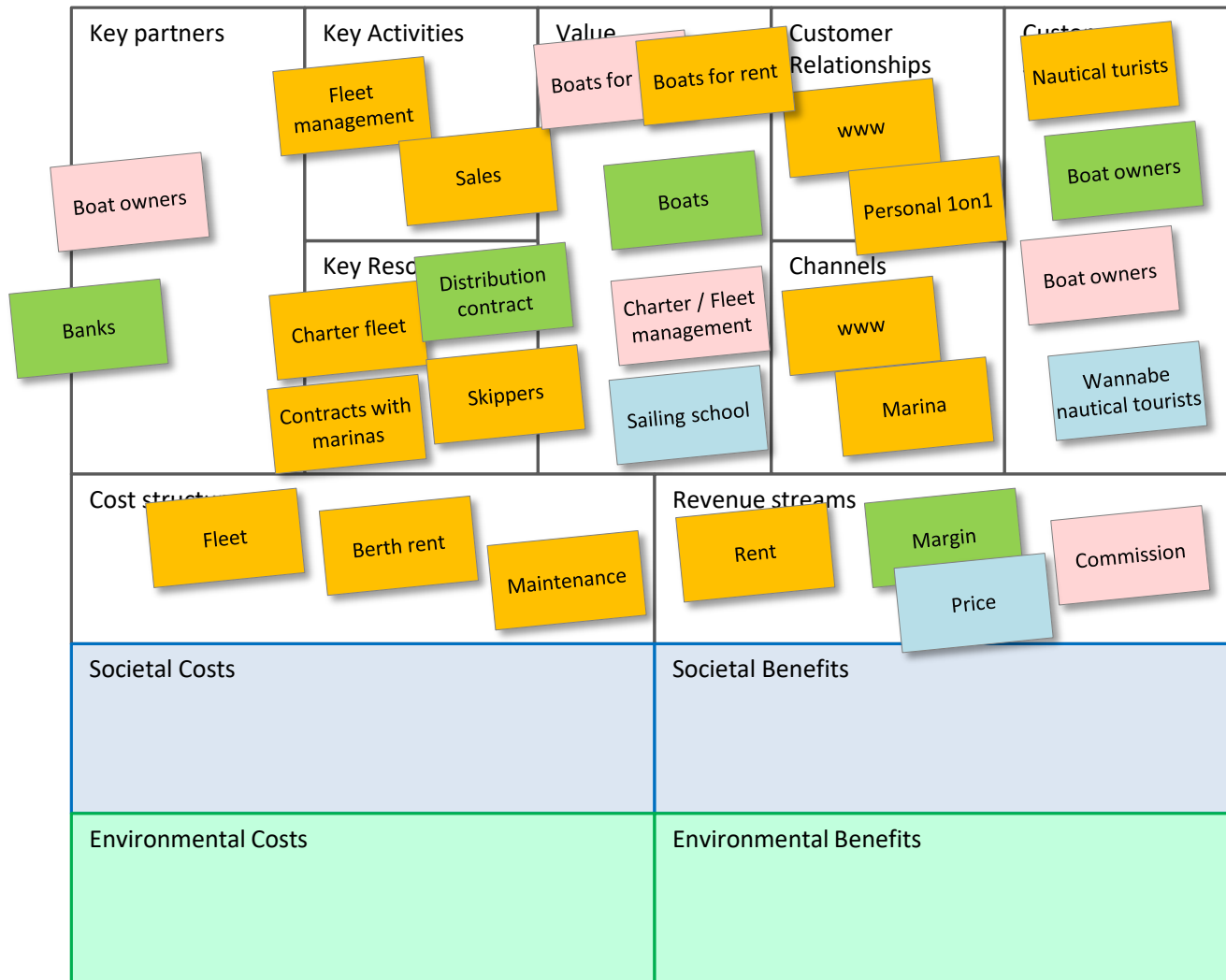


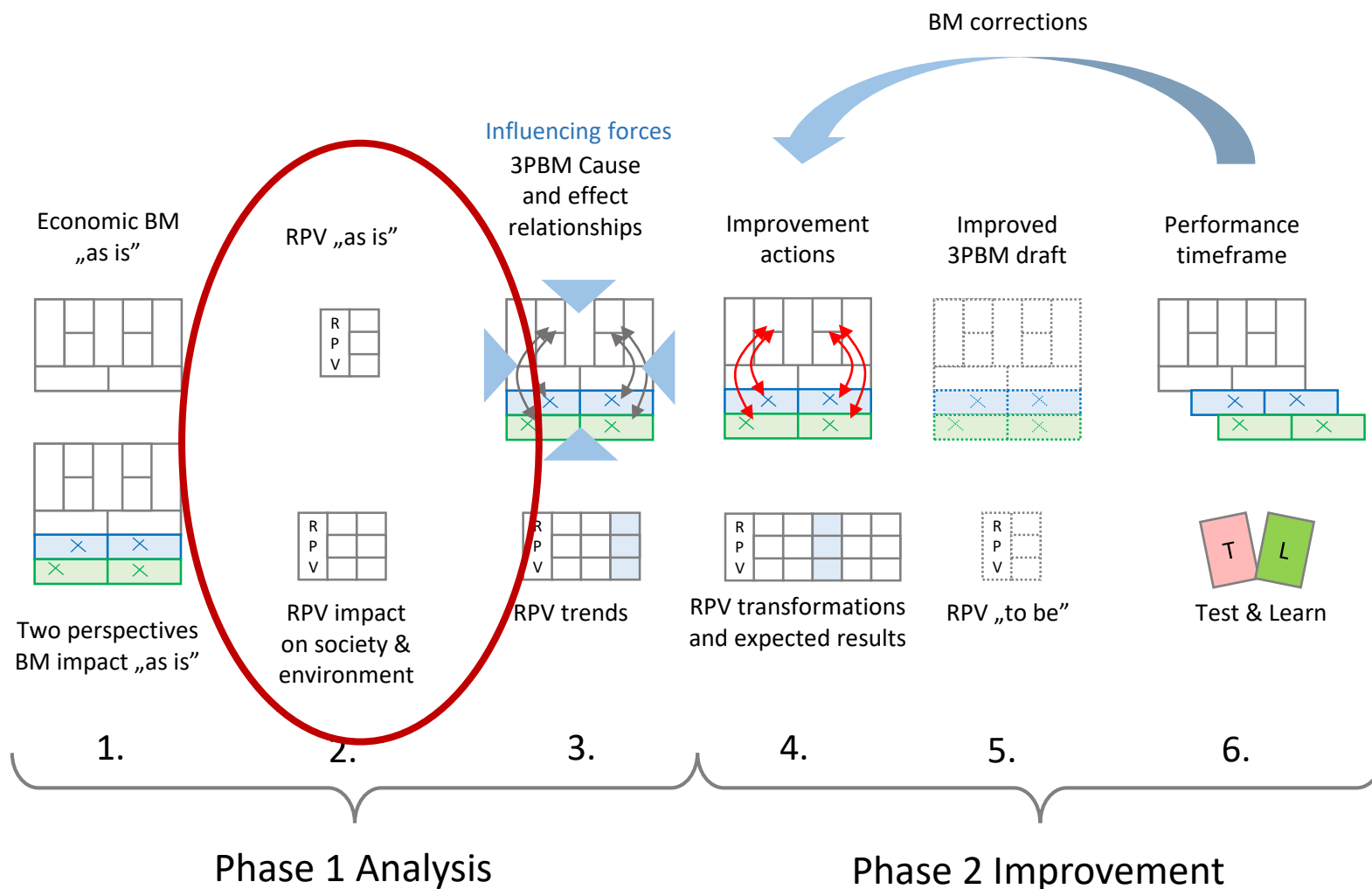
