

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

CONCLUSIVE CONFERENCE AND PRESS RELEASE

WP/ACT related to the Deliverable: WP2/ACT2.4

Deliverable no.: L2.4.4

Author: UNIUD & KEDGE
Contributors: ALL PARTNERS

iBlue Conclusive Conference

Wednesday 18th December 2019, Marseille, France

Kedge Business School, Domaine de Luminy, Marseille 13009

14.30	Welcome coffee and registration at Kedge Business School Attendance sheet signature and welcome pack collection
15.00	Welcome and greetings from Marseille and Kedge Business School - Didier Réault (Deputy Mayor of Marseille, Delegate for the sea) - Julien Ravier (Mayor of the 11th and 12th districts of Marseille) - Aude Debarle (Director of Research Valorisation, Kedge BS) - Kedge Business School project team (Katia Richomme-Huet, Elizabeth Franklin-Johnson & Julien Hanoteau)
15.20	Project and consortium presentation (Katia Richomme-Huet & Lucia Cicero) - The project and consortium members - iBlue project videos
15.45	Pilot action results (Boris Golob, Nadija Surać & Elizabeth Franklin-Johnson) - Validation through pilot actions (Activity 4.4) and pilot actions monitoring and evaluation (Activity 4.5) - Transnational vision of tools and results
16.10	Keynote speech on Business Models and Sustainability (Roberto Biloslavo & Jana Hojnik) An academic perspective on Business Models and Sustainability
16.30	Panel session with SMEs and Partners (Alexandra Mendonça) SMEs, academic and non-academic partners will explain their best practices and the pilot actions conducted.
17.20	Conference and project conclusion (Maria Groueva and UNIUD) Speech, greetings and acknowledgements
17.30	Convivial networking Cocktail
18.45	End of the day and transportation to Cassis Transport provided by Kedge Business School for those who have reserved seats
20.00	Dinner on the port of Cassis Following dinner you are free to return to your hotel, no transport is provided



COMUNICATO STAMPA

Mercoledì 18 dicembre alla Kedge Business School, Campus de Luminy

PROGETTO INTERREG MED iBLUE: CONFERENZA FINALE A MARSIGLIA

Obiettivo, migliorare la competitività del settore della nautica da diporto nell'area del Mediterraneo, garantendo la sostenibilità

Udine, 16 dicembre 2019 – Giunge al termine, dopo 3 anni di collaborazione, il **progetto Interreg Med iBLUE** "Investing in sustainable blue growth and competitiveness through 3-Pillar Business Model (3-PBM)", che ha visto la partecipazione di nove partner europei provenienti da Albania, Cipro, Croazia, Francia, Grecia, Italia, Portogallo, Slovenia e Spagna, nello sforzo di **migliorare la competitività del settore della nautica da diporto** nell'area del Mediterraneo, garantendo la sostenibilità ambientale, economica e sociale.

In questi tre anni, l'obiettivo perseguito dal progetto iBLUE, cofinanziato dall'Unione europea, è stato quello di presentare un approccio evolutivo per l'innovazione sostenibile dei modelli di business delle imprese che operano nel settore della nautica da diporto, attuando insieme ad esse soluzioni efficienti al fine di accrescere il loro vantaggio competitivo.

La **conferenza finale**, organizzata da KEDGE Business School con il supporto dell'Università di Udine, capofila del progetto, si terrà a **Marsiglia**, presso la **KEDGE Business School** situata all'interno del Campus de Luminy nella giornata di **mercoledì 18 dicembre**.

Il **programma**, dopo il saluto di benvenuto del preside della facoltà e del team della KEDGE Business School, prevede un primo excursus del progetto e del consorzio. A seguire la presentazione dei risultati di progetto con un focus soprattutto sui risultati provenienti dalle imprese locali che sono state coinvolte nella fase pilota del progetto. L'evento proseguirà con un *Keynote Speech* sui concetti di Business Model e sostenibilità, elementi chiave del progetto iBLUE. Infine, avrà luogo la tavola rotonda tra i membri del partenariato e le imprese provenienti dai Paesi coinvolti nel progetto, al fine di condividere risultati, prospettive e potenziali attività future.

PROJECTO iBLUE

Investing in sustainable blue growth and competitiveness through 3-Pillar Business Model (Investir no Crescimento e Sustentabilidade da Economia Azul, através do Modelo de Negócio dos Três Pilares)

A Conferência Final do **iBLUE** irá realizar-se em Marselha, França, no próximo dia de 18 de Dezembro, encerrando um processo de trabalho colaborativo realizado ao longo de três anos pelos parceiros do projecto, em nove países da bacia Mediterrânica – Itália (Coordenador), Albânia, Chipre, Croácia, Eslovénia, Espanha, França, Grécia e Portugal.

A RCDI (www.rcdi.pt) é o parceiro português do iBLUE, que, sendo co-financiado pelo Programa INTERREG MED, envolveu participantes das três regiões nacionais que integram a bacia Mediterrânica – Algarve, Alentejo e Lisboa.

Com enfoque na náutica de recreio, o projecto permitiu aprofundar o conhecimento sobre este sub-sector, traduzindo-se no desenvolvimento de metodologias, na criação de instrumentos de apoio e em resultados que interessam a toda a fileira do mar, que serão apresentados e analisados na Conferência Final, nomeadamente:

- Boas práticas de PMEs, em termos de inovação e de sustentabilidade, através do estudo de casos, nos nove países envolvidos;
- Modelo de Negócio dos 3 Pilares (3-PBM), integrando os 3 pilares da sustentabilidade (económica, ambiental e social) e Sistema de Indicadores de Sustentabilidade – ambos testados através de 12 acções-piloto;
- Materiais para formação e realização de 18 acções de formação, visando a difusão da metodologia 3-PBM;
- Rede Transnacional iBLUE, integrando empresas e outros *stakeholders*, oferecendo aos seus membros possibilidades alargadas de contacto e de interacção e permitindo gerar oportunidades de negócio e a partilha de boas práticas e de experiências;
- Protocolos visando a transferibilidade dos resultados obtidos.

Grândola, 29/11/2019



Acção de Formação 3-PBM, em Lisboa

iBLUE Project Conclusive Conference

Wednesday, 18th December 2019



iBLUE

Investing in sustainable
Blue growth and
competitiveness
through 3-Pillar
Business Model
(3-PBM)

