

The 3-PBM methodology Theory session

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

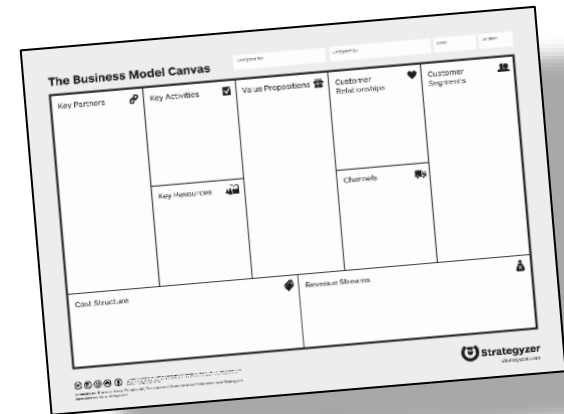
- Initial business model analysis
- Business model impact analysis
- Identification of key trends and possibilities for company performance improvement

Why three pillars?

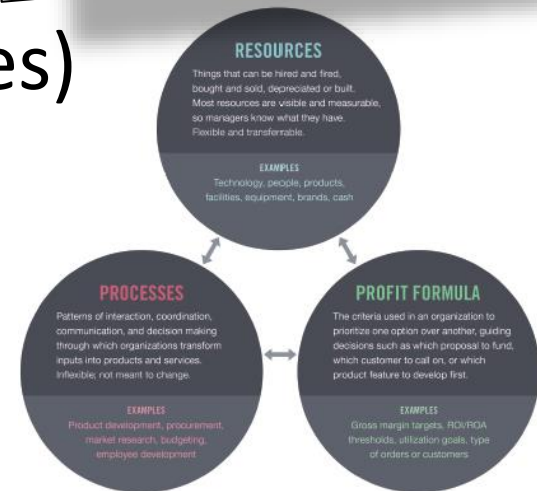


Two concepts combined into 3-PBM

Business Model Canvas



RPV (Resources-Processes-Values) framework

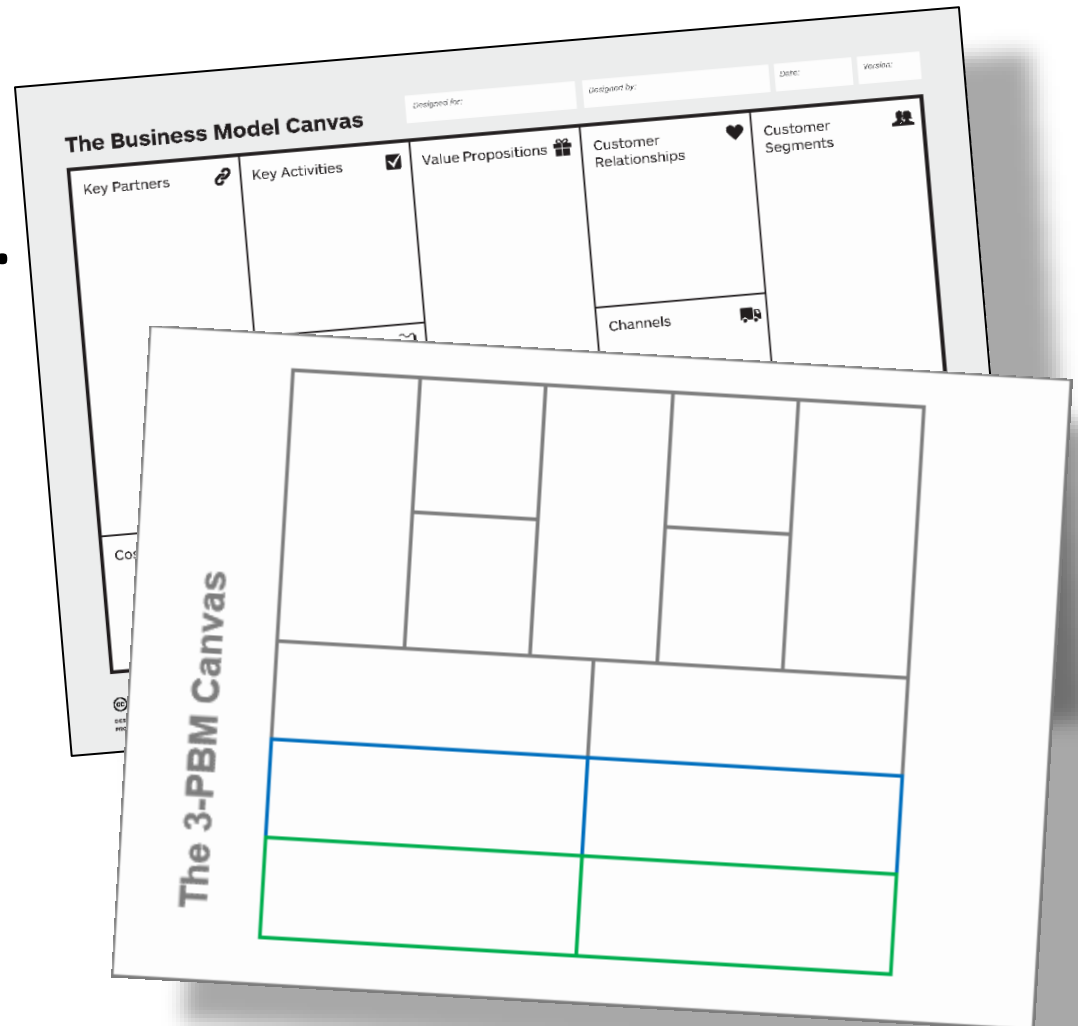


Business model is
the rationale of how an
organization creates, delivers and
captures value

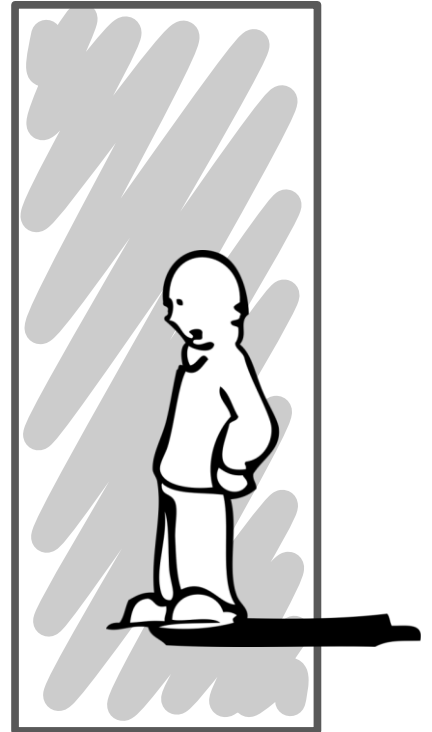
= makes money
+ impact
social & environmental

The Business Model Canvas.

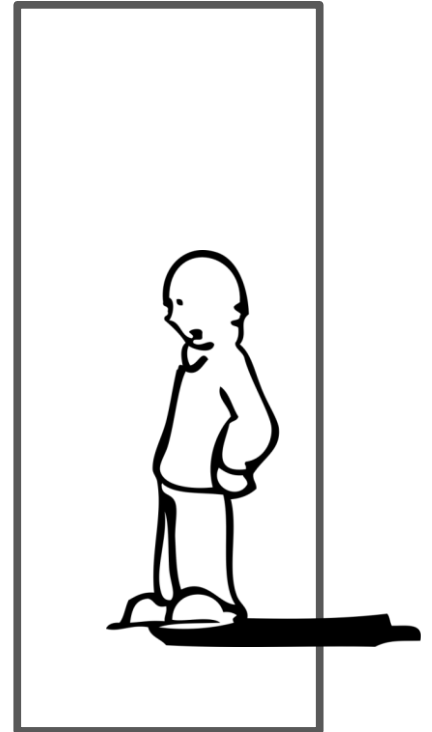
It allows you to describe, design, challenge, invent, and pivot your business model.