# Marine engine producer



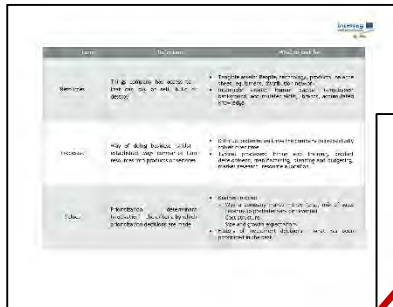


# Charter

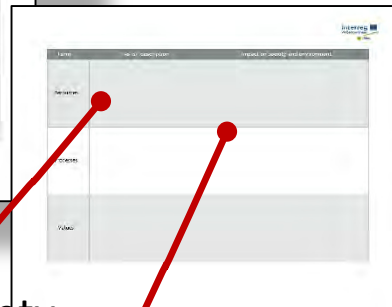




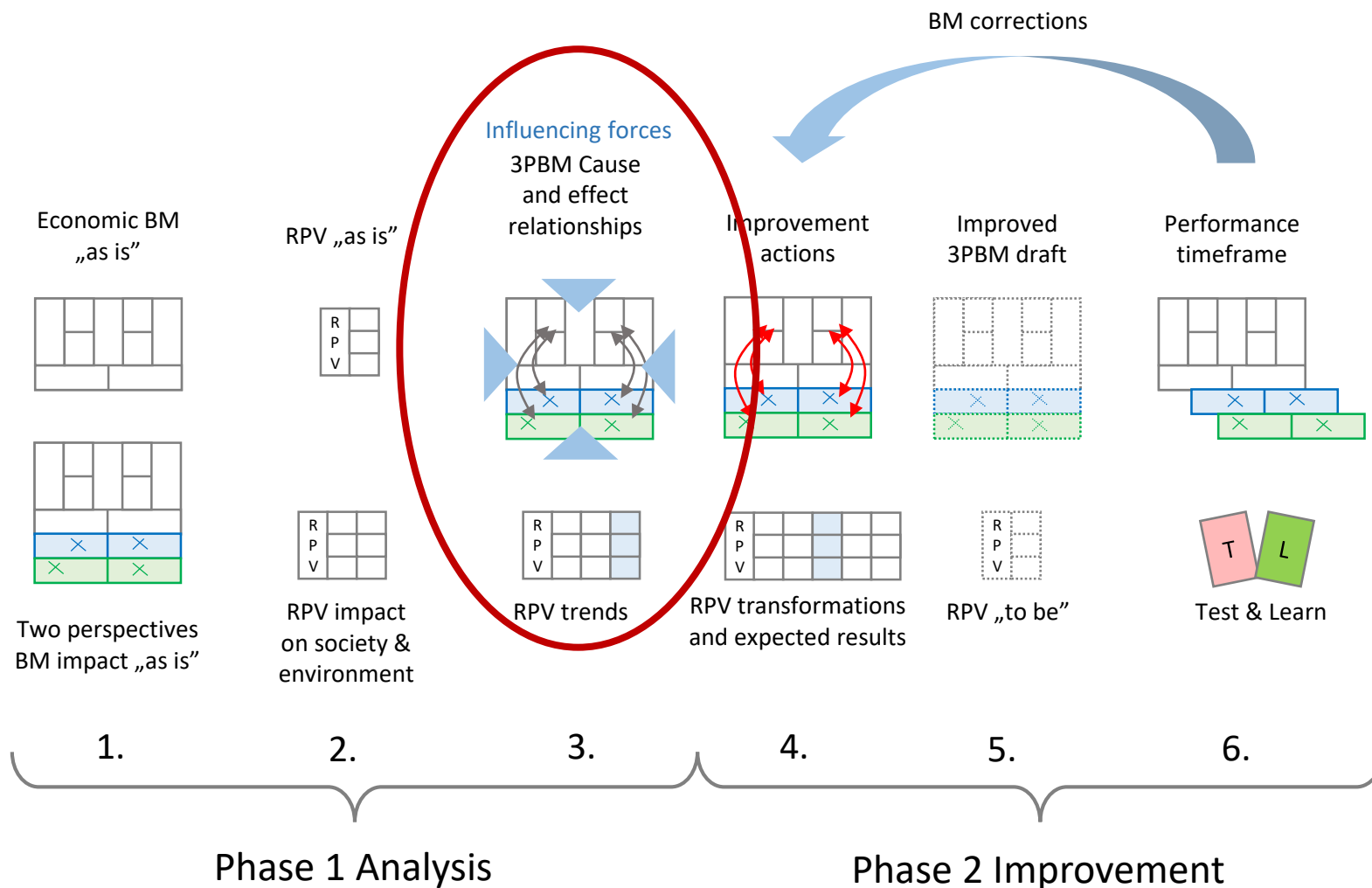