AGENDA

15.00 – Welcome and Greetings

15.20 – Project and Consortium Presentation

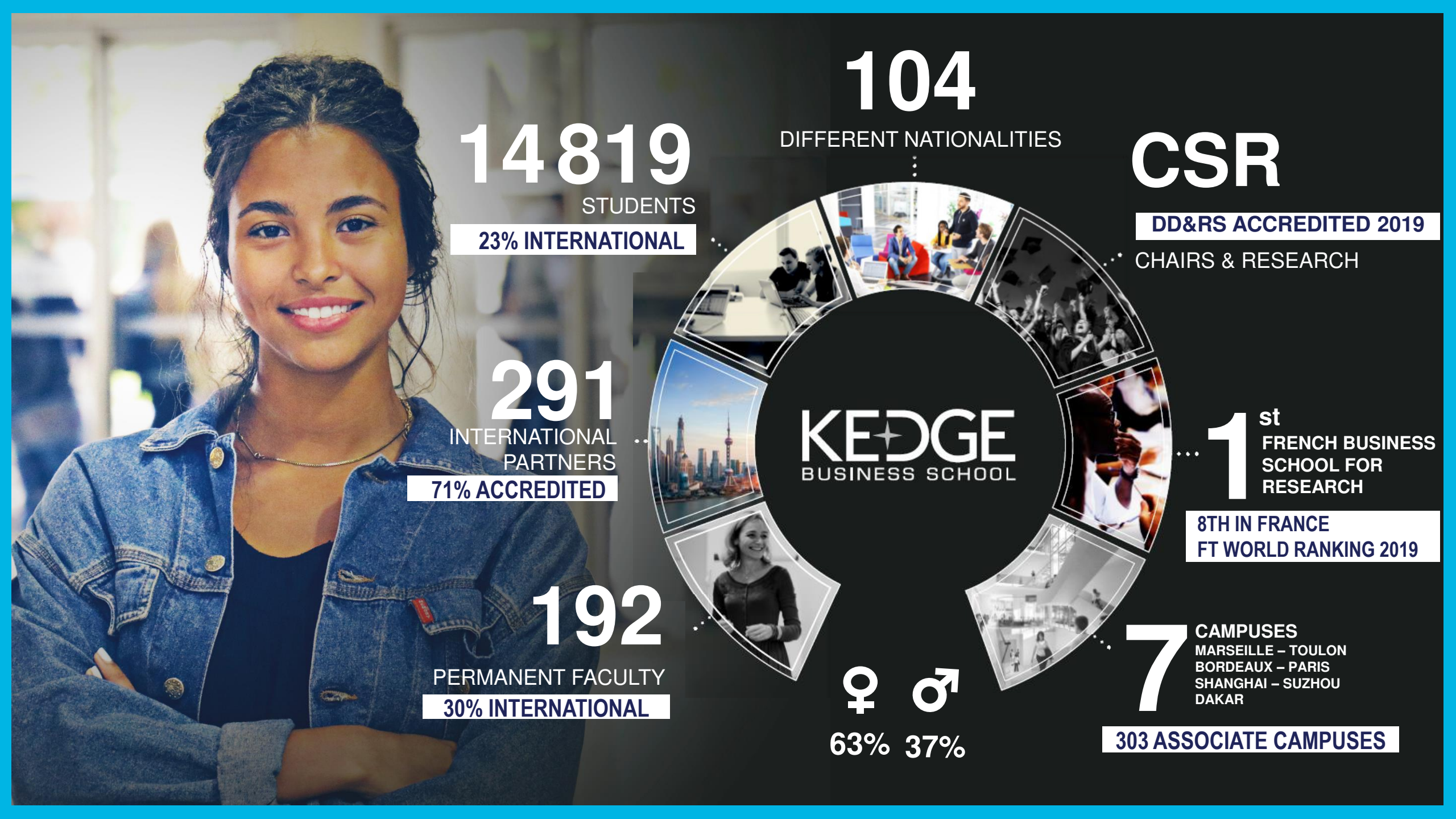
15.45 – Pilot Actions Results

16.10 – Keynote Speech on BM and Sustainability

16.30 – Panel Session with SMEs and Partners

17.20 – Conference and Project Conclusion

17.30 – Convivial Networking Cocktail



14819

STUDENTS

23% INTERNATIONAL

291

INTERNATIONAL
PARTNERS

71% ACCREDITED

192

PERMANENT FACULTY

30% INTERNATIONAL

104

DIFFERENT NATIONALITIES

CSR

DD&RS ACCREDITED 2019

CHAIRS & RESEARCH

1st
FRENCH BUSINESS
SCHOOL FOR
RESEARCH

8TH IN FRANCE
FT WORLD RANKING 2019

7 CAMPUSES
MARSEILLE – TOULON
BORDEAUX – PARIS
SHANGHAI – SUZHOU
DAKAR

303 ASSOCIATE CAMPUSES

KEDGE
BUSINESS SCHOOL

♀ ♂

63% 37%

RESEARCH

635

CNRS stars between 2014 and 2017

44%

of international researchers

1st

French business school for
research in business and management

Participating in:

72+

international symposiums/year

500+

international conferences/year



SUSTAINABILITY CHAIRS

RESPONSIBLE CONSUMPTION

Addressing the impact of education and information on consumption in the field of wine.



VIN & SOCIÉTÉ

AU NOM DES 500 000 ACTEURS
DE LA VIGNE ET DU VIN

FINANCE RECONSIDERED

Addressing Sustainable Economic Development through the ESG criteria.



CANDRIAM 
A NEW YORK LIFE INVESTMENTS COMPANY

DISABILITY & MANAGEMENT

Addressing managerial practices and their impact on disability in the workplace and employment.



 **SOCIÉTÉ
GÉNÉRALE**

PARTNERS



STEPRI



CYPRUS
CHAMBER OF
COMMERCE AND
INDUSTRY



LASITHI CHAMBER OF
COMMERCE & INDUSTRY



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



Interreg
Mediterranean



Project co-financed by the European
Regional Development Fund



STEP KEDGE
BUSINESS SCHOOL

Cámara
Sevilla



CYPRUS
CHAMBER OF
COMMERCE AND
INDUSTRY



LAZIO
CHAMBER OF
COMMERCE & INDUSTRY



UNIVERSITÉ
DE LA MÉDITERRANÉE

FCDI

FCDI

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

DURRES CHAMBER OF COMMERCE AND INDUSTRY

IBLUE

Conclusive Conference

Validation through pilot actions and 3-PBM refinement proposals

Boris Golob
STEP RI

**18th December 2019
Marseille, FRANCE**



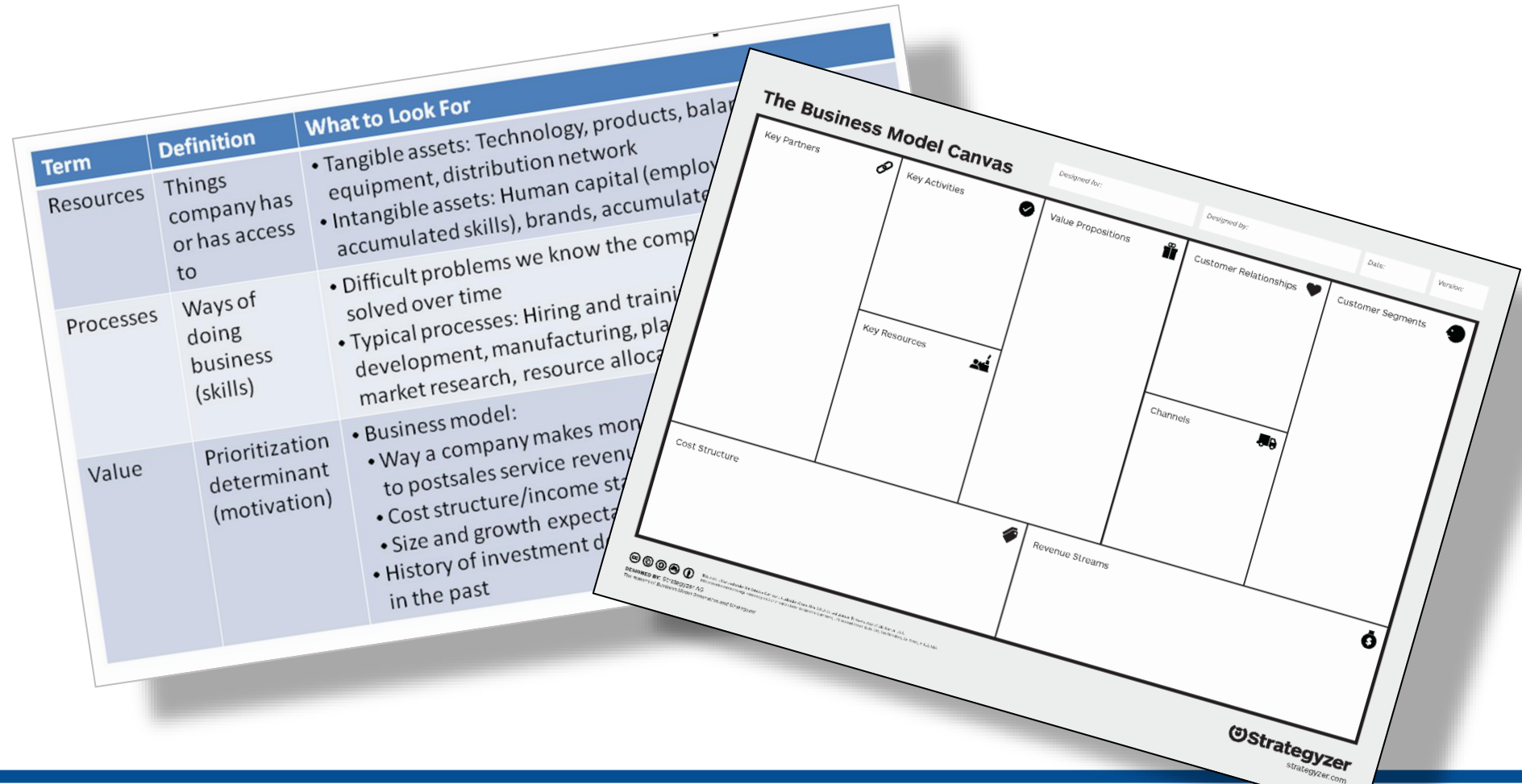
What is 3-PBM?