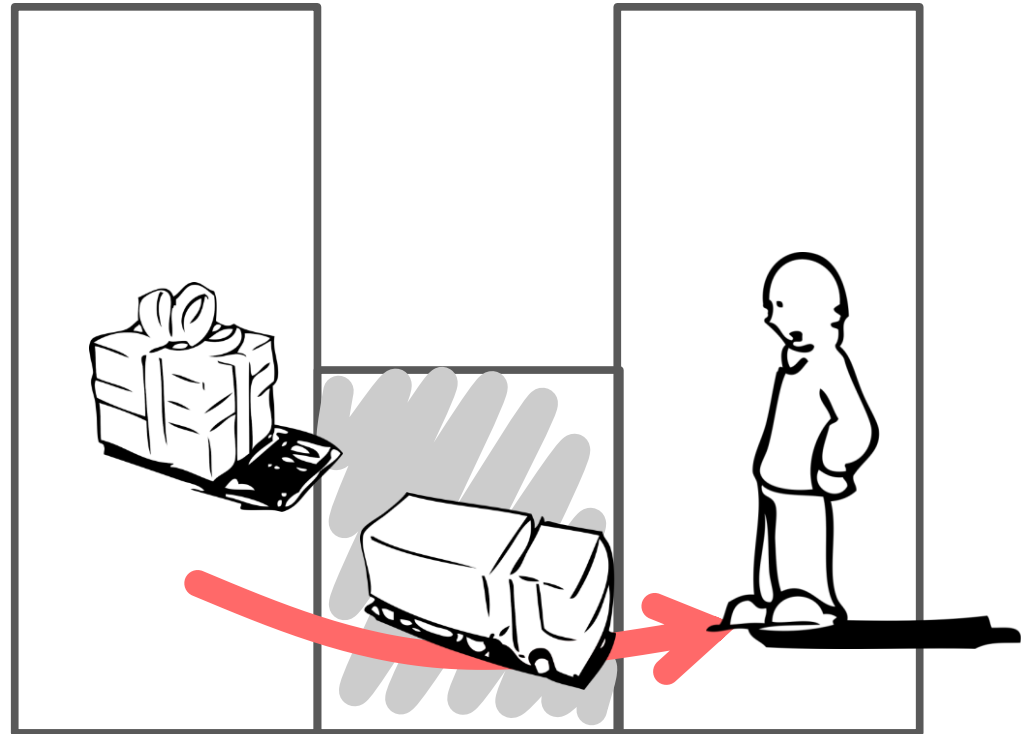
Customer Segments



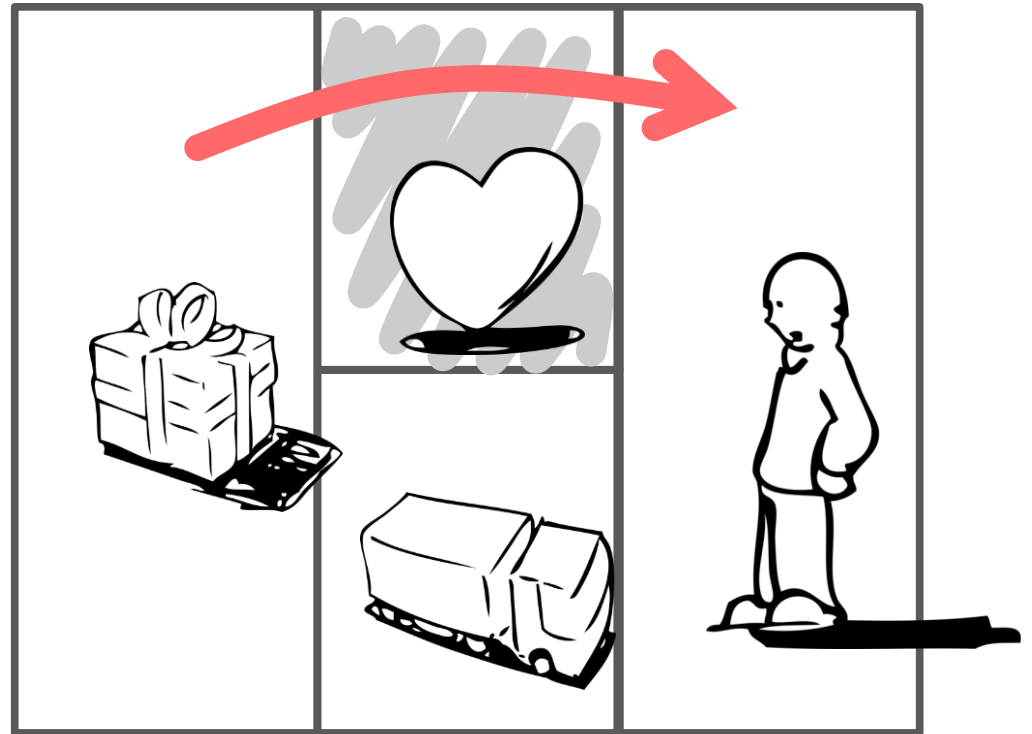
Value Proposition



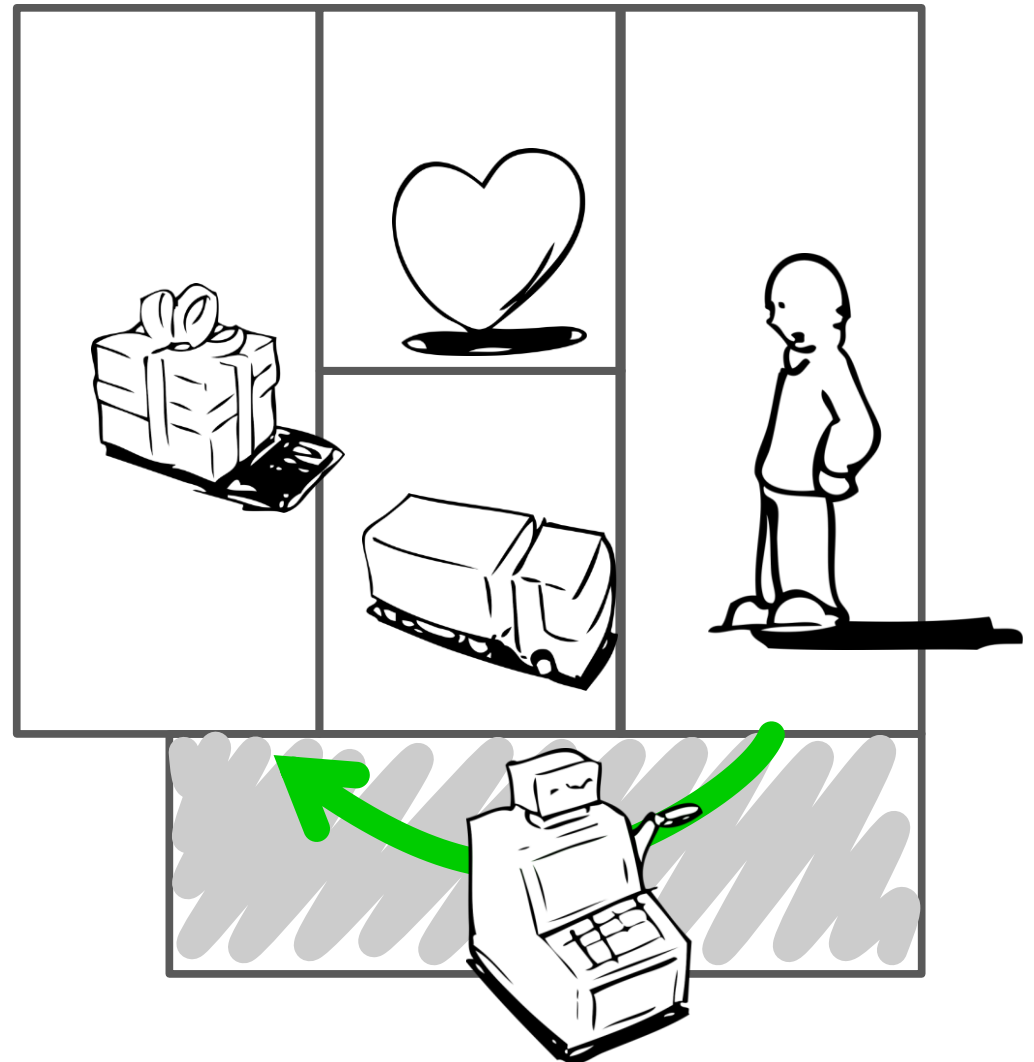
Channels



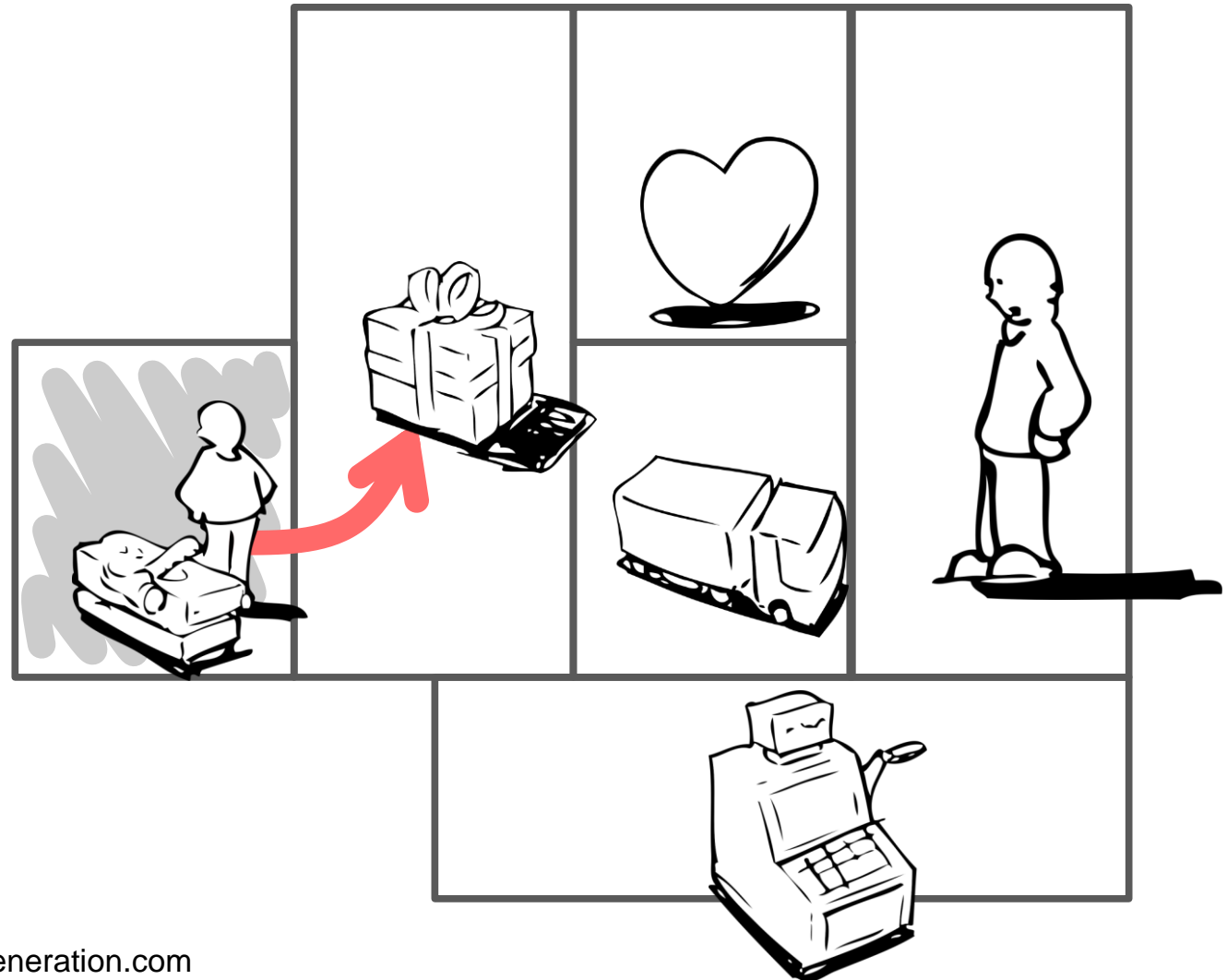
Customer Relationships



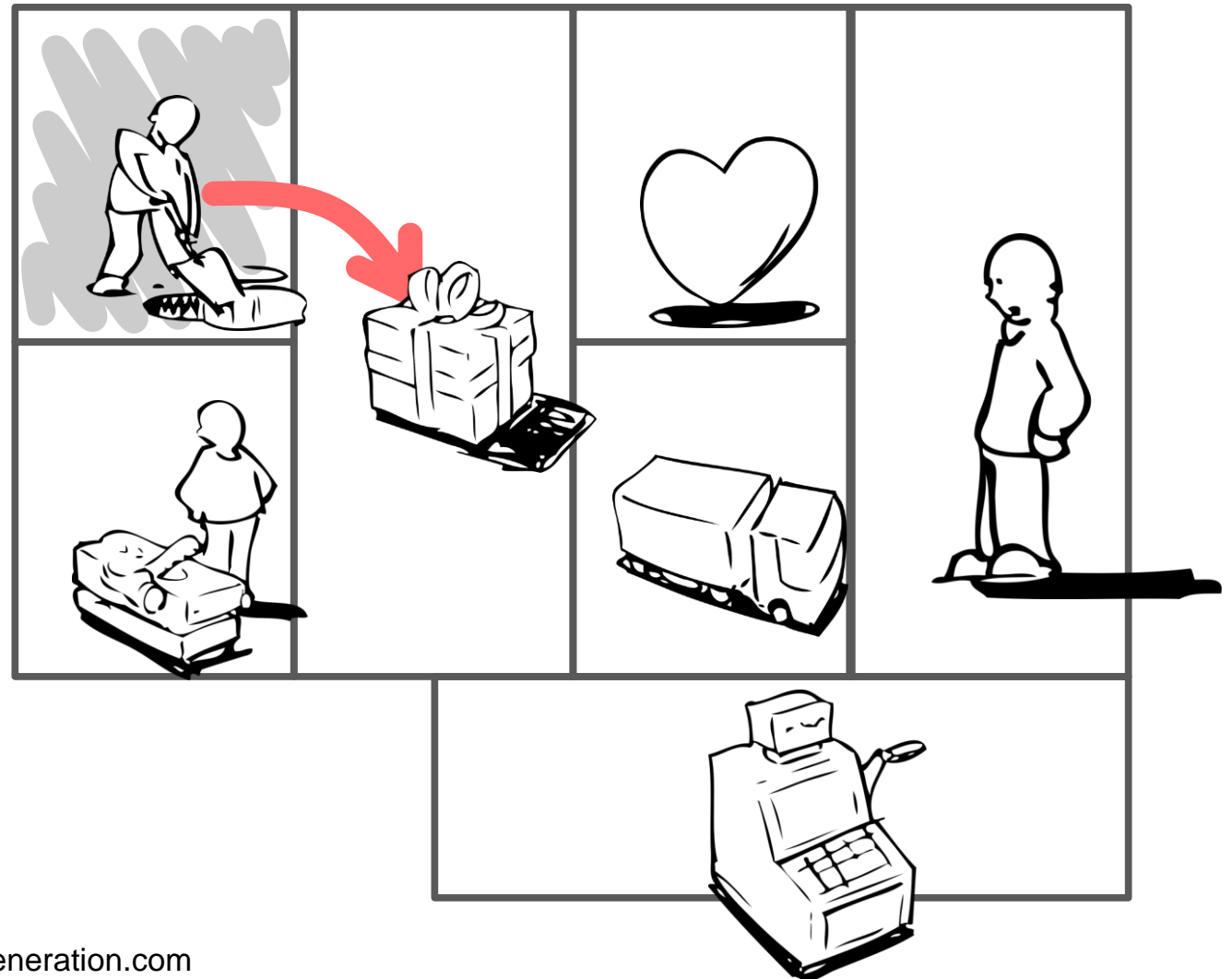