# 3-PBM key forms



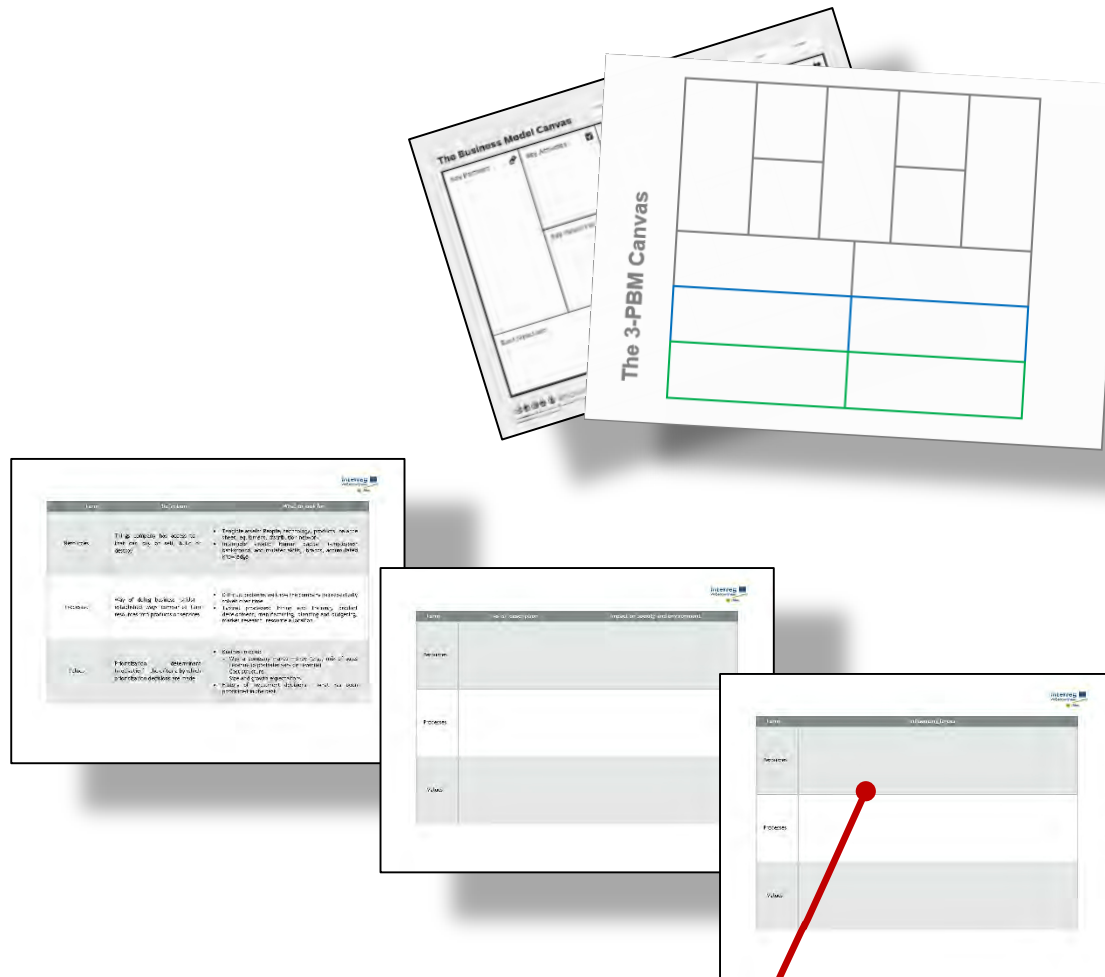
RPV description “as is”