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

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





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	



RPV Framework

Term	Definition	What to Look For
Resources	Things company has or has access to	• 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)	• 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)	• 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 – what has been prioritized in the past

3-PBM key forms

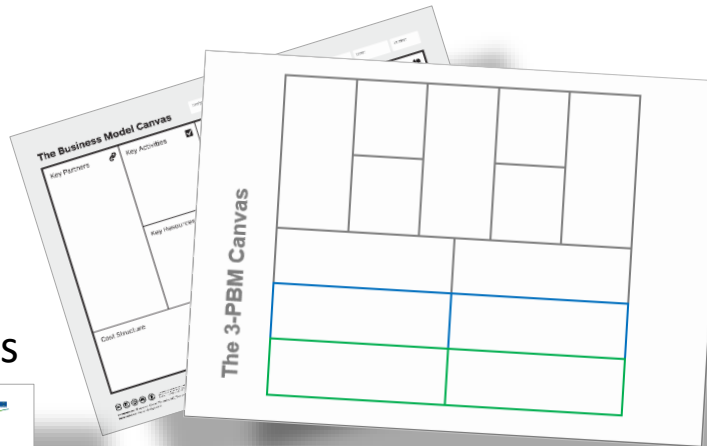
RPV explanation & examples

Term	Description	Related tool for
Business	1. Big company business to meet the top or middle management	• Target market, people, technology, products, services, channels, markets, distribution, financial, legal, regulatory, environmental, social, economic, political, cultural, etc.
Process	Way of doing business, value chain, internal and external processes, and how they are managed	• Business process, internal and external processes, and how they are managed
Value	Business value, which is the result of the business process, and how it is managed	• Business process, internal and external processes, and how they are managed

RPV description "as is"

RPV impact on society and environment

Influencing forces

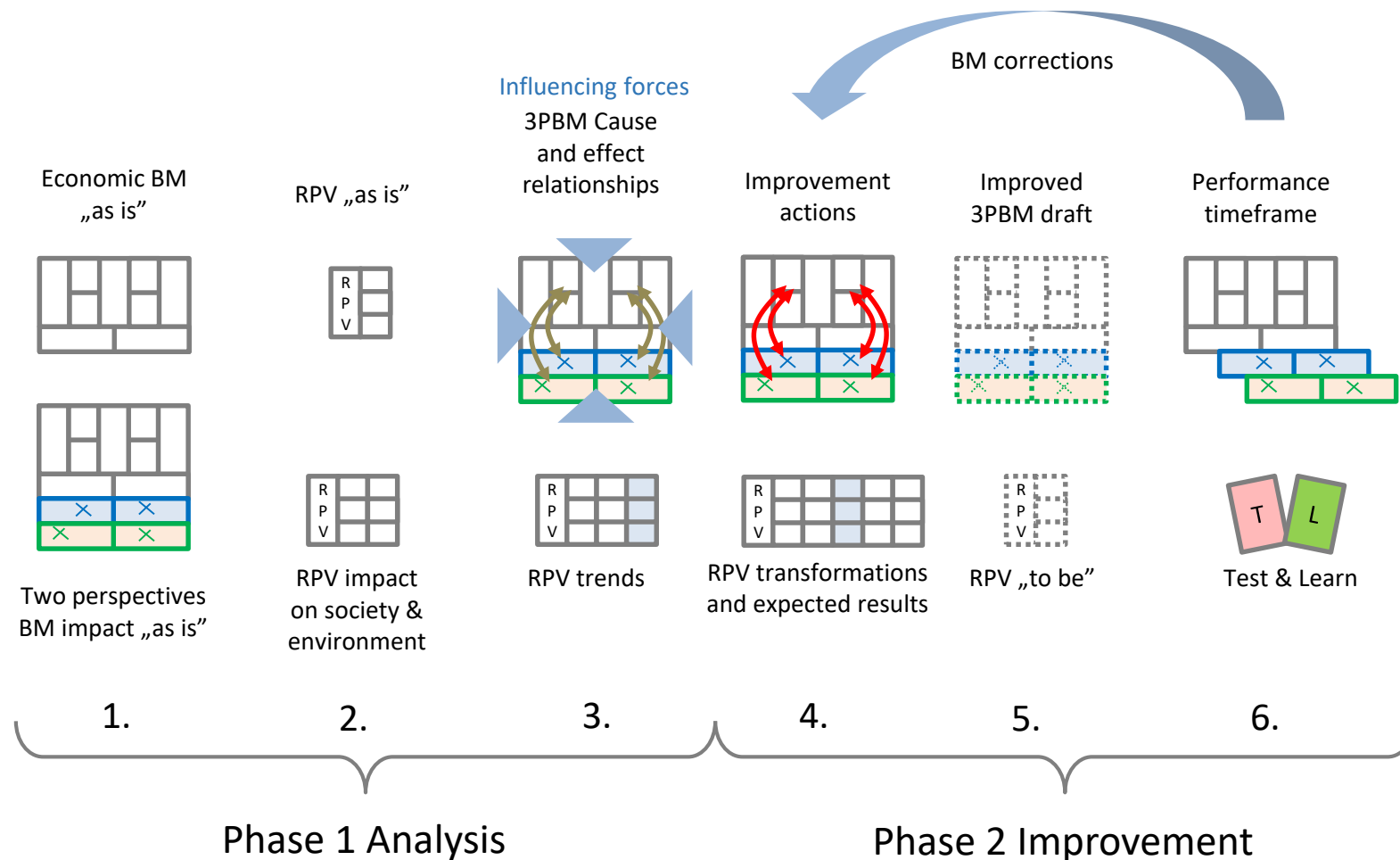


Transformations

Results

Term	Transformations	Results
Business		
Process		
Value		

3-PBM Analysis & Improvement





Validation through 12 pilot actions

MANUFACTURE	Ship design Ship building Ship components Ship accessories Accessories for boat users	   
SERVICE	Repair, refit & maintenance Financial services, Brokers, Charters Other marine and nautical agencies Retailers of ship components Retailers of ship accessories	   
INFRASTRUCTURE	Marinas and ports	   



Feedbacks from companies and PPs

Pilot action reports

- Implementation
- Achievements
- Difficulties

Pilot action questionnaires

- Understanding the 3PBM concept and process
- 3PBM usability
- 3PBM implementation timeline
- Overall experience with 3PBM



3PBM refinement recommendations 1/5

Use 3PBM as **benchmarking and overall business model performance appraisal and assessment tool.**

Identification of possible patterns or business model frameworks and benchmarks could enable 3PBM implementation expansion.



3PBM refinement recommendations 2/5

Shorter implementation with more focus

Shorten the implementation cycle and enable the focus on particular business model elements and perspectives might improve applicability of 3PBM.



3PBM refinement recommendations 3/5

Simplified analysis and action plan

Simplification of the analysis of the influencing forces in order to avoid the duplication in analyzing the influencing forces for resources, processes and values individually and for the company in a general perspective.



3PBM refinement recommendations 4/5

Condense phase 2 into call to action.

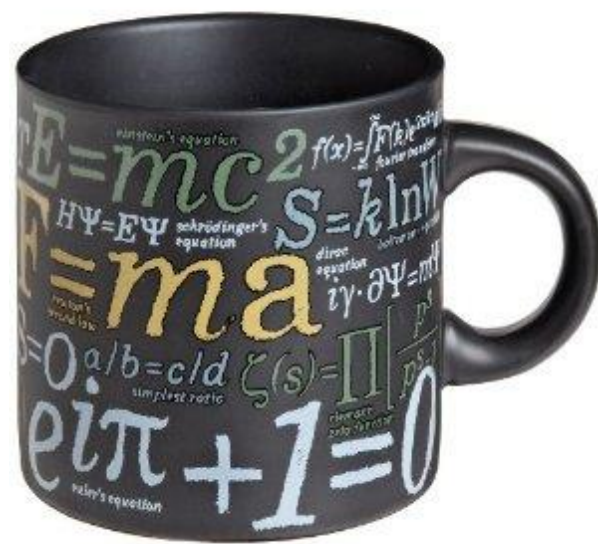
The link between the influences forces, the transformations and expected results should be gathered together in one tool to improve comprehension and finalisation.



3PBM refinement recommendations 5/5

Integrate 3PBM with SIS

To empower 3PBM transformational potential with indicators supporting implementation, transformations, improvement and overall business model performance.



Thank you.