Revenue Streams



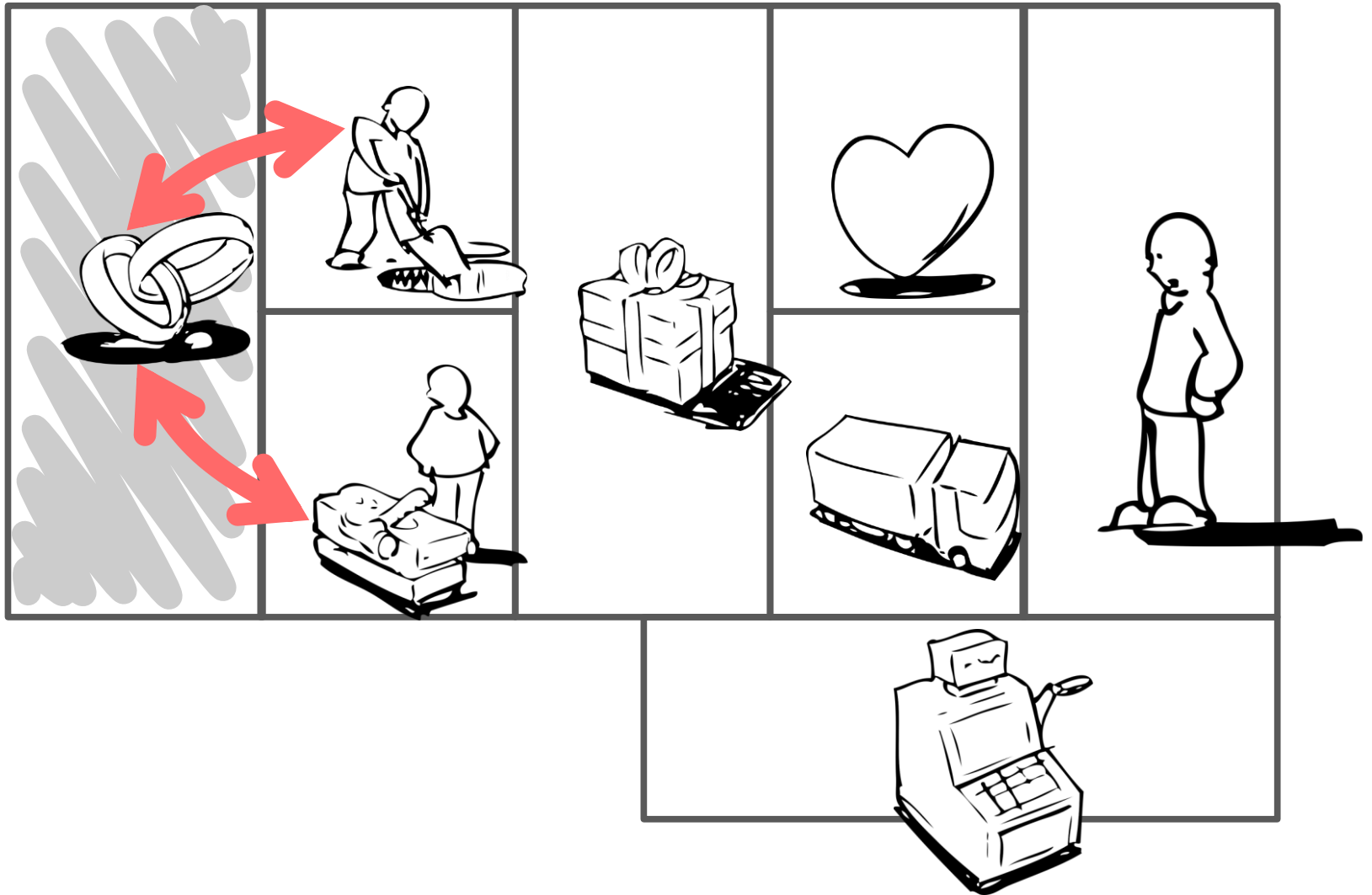
Key Resources



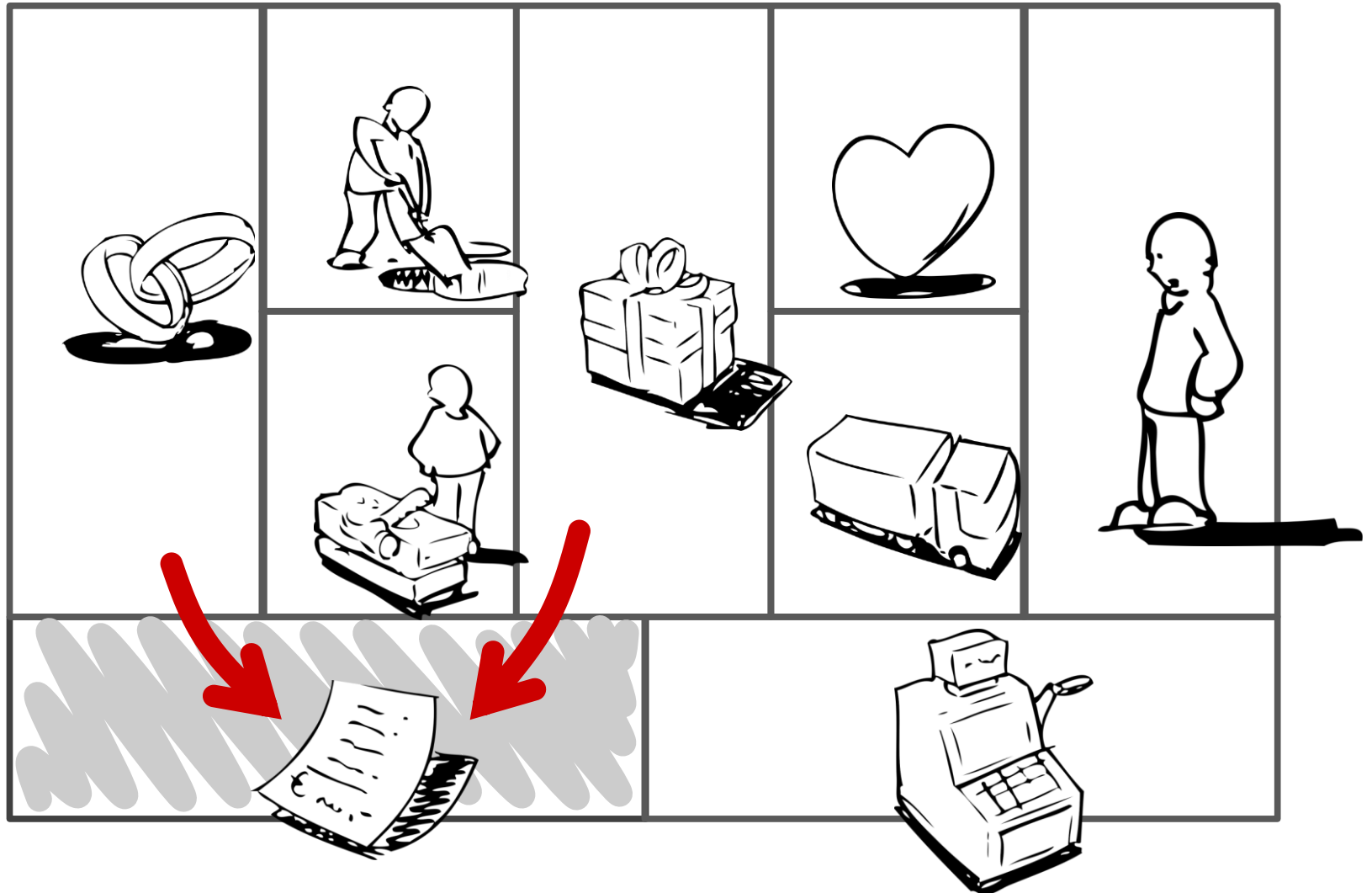
Key Activities



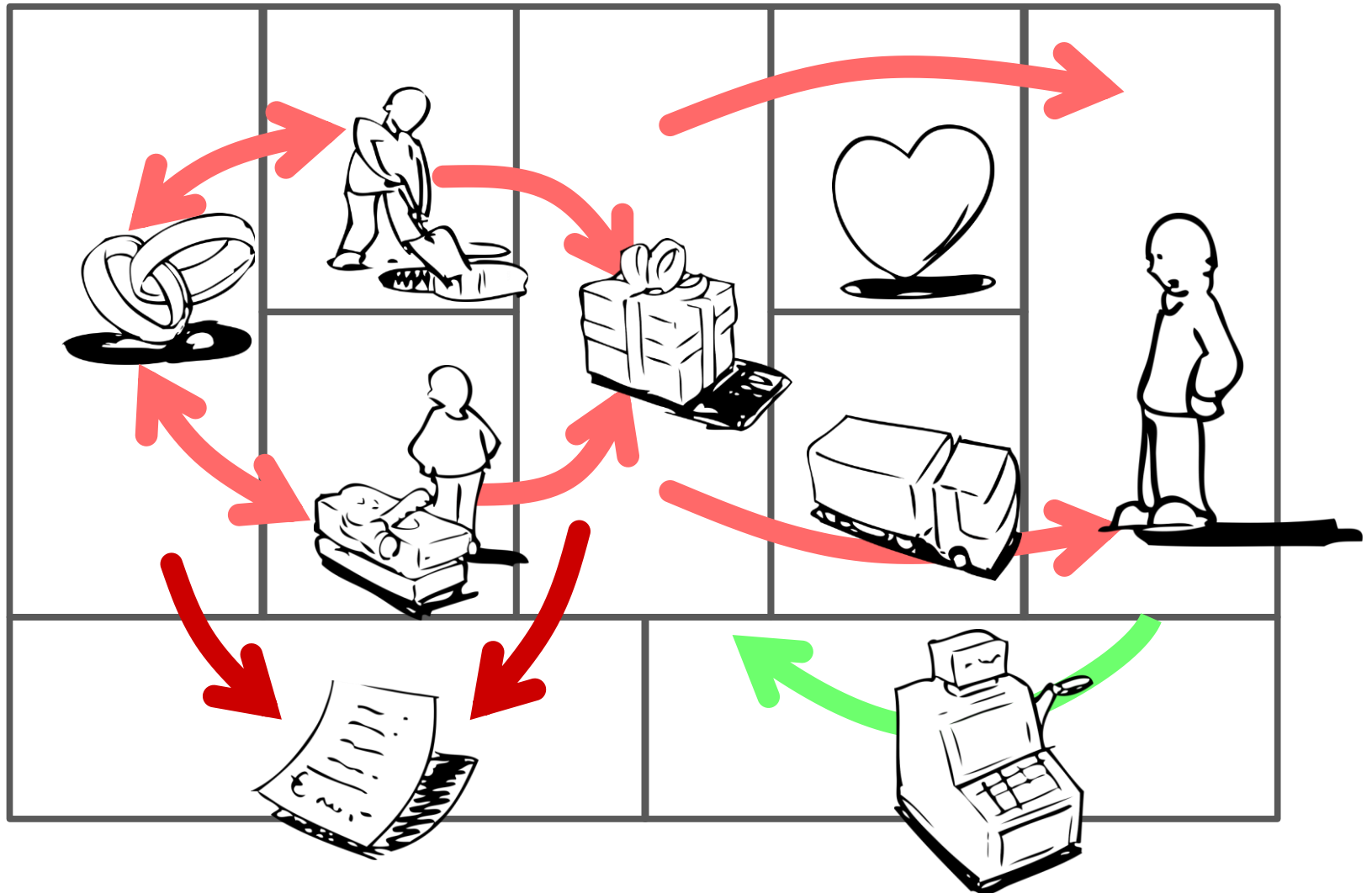
Key Partners



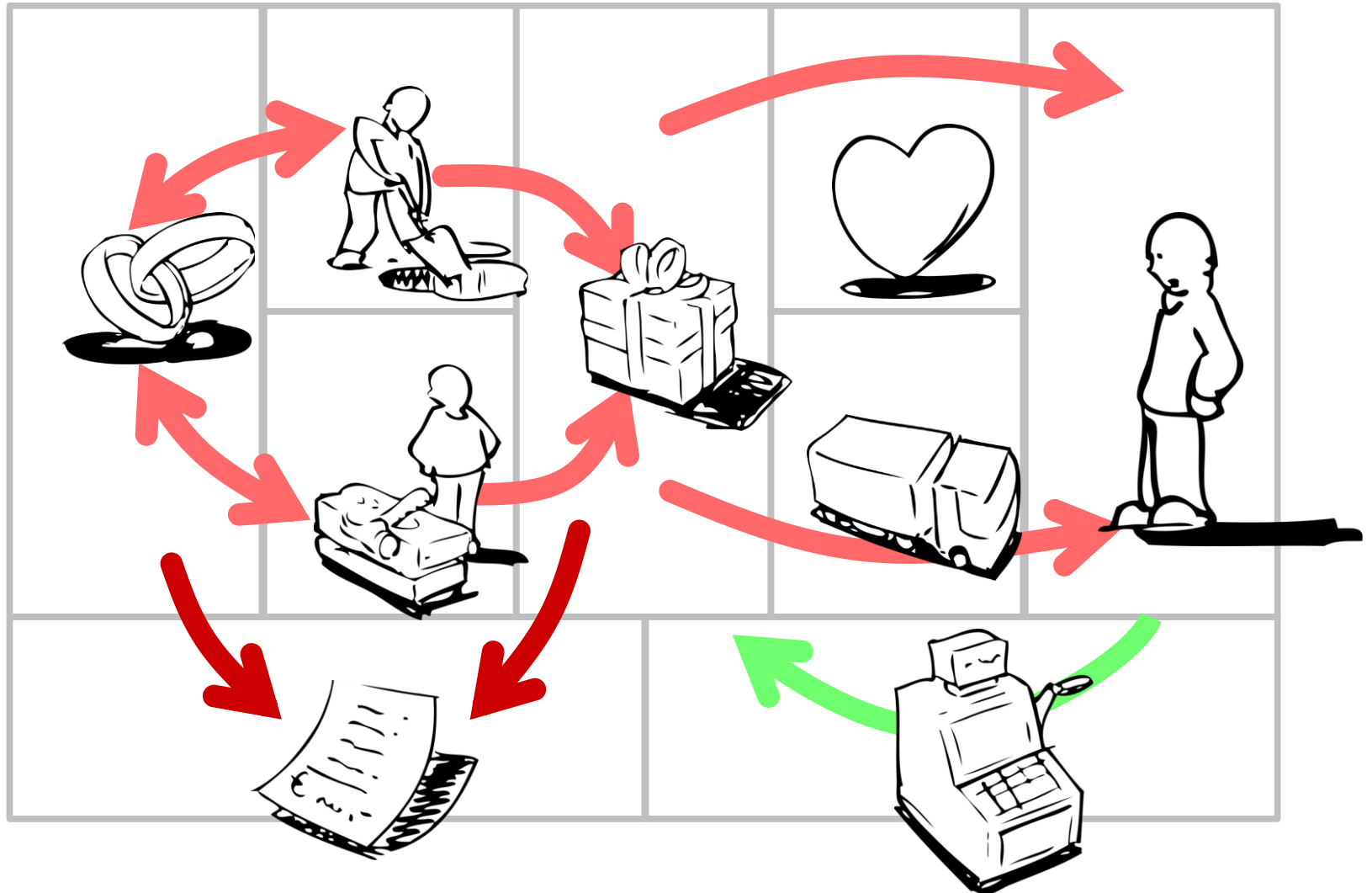
Cost Structure



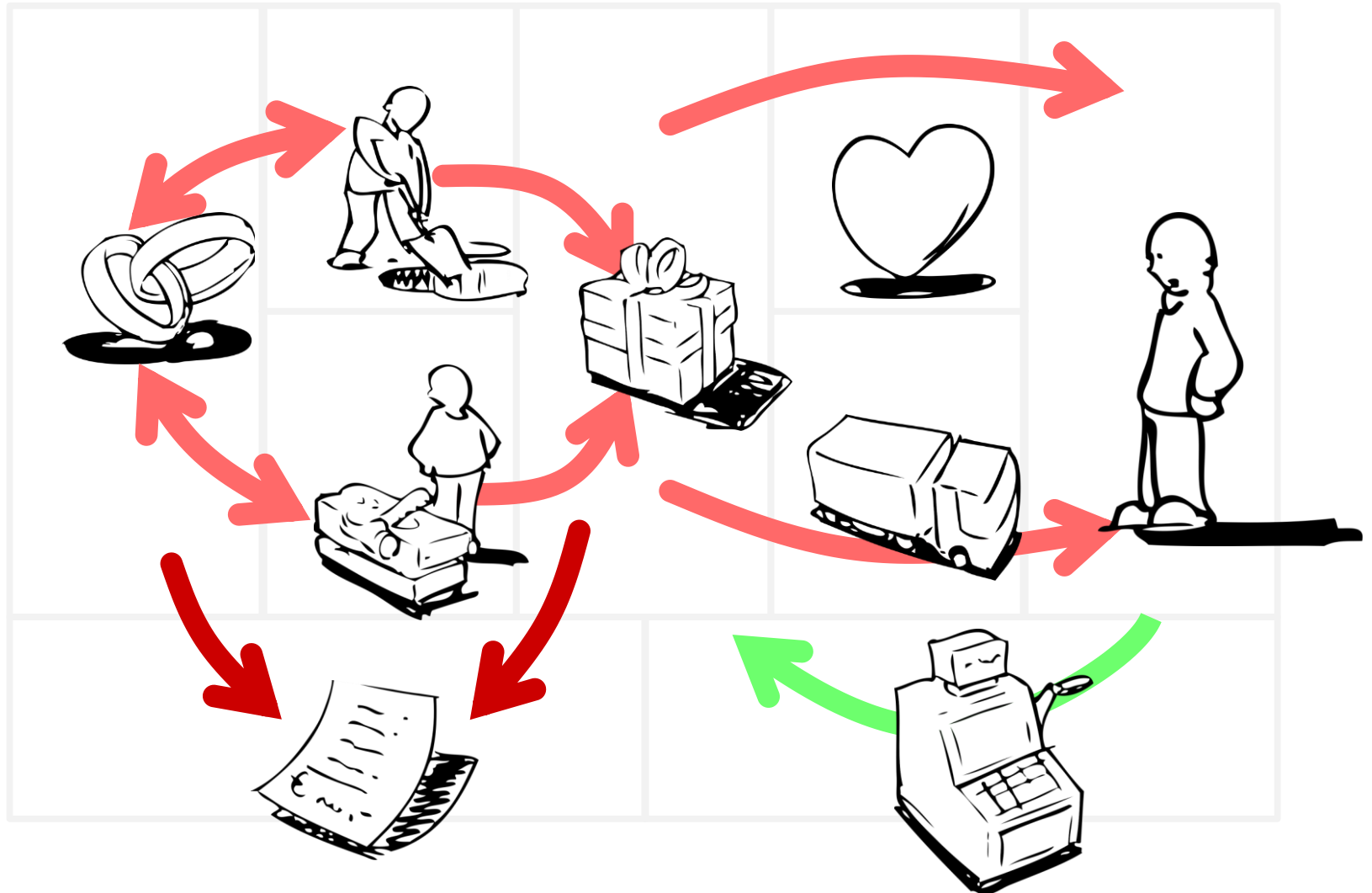