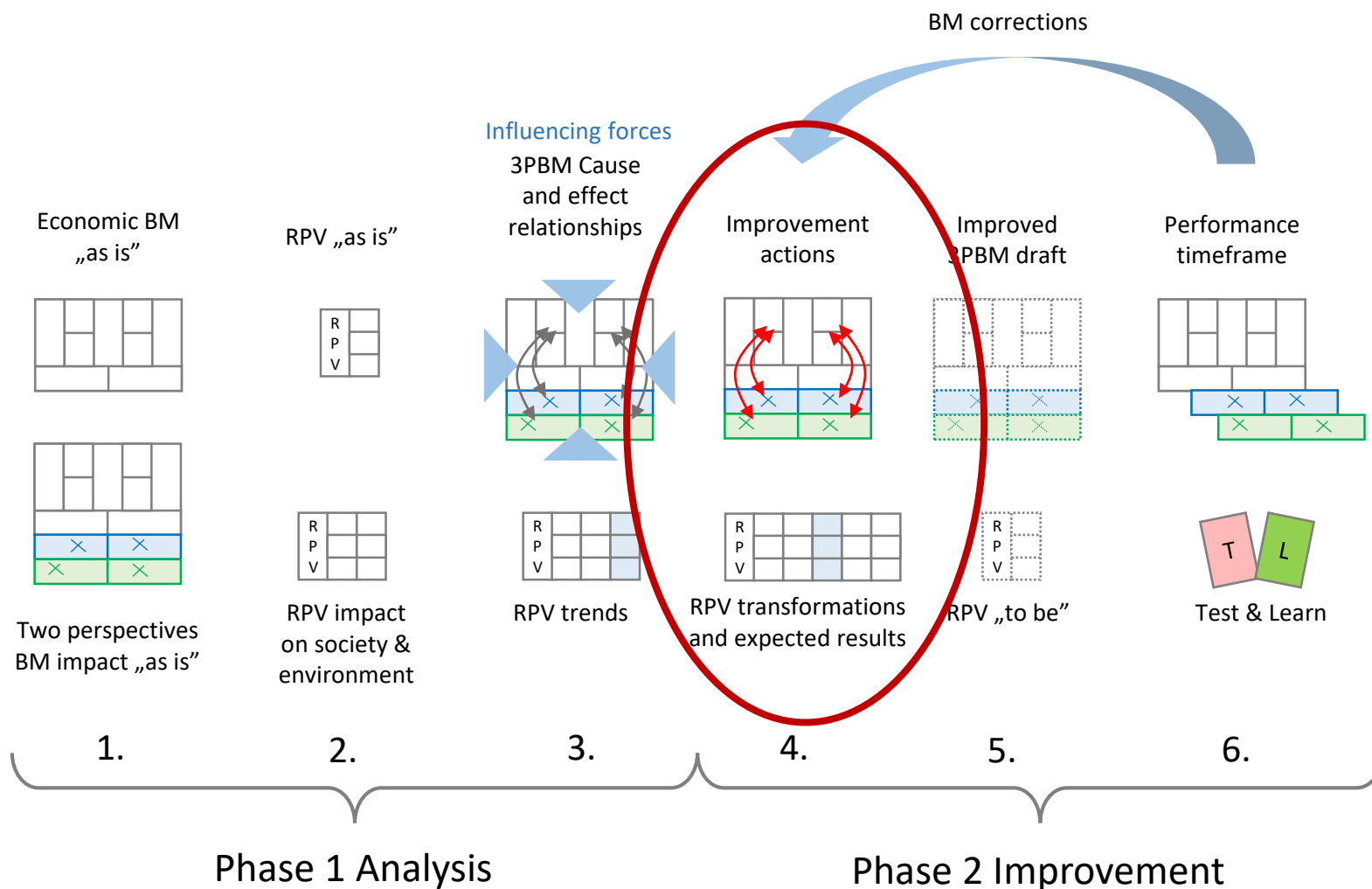
RPV impact on society and environment



# 3-PBM key forms

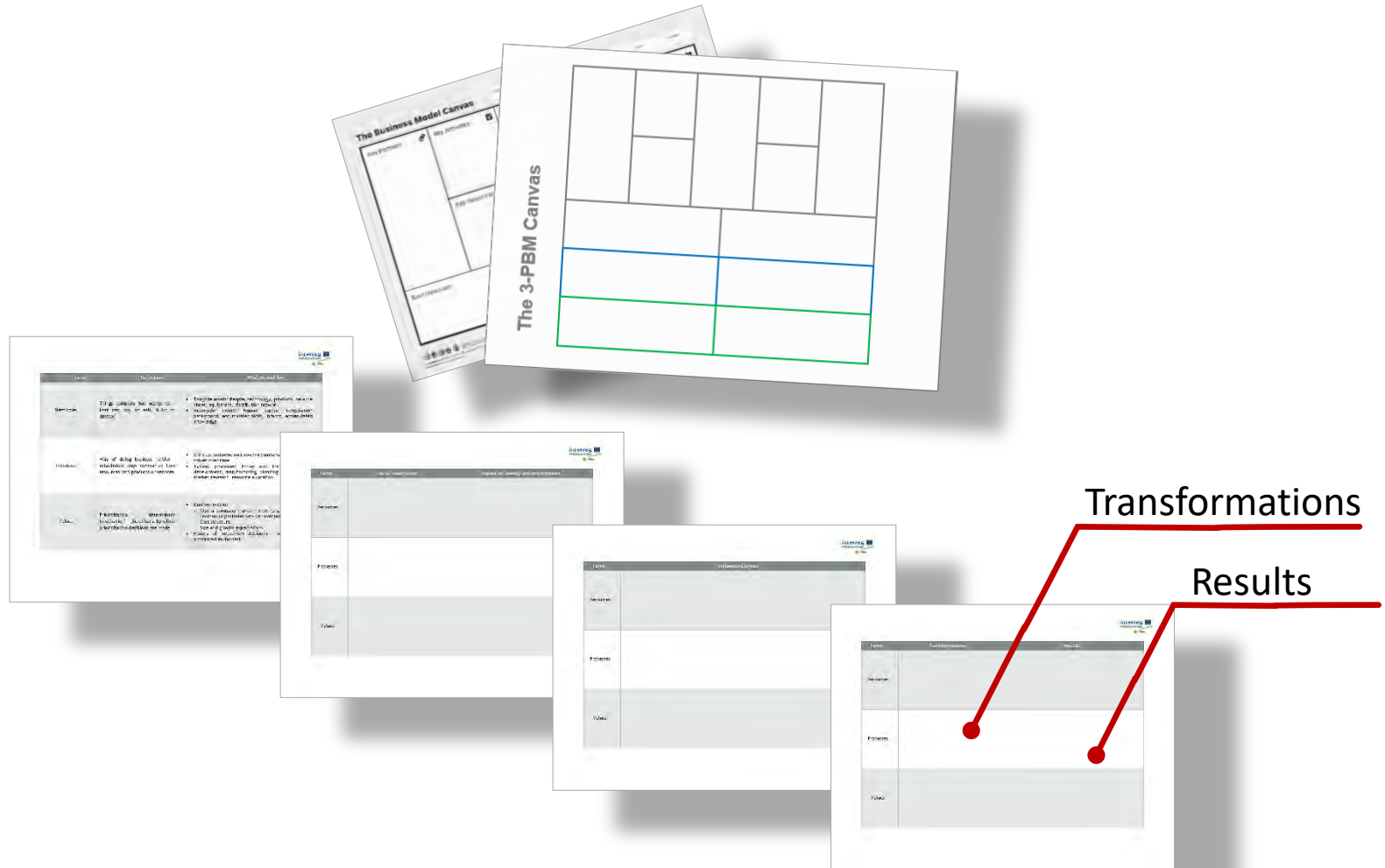


Influencing forces





# 3-PBM key forms





Pitanja

# Hvala

Boris Golob

bgolob@uniri.hr



STEPRI

KEDGE  
BUSINESS SCHOOL

Cámara  
Sevilla



CYPRUS  
CHAMBER OF  
COMMERCE AND  
INDUSTRY



Επιμελητήριο  
ΛΑΣΙΘΙΟΥ



DHOMA E TREGTISE DHE INDUSTRISE DURRES  
DURRES CHAMBER OF COMMERCE AND INDUSTRY



SVEUČILIŠTE U RIJECI UNIVERSITY OF RIJEKA  
FAKULTET ZA MENADŽMENT U TURIZMU I UGOSTITELJSTVU  
FACULTY OF TOURISM AND HOSPITALITY MANAGEMENT  
OPATJUA, HRVATSKA CROATIA



PRODETUR





interreg  
Ministarstvo regionalnog razvoja i infrastrukture

### Modeli objedinjeni u 3-PBM

| Model   | Opis | Primjena |
|---------|------|----------|
| Model 1 | ...  | ...      |
| Model 2 | ...  | ...      |
| Model 3 | ...  | ...      |

Diagram showing a 3-PBM model structure with various components and their relationships.

STEP  
10  
PROBALAZNO SKRIVENI  
PRAVINE, OBLIKOVANO NOVE  
PUBLIČNE, BOLJE I POLOVINE  
MODELE  
IMAMO JVE ŠTO VAN THERA  
NA PUTO DO NOJE  
DO PROJEKTA I ANI OVOST  
NOVI



FRD

MAGNETIC WHITE BOARD



STE



Trening iz 3-PBM metode održivog upravljanja poslovnim modelom

←  
Project co-financed by the European  
Regional Development Fund





3-PBM metodologija  
Teorijske osnove

Rijeka 13.06.2019.  
Boris Golob





## 3-PBM metodologija Teorijske osnove

Rijeka 13.06.2019.  
Boris Golob

WIFI:

STEPRI

password: stepri2019\$\$