Boris Golob
bgolob@uniri.hr



Interreg
Mediterranean



Project co-financed by the European
Regional Development Fund



STEP KEDGE
BUSINESS SCHOOL

Cámara
Sevilla



CYPRUS
CHAMBER OF
COMMERCE AND
INDUSTRY



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

IBLUE

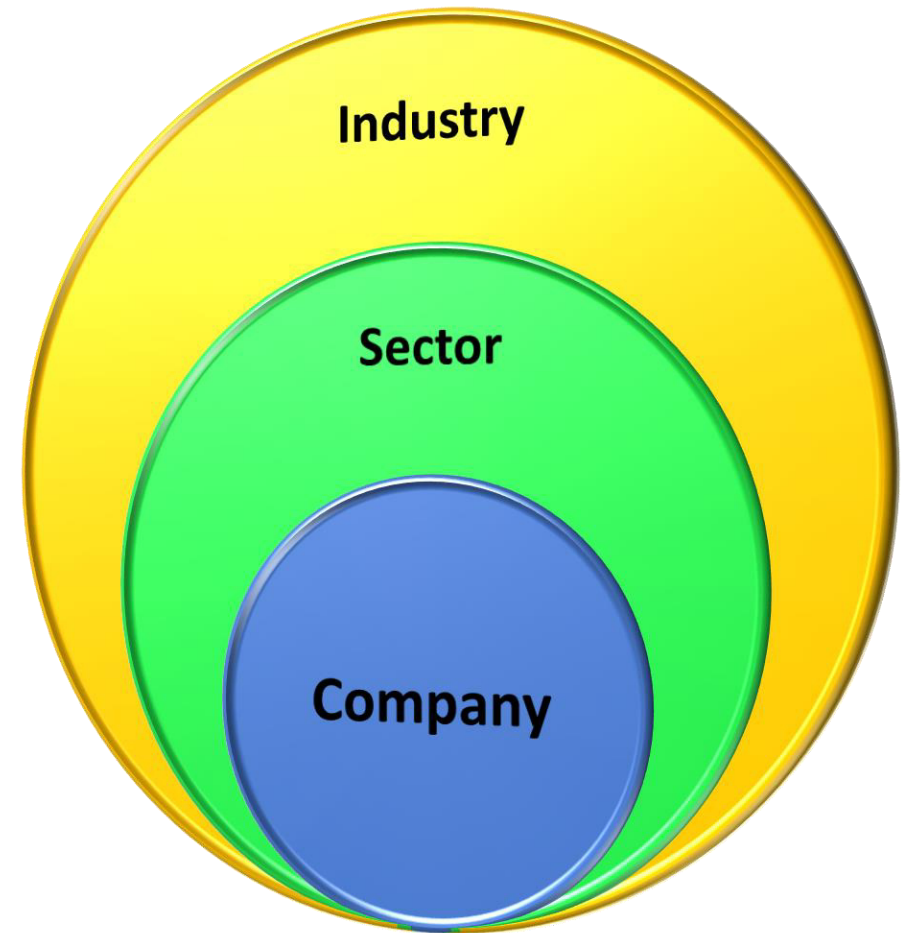
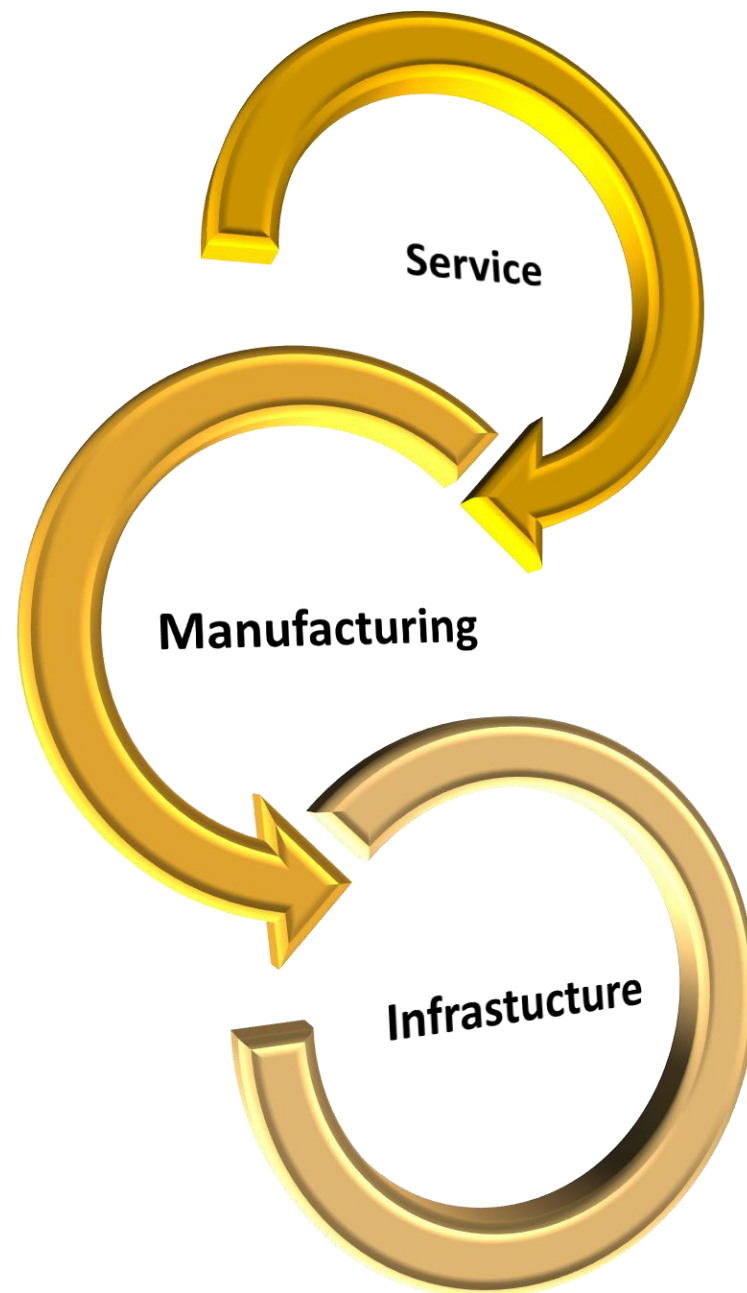
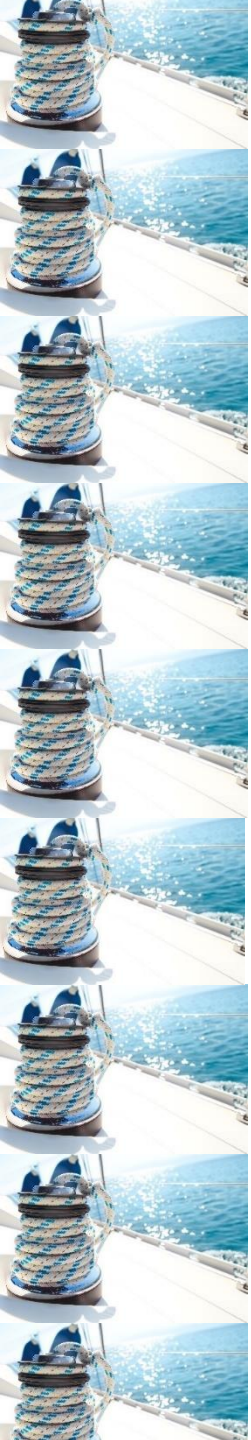
Conclusive Conference

Transnational vision of tools and results

Elizabeth Franklin-Johnson
KEDGE BUSINESS SCHOOL

18th December 2019
Marseille, FRANCE

Sustainability Indicator System (SIS)



PILLARS

Economic

Ecological

Social

SUB PILLAR

Profitability

Added value

Energy
consumption

Emissions

Suppliers

Employment

INDICATORS

Profit and
loss

Newly
created
value

ROI

Recycled or
renewable
material

Renew-able
sources of
energy

Suppliers
with high
environ-
mental
standards

Number of
work
accidents

Employee
turnover

Number
of
training
sessions

SERVICE INDUSTRY

ECONOMIC

Profitability

Profit/(Loss)

Return on investment (ROI)

Earnings before interests and tax

Percentage of revenues in foreign

Added value

INFRASTRUCTURE INDUSTRY

ECONOMIC

Profitability

Profit/(Loss)

Return on investment (ROI)

Earnings before interests and tax (EBITDA)

Added value

Training and education

Number of training or education courses that have been organized for employees

Percentage of all employees involved in training and education courses

Employment

Paying wages above the industry average – specify how much in percentage

Percentage of employee turnover

Percentage of growth of new employee hires

Donations

Donations as percentage of revenues

value (i.e. gross profit (net profit + salaries + all workforce related expenses, scholarships, rewards, gifts etc.)