Business Model Canvas



Business Model Canvas



Business Model Story

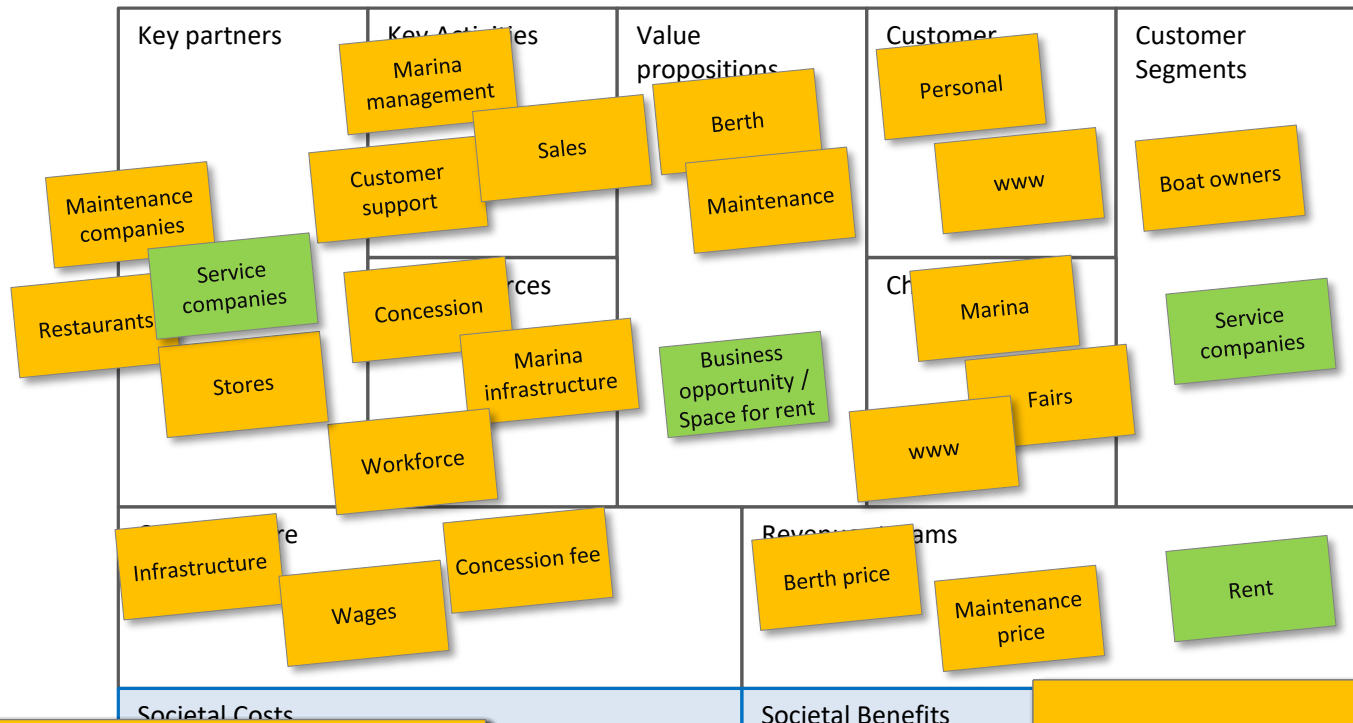


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the rationale of how an
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= makes money
+ impact
social & environmental