SOCIAL

Suppliers

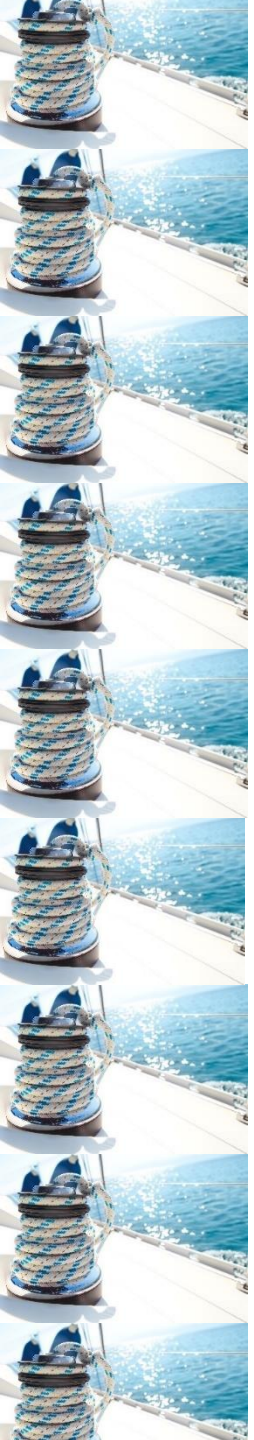
Percentage of suppliers that demonstrate ethical employment and trading policies

Percentage of local suppliers

Occupational health and safety

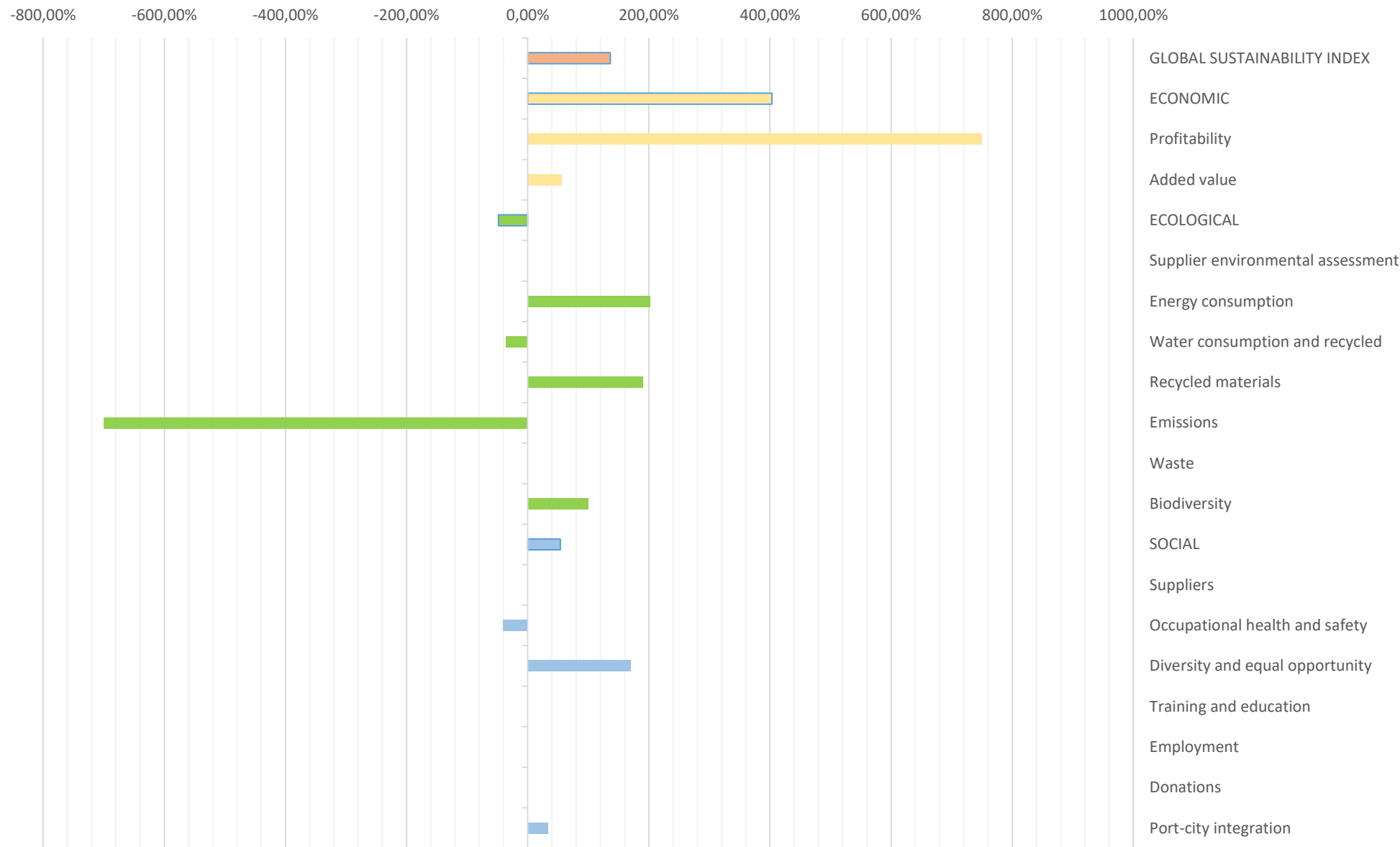
Number of accidents/injuries at work

Percentage of days of sick leave in the total number of working days



COMPANY A - Service							individual company data input			
SUSTAINABILITY		PILLARS		Sub-pillars	Sub-pillars indicators	yearly change %	2016	2017	units	SERVICE INDUSTRY
GLOBAL SUSTAINABILITY INDEX	116,33%	ECONOMIC	47,78%	Profitability	12,22%	0,00%	5000	5000	€	Profit/(Loss)
						16,67%	12	14	%	Return on investment (ROI)
						20,00%	10	12	€	Earnings before interests and tax (EBITDA)
						#N/A			%	Percentage of revenues in foreign markets
				Added value	83,33%	83,33%	12000	22000	€	Newly created value (i.e. gross profit (net profit plus tax on profit) + salaries + all workforce related costs like bonuses, scholarships, rewards, gifts etc.)
		ECOLOGICAL	185,10%	Supplier environmental assessment	50,00%	50,00%	2	3	%	Percentage of suppliers that demonstrate high environmental standards
				Energy consumption	55,83%	100,00%	0	2	number	Number of initiatives to reduce electric energy consumption
						75,00%	4	7	%	Percentage of energy saved due to conservation and efficiency improvements
						-6,98%	86000	80000	kwh	Electricity consumption in kwh
						11,11%	90000	100000	kwh	Total energy consumption in kwh
						100,00%	10	20	%	Percentage of renewable sources of energy concerning the total consumption of energy
				Water consumption and recycled	304,76%	0,00%	0	1	number	Number of initiatives to reduce water consumption
						14,29%	140	160	m3	Total volume of water consumption
						900,00%	2	20	%	Percentage of water recycled and reused by the organization
				Recycled materials	900,00%	900,00%	1	10	%	Percentage of recycled or renewable materials
						-100,00%	0	0	number	Number of initiatives to reduce emissions
				Waste	-100,00%	-100,00%	1	0	number	Number of initiatives to reduce effluents and waste
		SOCIAL	116,13%	Suppliers	150,00%	200,00%	1	3	%	Percentage of suppliers that demonstrate ethical employment and trading policies
						100,00%	10	20	%	Percentage of local suppliers
				Occupational health and safety	268,43%	-64,71%	34	12	number	Number of accidents/injuries at work
						-30,00%	10	7	%	Percentage of days of sick leave in the total number of working days
						900,00%	1	10	number	Number of initiatives related to work and life balance (e.g. certificates such as family friendly company, promotion of work and life balance, etc.)
				Diversity and equal opportunity	42,50%	100,00%	2	4	number	Number of initiatives to ensure diversity and equal opportunities and to prevent discrimination in the workplace
						50,00%	1	1,5	%	Percentage of employees with disabilities
						40,00%	5	7	%	Percentage of female employees
						-20,00%	50	40	%	Percentage of employees from local communities
				Training and education	62,50%	100,00%	1	2	number	Number of training or education courses that have been organized for employees
						25,00%	20	25	%	Percentage of all employees involved in training and education courses
				Employment	73,33%	40,00%	5	7	%	Paying wages above the industry average – specify how much in percentage
						-20,00%	10	8	%	Percentage of employee turnover
						200,00%	1	3	%	Percentage of growth of new employee hires
				Donations	100,00%	100,00%	0	2	%	Donations as percentage of revenues





TRANSNATIONAL TOOLS & ACTIONS

1. Transnational resources

Transnational resources

- State of the art analysis of BMI
- Best practices about yachting in the Med area
- Data about national systems in yachting in the Med area



Typology of the yachting sector (Manufacture/Service/Infrastructure)		MANUFACTURE
Company description (max. 1000 characters)		Accessories for boat users (nautical accessories)
		This company upgrade end of life sails into accessories (bags, keyrings, jewellery, lights, etc.). Anne Gouderc imagined transforming boat sails into accessories, and did this for pleasure from 2002, before launching her start-up in 2005. The Toiles du Large became a registered company in 2007. With an ethical, responsible and supportive business model, Anne went into partnership with local labour support structures to employ people with disabilities. The structure has grown continuously; her husband joined the team in 2010. A new workshop shop opened in 2012, and a new shop in 2015.
Part 2.		
KEY PERSPECTIVES	RESULTS CLASSIFICATION	INDICATORS/RATIONALE
Economic		- Positive financial balance sheet for a number of years - Continued growth since 2010 with expansion (more retail and workshop space)
Social		- Manufacture/transformation processes employ disabled people = professional activities and experiences for employees, social and educational support to promote their personal and social development; local job creation; - Supporting craftspeople and their skills; - Creating skilled craftspeople
Environmental		- Products (sails) are non-recyclable = the company is preventing filling landfill sites with material - Over 95% of material recuperated (sail) can be upgraded = prevention of filling landfill with material - Transformation (from material to product) takes place locally (minimal transport of material) = low carbon footprint - Materials used in transformation/manufacture come from France and Europe = low carbon footprint & national job maintenance

Population Coast	Number of inhabitants (thousand persons)	
	Km of coastline	
	Km2 of coastal regions	
Protected areas	Number of protected marine areas	
	Km of coastline in protected areas	
	Km2 of marine protected areas	
	Importance (SPAMIs)	
Ports and marinas	Number of ports and marinas	
Mooring availability	Number of moorings below 10 m (or not specified)	
	Number of moorings 10,01-24 m	
	Number of moorings above 24 m	
National recreational fleet	Total	
	Number of recreational boats for each category	
		Sailboats
		Motorboats (inboard engine)
		Motorboats (outboard engine)
		Motorboats rigid units
		Inflatables (>2,5m, >20kg)
Annual production	Total	
	Number of recreational boats produced in one year for each category	
		Sailboats for pleasure or sports
		Motorboats for pleasure or sports
		Inflatable vessels for pleasure or sports
Added value of yacht industry	Added value of yacht industry (€)	
Share of yacht industry on GDP	Share of yacht industry on GDP (%)	

Investing in sustainable blue growth and competitiveness through 3-Pillar Business Model (3-PBM)

Project No. 830

DATA COLLECTION ON NATIONAL SYSTEMS

WP/ACT related to the Deliverable: WP3/ACT3.3

Deliverable no.: L3.3.2

Transnational resources

- Transnational network of Med area yachting sector

- Database of Med area yachting SMEs



iBlue - TRANSNATIONAL NETWORK OF MED YACHTING STAKEHOLDERS

Listed group

Join our group on

LinkedIn

<https://www.linkedin.com/groups/13776858/>



Project co-financed by the European Regional Development Fund

COMPANY NAME	ADDRESS	ZIP CODE	TOWN	COUNTRY	SECTOR	3-manufacturing	TEL	EMAIL
0 ACI D.D.	Maršala Tita 151	51410	Opatja	Croatia	3			
1 AIGUES MORTES	26 Quai des Croisades, capitainerie	30220	AIGUES MORTES	France	3			
2 ALCAIDES SERVICIOS, S.A.	Avd. Principe de Asturias s/n	11300	La Linea de la Concepci	Spain	3			
3 ALMERIMAR, S.A.	Puerto Deportivo Almerimar, Torre de Control	04711	EL EJIDO	Spain	3			
4 ANCONIA PORTO S.R.L.	VIA GALILEO GALILEI, 15	43018	Cartaya	Italy	3			
5 ASSOCIACIÓ PORTAL DO GUADIANA	Carretera Punta Umbria/ Rompido s/n	21459	Vila Real de Santo	Spain	3			
6 AURORA - PORTO TURISTICO DI VIESTE S.P.A.	Avenida da Republica, s/n, Porto de Recreio	8900201	Vieste	France	3			
7 BADIA TUCANA	Ctra. TV7411, km6,800	43790	RIBARJOJA De EBRE	France	3			
8 CABANES FLEURY	1 rue du Centre	11560	FLEURY	France	3			
9 CALANQUE DE PORT MIOU	Services Plaisance et commerce, Promenade	13260	CANNES	Italy	3			
10 CANNIÈRE VIEUX PORT	Bureau du Port	06054	Castellammare di Stabi	Italy	3			
11 CANNIÈRE NAVALE MARINA DI STABIA S.P.A.	Services Plaisance et commerce, Promenade	33170	Pordenone	France	3			
12 CANNIÈRE NAVALE SAN GIORGIO S.P.A.	VIA COL MOSCHINI, 12	08048	HYERES les Palmiers	France	3			
13 CANNIÈRE NAVALE MARINA DI ARBATEX S.R.L.	PZA RISSORGIMENTO, 16	83400	CAVALAIRE SUR MER	Spain	3			
14 CANNIÈRE NAVALE PORT LES SALETES	VIA DEL MERCATINO, 15	83240	CAVALAIRE SUR MER	Spain	3			
15 CANNIÈRE NAVALE PORT LES SALETES	Affaires Maritimes, 1 Avenue du Dr Robin	83240	L'Escal	Portugal	3			
16 CANNIÈRE NAVALE PORT LES SALETES	Bureau du Port Privé	07760	Chioggia	Portugal	3			
17 CANNIÈRE NAVALE PORT LES SALETES	Case de la Comandancia, Moli Comercial	30015	Tavira	Spain	3			
18 CANNIÈRE NAVALE PORT LES SALETES	Port la Ciot s/n	8800379	Sesimbra	Italy	3			
19 CANNIÈRE NAVALE PORT LES SALETES	VIA BRONDOLO, 19	2970152	Mataro	Croatia	3			
20 CANNIÈRE NAVALE PORT LES SALETES	Avenida Doutor Mateus Teixeira de Azevedo,	08301	Orbetello	Portugal	3			
21 CANNIÈRE NAVALE PORT LES SALETES	Passage de la Marina	58015	Sorrento	Italy	3			
22 CANNIÈRE NAVALE PORT LES SALETES	VIA DELLA PICCOLA, 43	8001901	Faro	Portugal	3			
23 CANNIÈRE NAVALE PORT LES SALETES	Grjevačka 2A	21312	Podstrana	Croatia	3			
24 CANNIÈRE NAVALE PORT LES SALETES	Capitainerie Place Raymond Gleize BP 49	11450	GRUISSAN	France	3			

Project co-financed by the European Regional Development Fund



2. Transnationally tested tools

A vertical strip of 10 identical images. Each image shows a coiled blue and white rope on a boat deck, with the ocean visible in the background. The rope is coiled in a neat, circular pattern on a dark, possibly metal, base. The deck is white, and the ocean is a deep blue with white foam from the boat's wake visible in the distance. The perspective is from the deck looking out towards the sea.

- 3PBM

- **SIS**

S



A photograph showing three people (two men and one woman) sitting at a white table, working on papers. They are in a room with a large mural on the wall depicting a scenic view of a lake and mountains. The woman is on the left, wearing a dark blue top. The man in the middle is wearing a white shirt and a dark scarf. The man on the right is wearing a white sweater. They are all looking towards the camera. The table has several papers, a pen, and a small black object on it. A computer monitor is visible on the table behind the woman. The mural on the wall shows a lake, mountains, and a small town. The word 'region' is partially visible at the bottom right of the image.



co-financed by the
National Development Fund



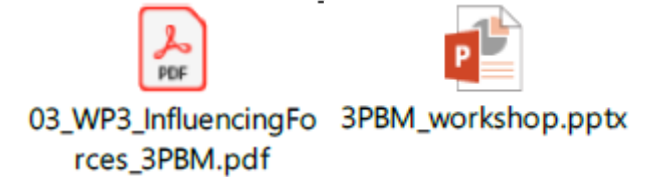
3. Operationalisation resources for transnational transferring