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	

Marina



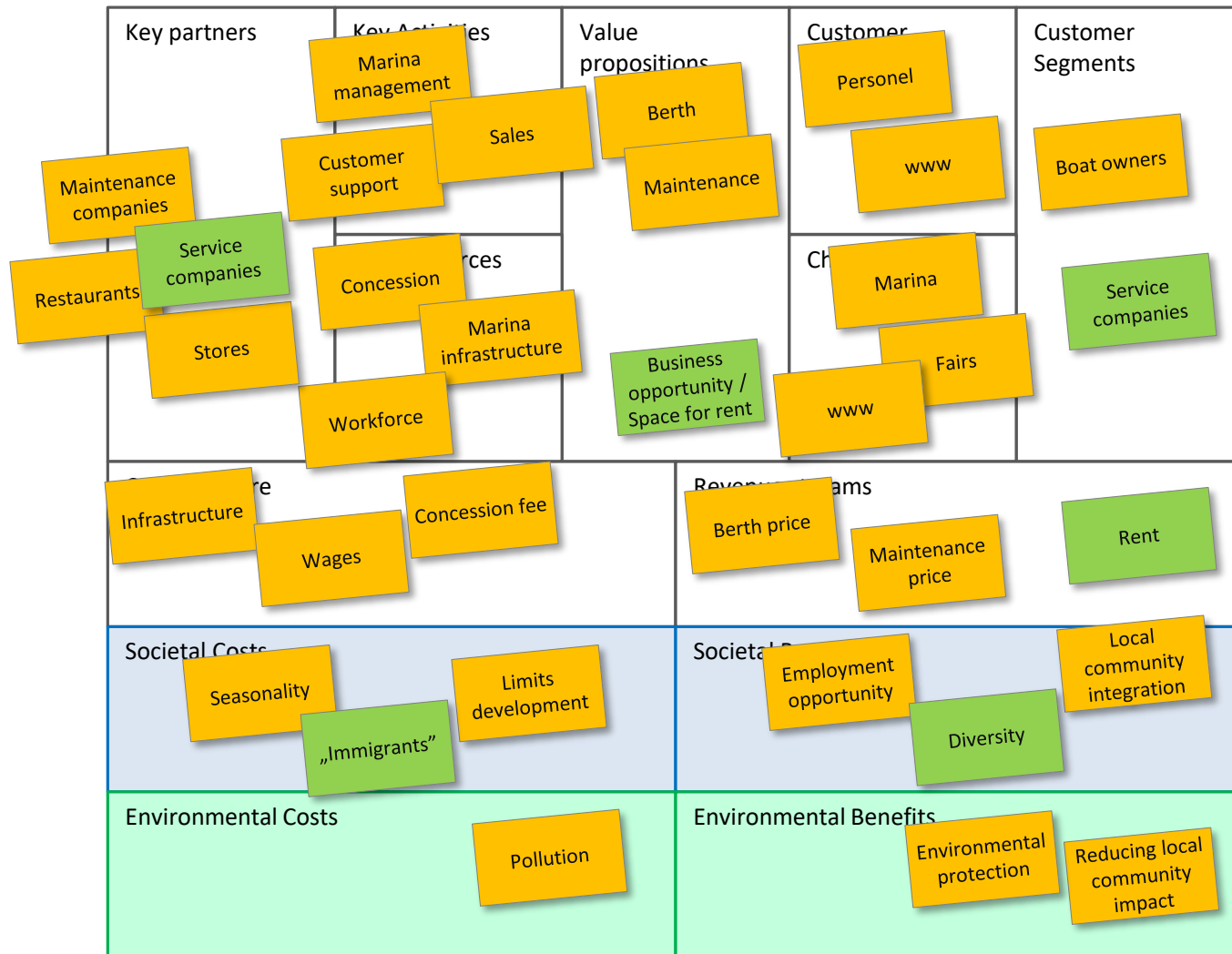
Business

Service companies

opportunity
Space for rent

Rent

Marina



Ground Rules

RULE #1

Avoid writing directly on a canvas



RULE #2

Don't get stuck with
Blah Blah Blah



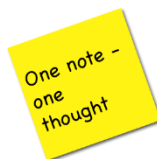
RULE #3

Start with any building block



RULE #4

Never use bullet points

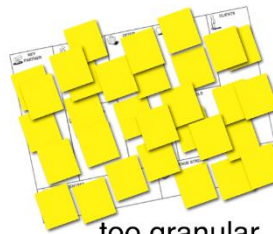


RULE #5

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



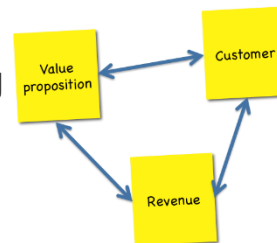
Practice #4

Design a
BM with a
story



Practice #5

Connect
the building
blocks

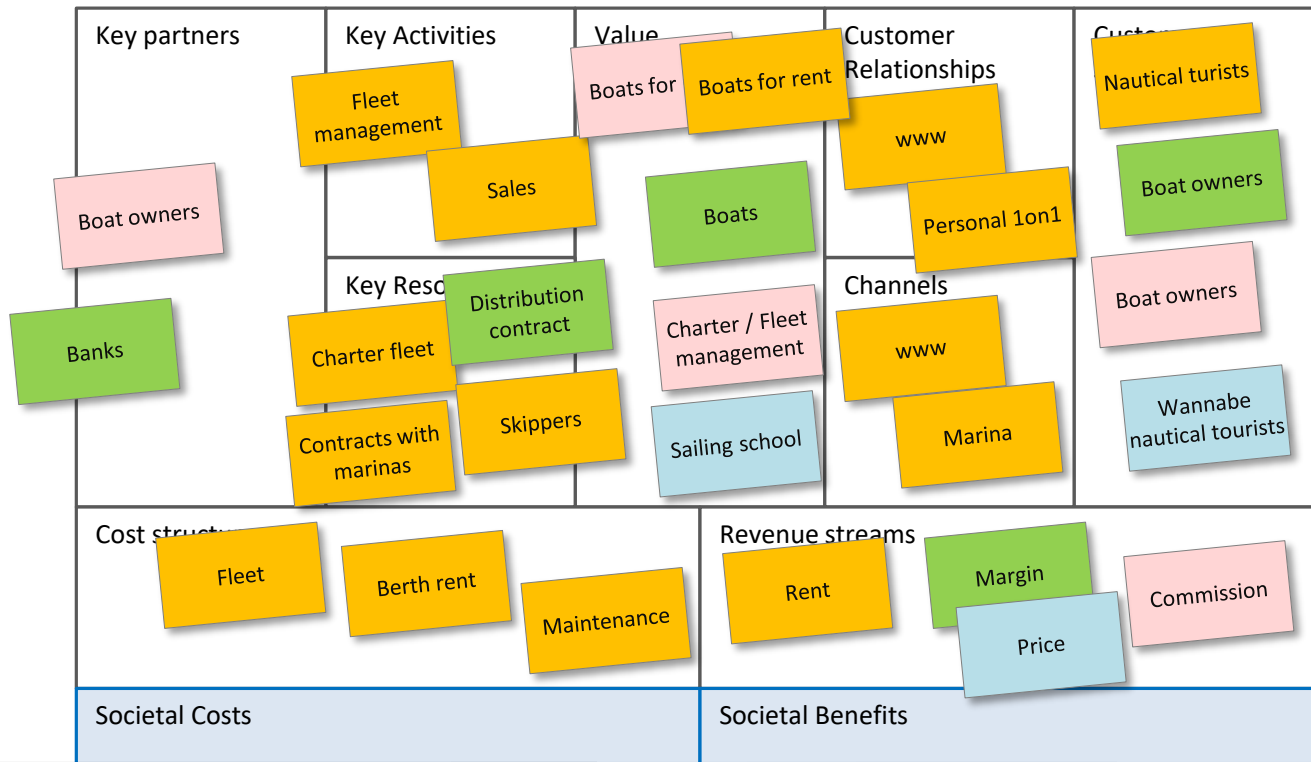


Practice #6

Different
ideas and
stories in
separate
canvases



Charter



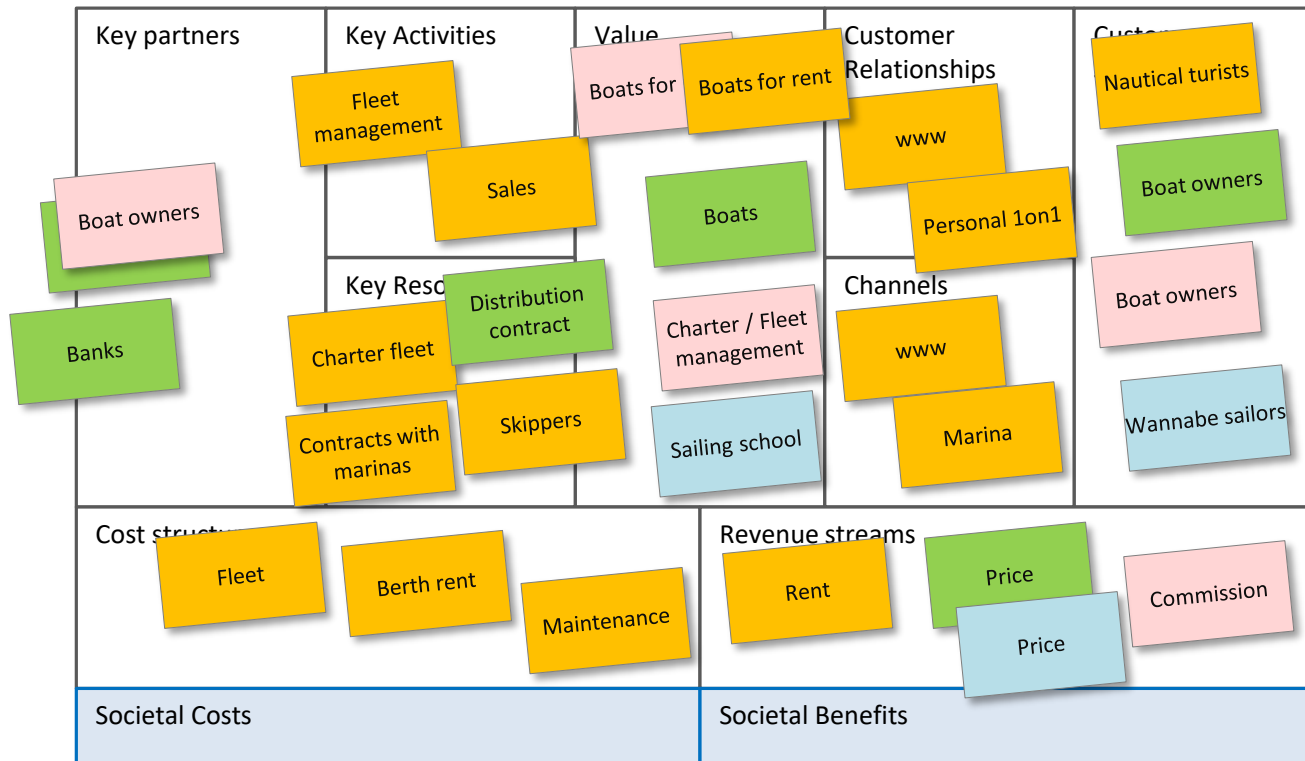
Fl

Boat

Price

enance

Charter



Fleet

Berth r

Maintenance

The RPV framework

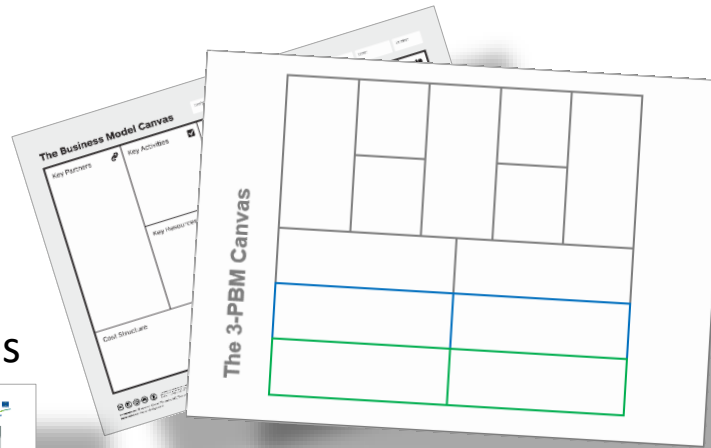
Three classes or sets of factors that define what an organization can and cannot accomplish.