Transnational operationalisation

- Operational plan

- Focussed training materials

- Training courses





Thank you

Panel session on best practices and actions



Pilot actions, RCDI



Pilot actions, RCDI



Training session, RCDI



Training session, RCDI



Training session, RCDI



Training session, RCDI



Pilot actions, KEDGE



Les Toiles
★
du Large

Best practices, KEDGE



Pilot visit, CCI Cyprus



Training session, CCI Albania



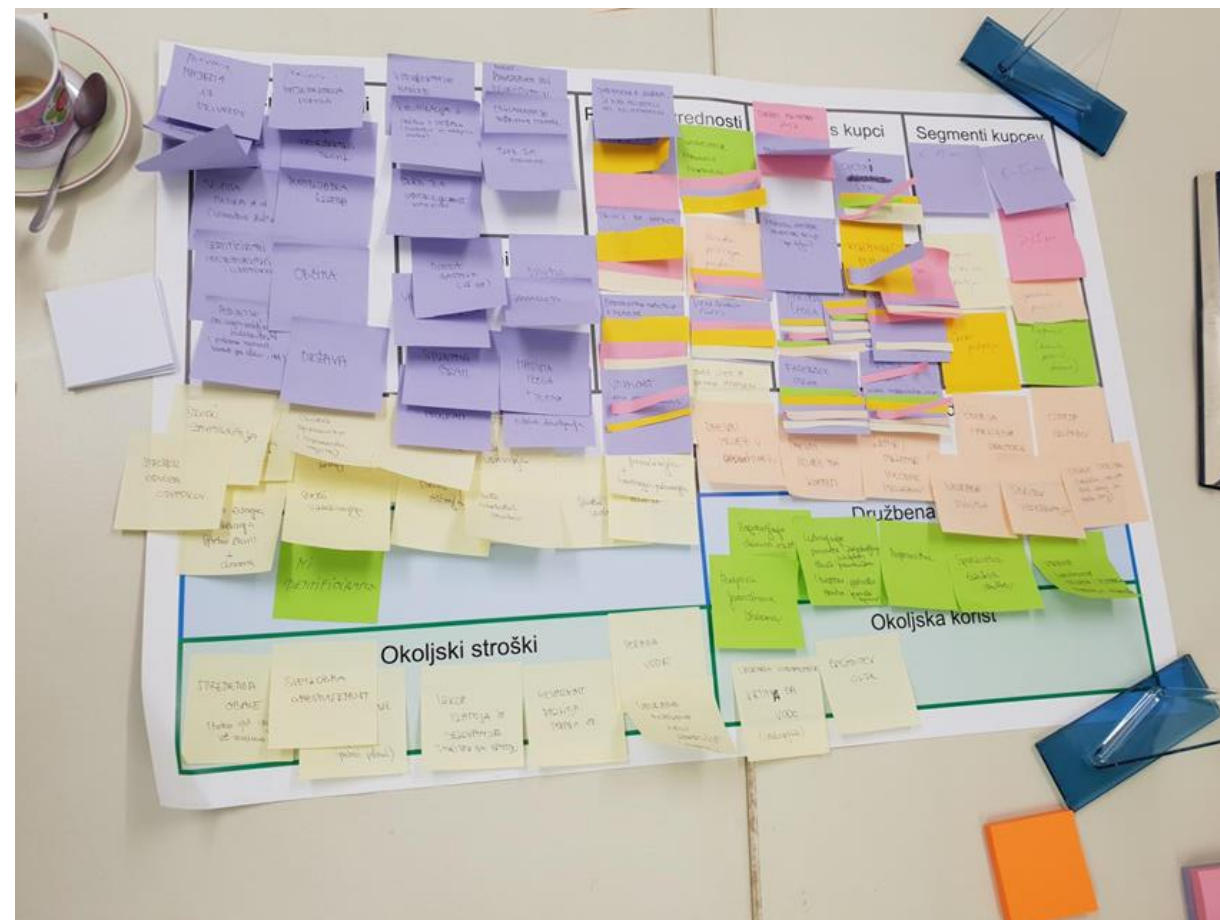
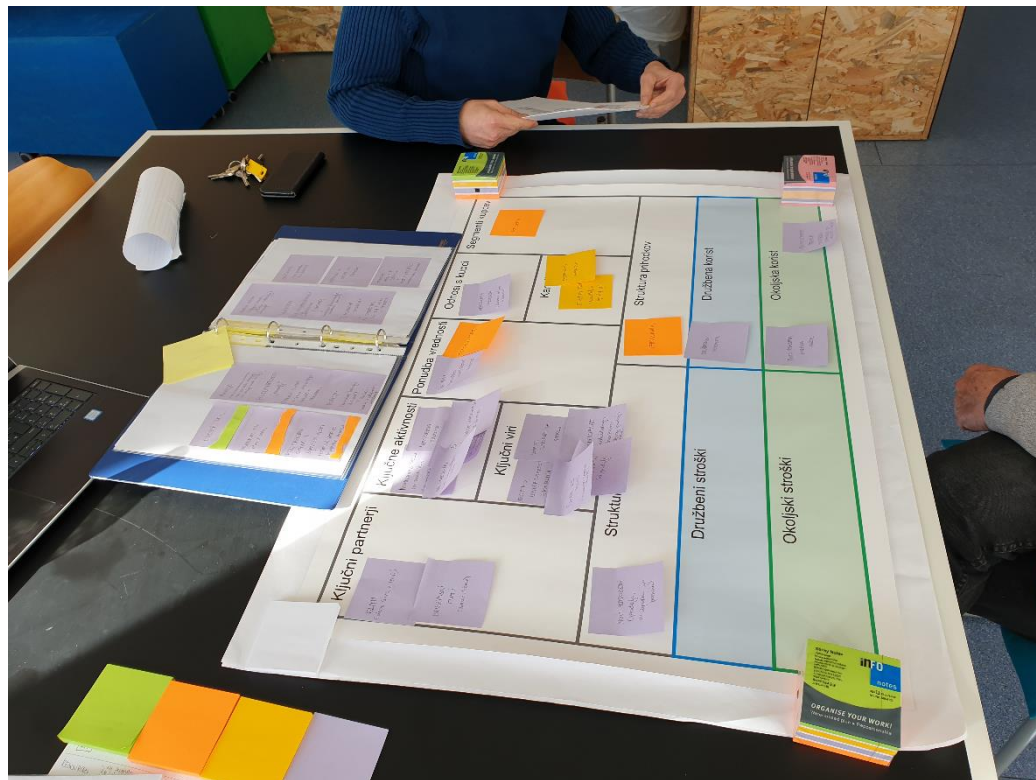
Training session, CCI Albania