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

Term	Description	What to look for
Business	Target customer, value proposition, revenue streams, cost structure, key resources, key activities, key partners, channels, customer segments, value proposition, revenue streams, cost structure, key resources, key activities, key partners, channels, customer segments	Target customer, value proposition, revenue streams, cost structure, key resources, key activities, key partners, channels, customer segments, value proposition, revenue streams, cost structure, key resources, key activities, key partners, channels, customer segments
Process	Key activities, key resources, key partners, channels, customer segments, value proposition, revenue streams, cost structure, key resources, key activities, key partners, channels, customer segments	Key activities, key resources, key partners, channels, customer segments, value proposition, revenue streams, cost structure, key resources, key activities, key partners, channels, customer segments
Value	Value proposition, revenue streams, cost structure, key resources, key activities, key partners, channels, customer segments, value proposition, revenue streams, cost structure, key resources, key activities, key partners, channels, customer segments	Value proposition, revenue streams, cost structure, key resources, key activities, key partners, channels, customer segments, value proposition, revenue streams, cost structure, key resources, key activities, key partners, channels, customer segments

RPV description “as is”

RPV impact on society and environment

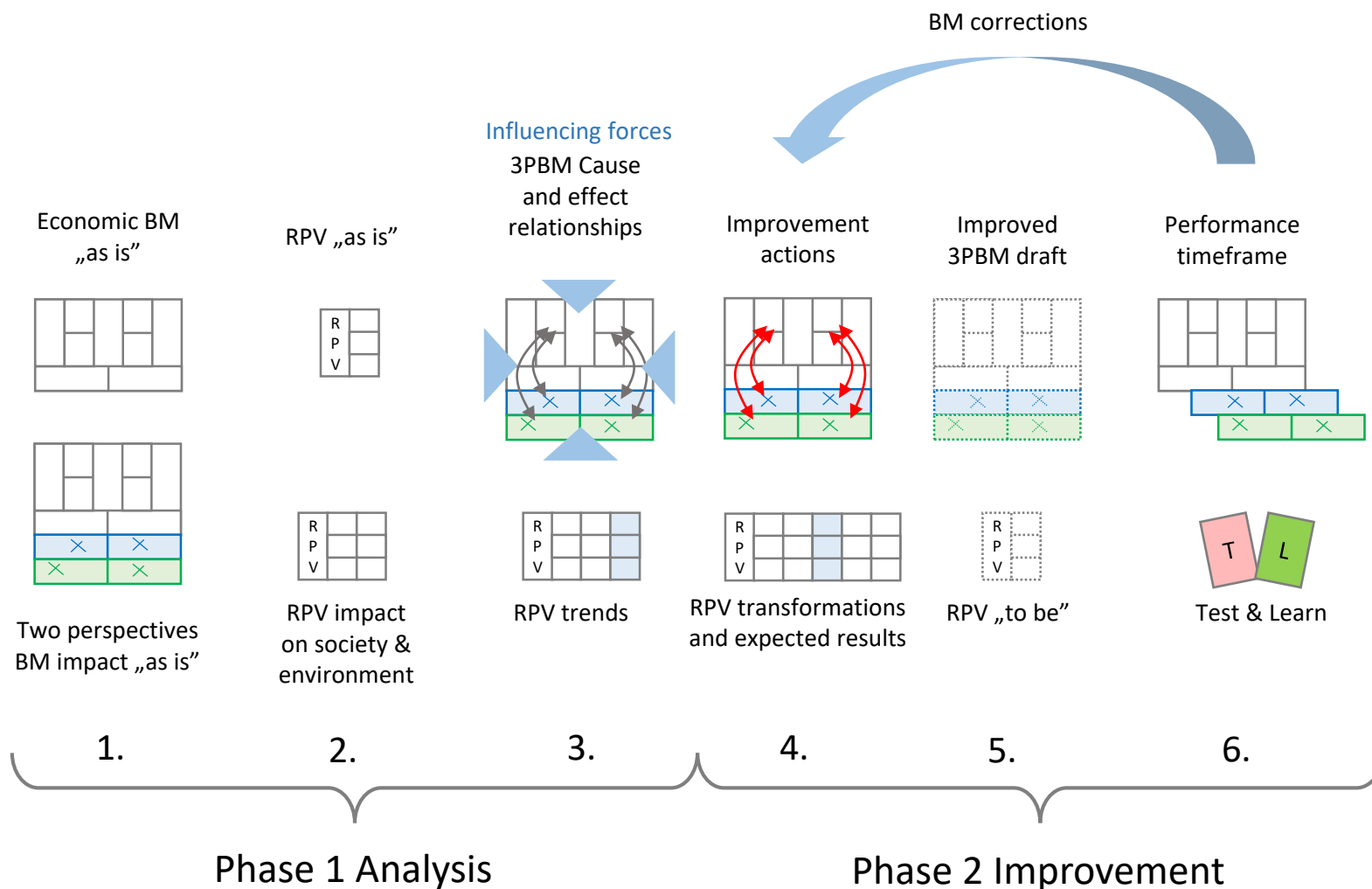
Influencing forces

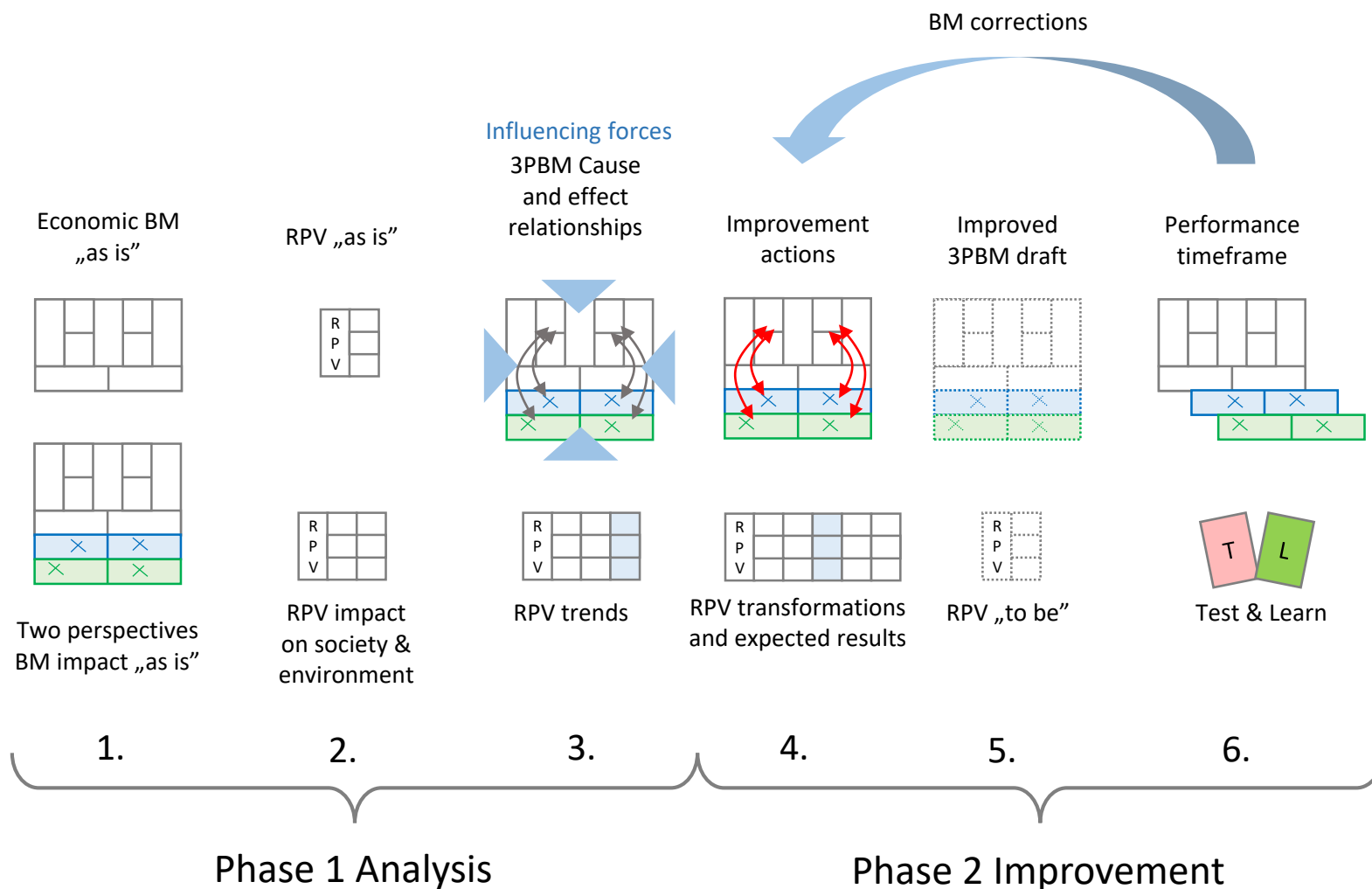
Transformations

Results

Term	Influencing forces
Business	
Process	
Value	

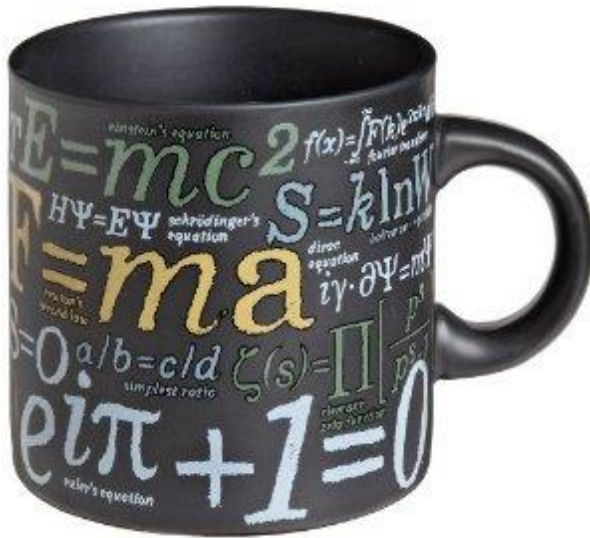
Term	Transformations	Results
Business		
Process		
Value		







Discussion



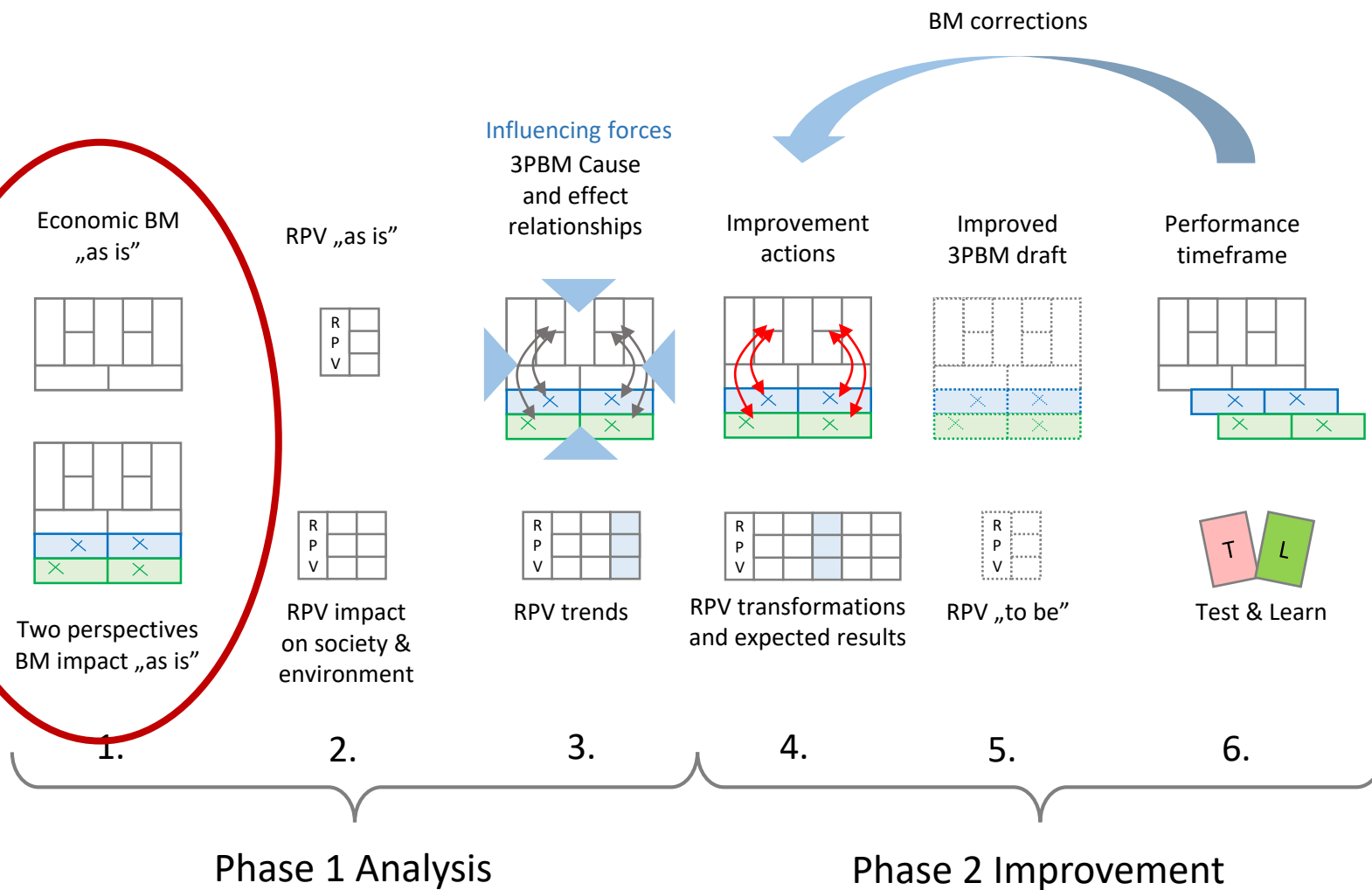
Thank you.

Nadia Preghenella
nadia.preghenella@uniud.it

The 3-PBM methodology Practice session

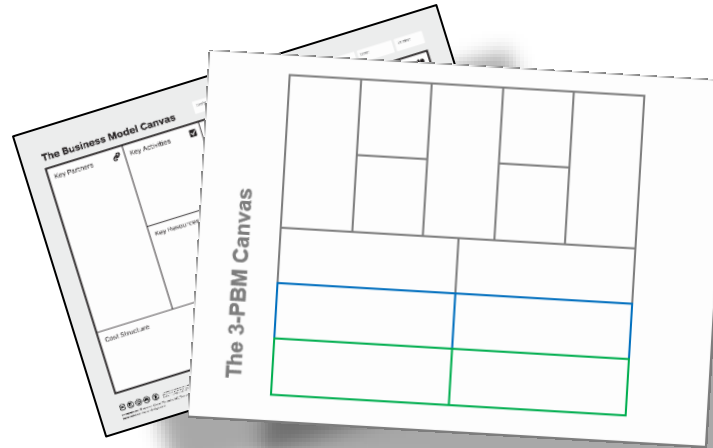
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Nadia Preghenella





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	<p>1. To provide the goods or services to the market, or to the market.</p> <p>2. To provide the goods or services to the market, or to the market.</p>	<ul style="list-style-type: none"> 1. To provide the goods or services to the market, or to the market. 2. To provide the goods or services to the market, or to the market.
Process	<p>1. To provide the goods or services to the market, or to the market.</p> <p>2. To provide the goods or services to the market, or to the market.</p>	<ul style="list-style-type: none"> 1. To provide the goods or services to the market, or to the market. 2. To provide the goods or services to the market, or to the market.
Value	<p>1. To provide the goods or services to the market, or to the market.</p> <p>2. To provide the goods or services to the market, or to the market.</p>	<ul style="list-style-type: none"> 1. To provide the goods or services to the market, or to the market. 2. To provide the goods or services to the market, or to the market.

Term	Definition	What to look for
Business		
Process		
Value		

Term	Definition	What to look for
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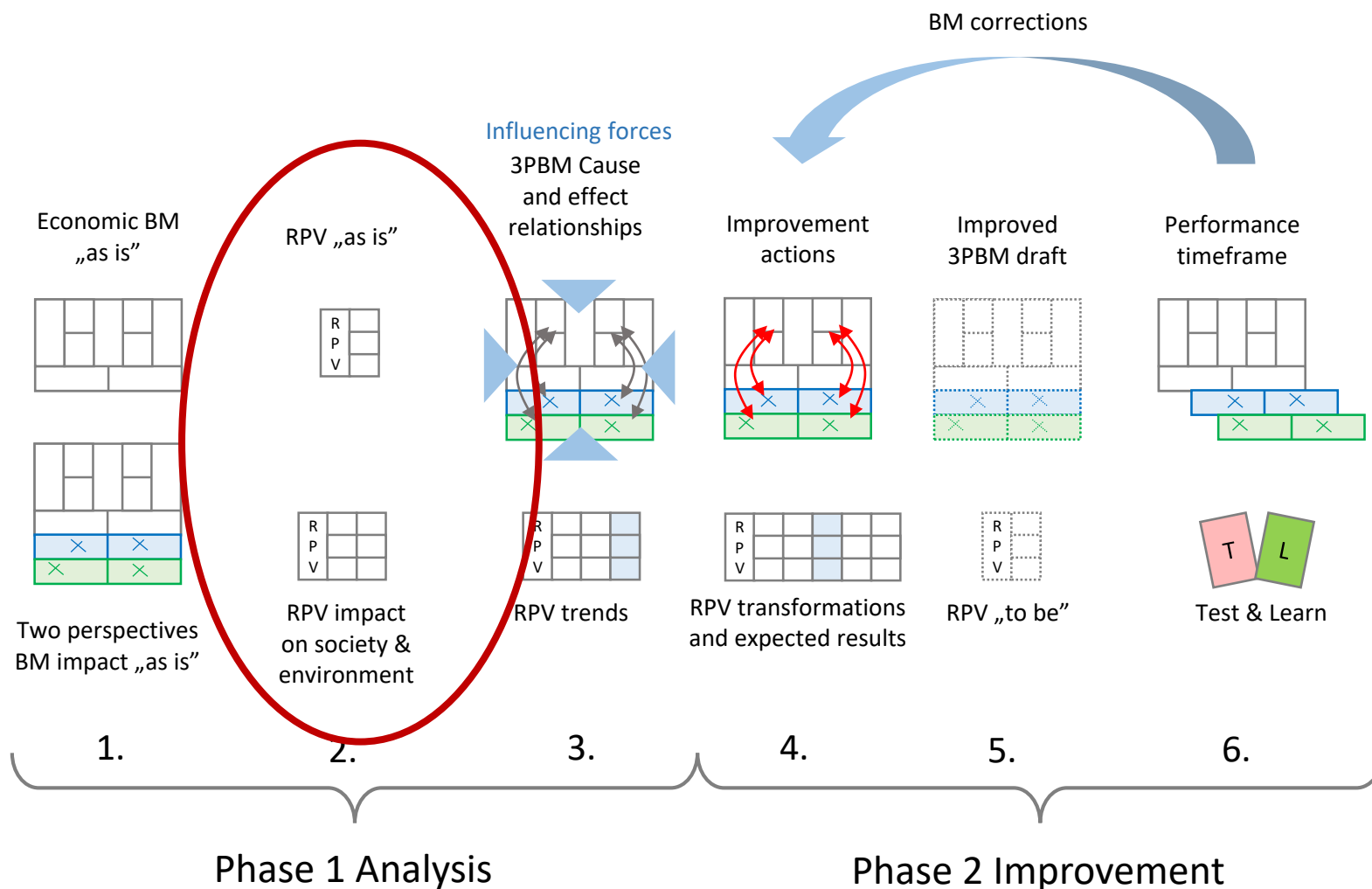
Term	Definition	What to look for
Business		
Process		
Value		

3-PBM initial steps

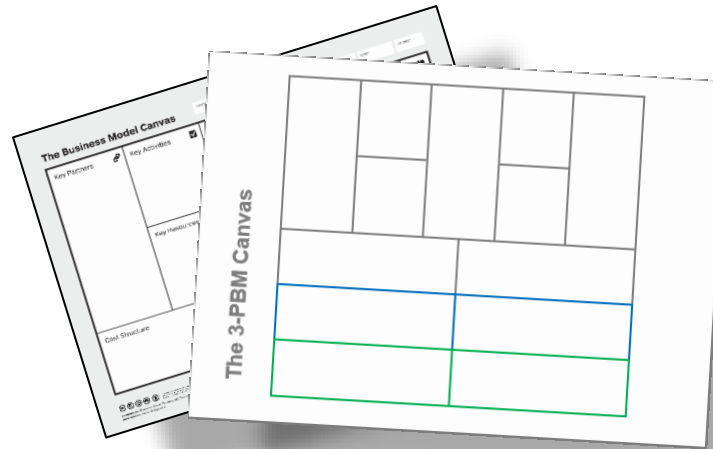
Which BM elements impact society perspective?

Which BM elements impact environment perspective?

How? Why? – Speculate.



3-PBM key forms



Term	Definition	What to look for
Business	Full or complete set of activities that create value for customers or society.	<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 society.	<ul style="list-style-type: none">• Key Partners: Partners, suppliers, distributors, 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 society.	<ul style="list-style-type: none">• Key Partners: Partners, suppliers, distributors, 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

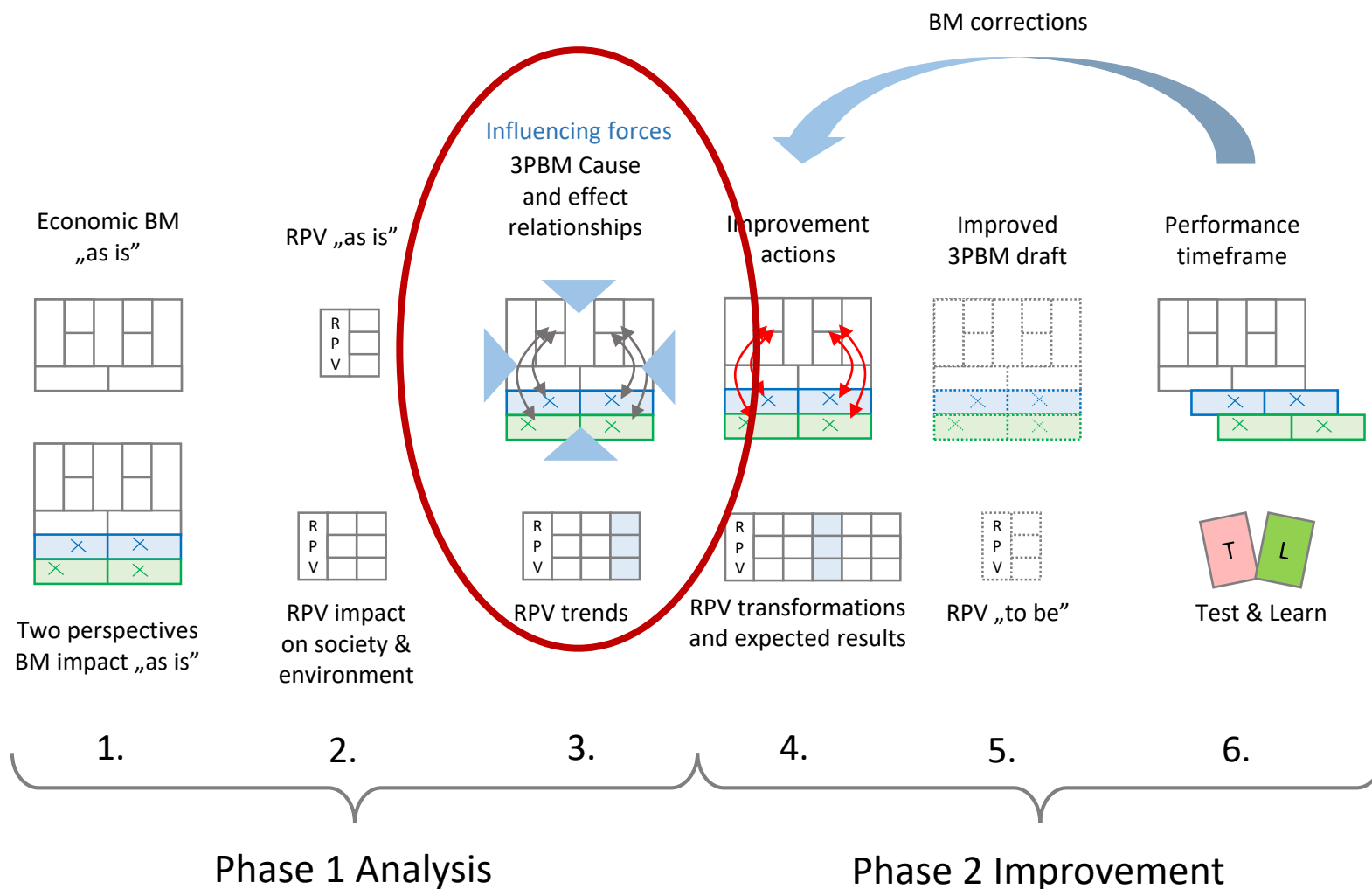
What to ask to identify values?

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



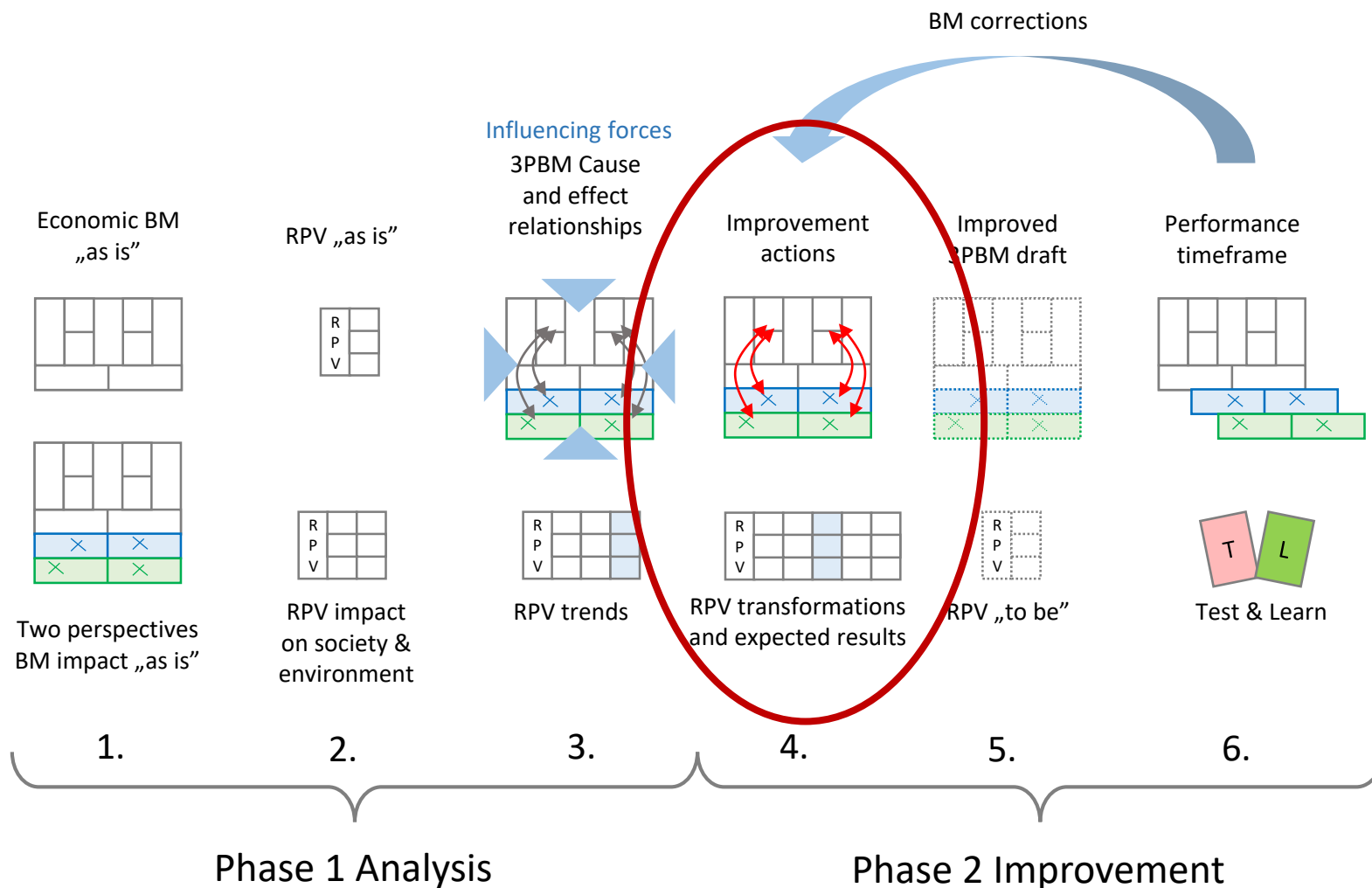
Influencing forces

Rationale for forces and trends

Forces and trends affecting economic perspective?

Forces and trends affecting society perspective influencing economic performance?

Forces and trends affecting environmental perspective influencing economic performance?



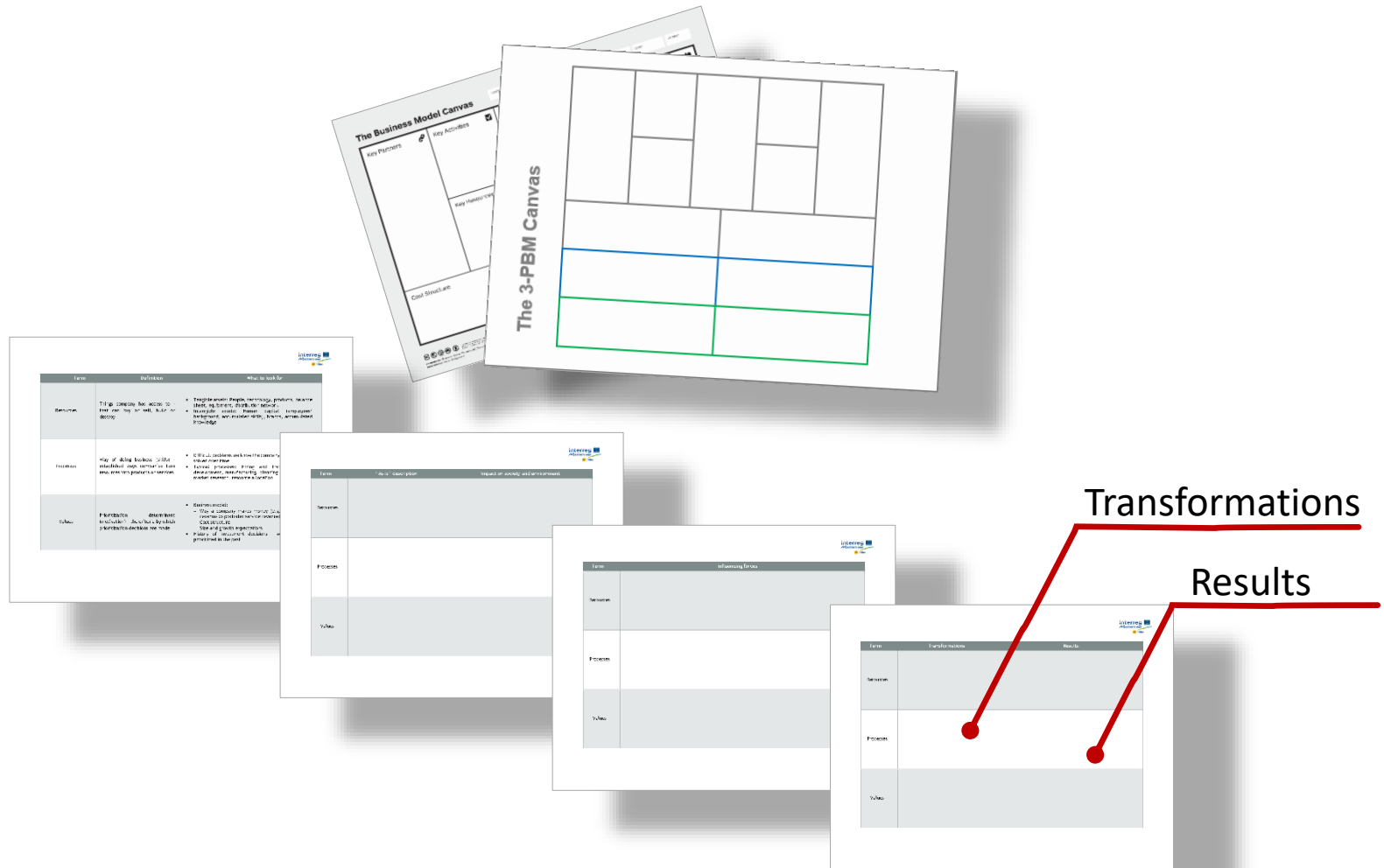
Cause and effect relationships

Speculate!

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

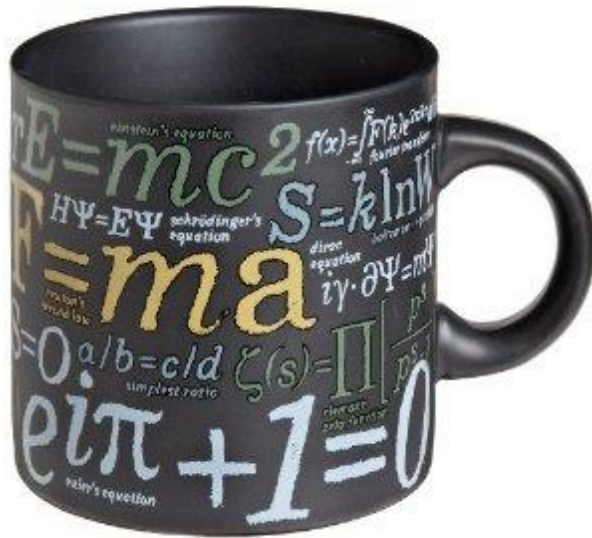
How BM/element change can improve
environmental impact can improve economic
impact?

3-PBM key forms





Discussion



Thank you.