Training session, CCI Albania



Training session, CCI Albania



Pilot actions, Primorska



Pilot actions, KEDGE BS



Pilot actions, RCDI



Pilot actions, RCDI



Training session, RCDI



Training session, RCDI



Training session, RCDI



Training session, RCDI



Pilot actions, KEDGE



Les Toiles
★
du Large

Best practices, KEDGE



Pilot visit, CCI Cyprus



Training session, CCI Albania



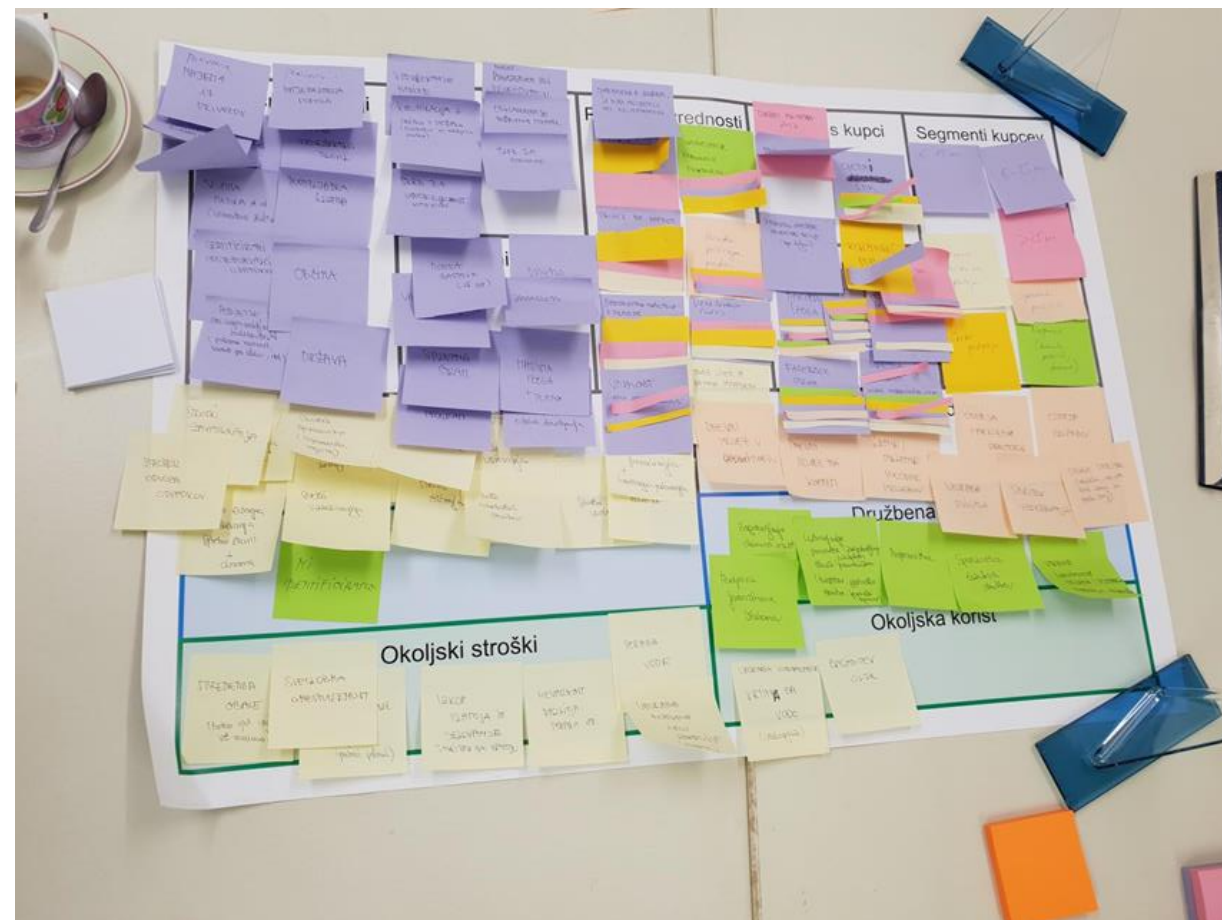
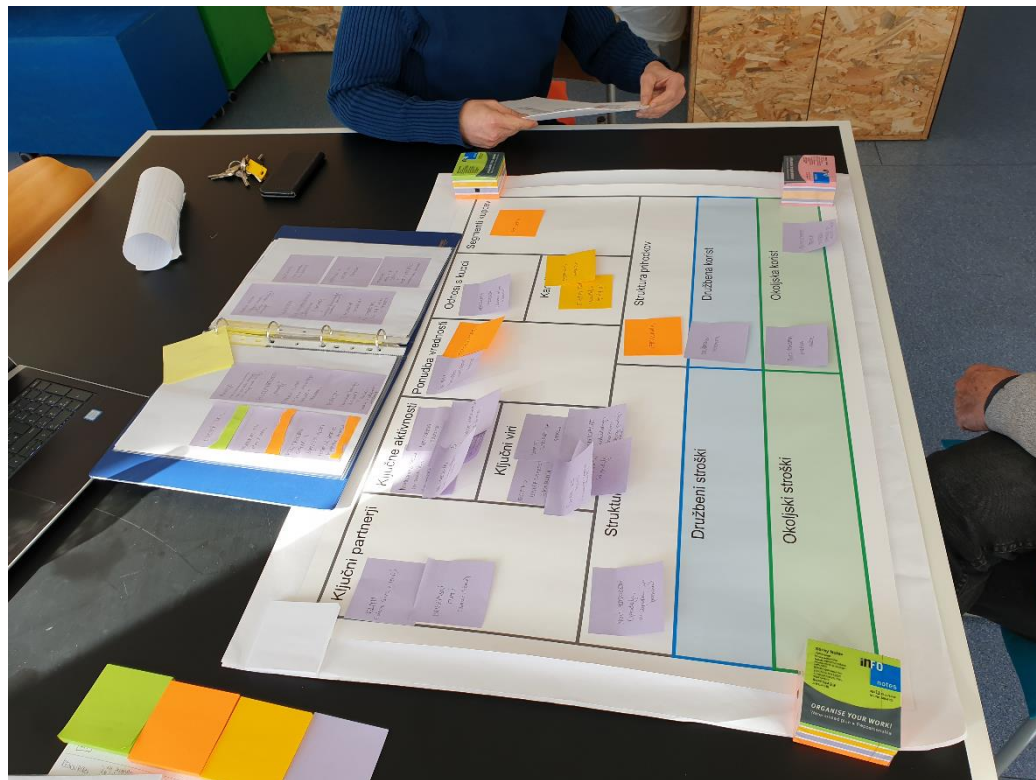
Training session, CCI Albania



Training session, CCI Albania



Training session, CCI Albania



Pilot actions, Primorska



Pilot actions, KEDGE BS



Pilot actions, RCDI



Training session, RCDI



Training session, RCDI



Training session, RCDI



Pilot actions, KEDGE



Les Toiles
★
du Large

Best practices, KEDGE



Pilot visit, CCI Cyprus



Training session, CCI Albania



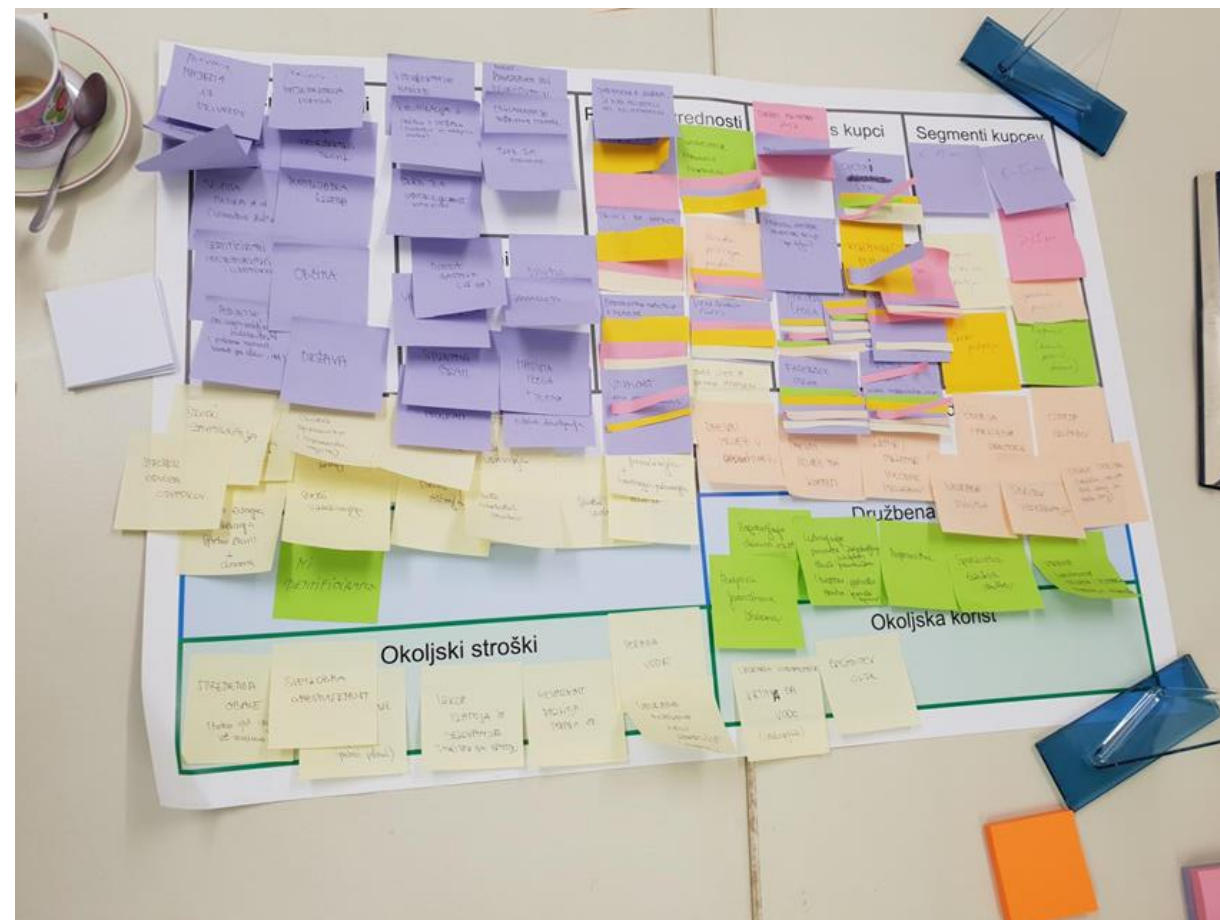
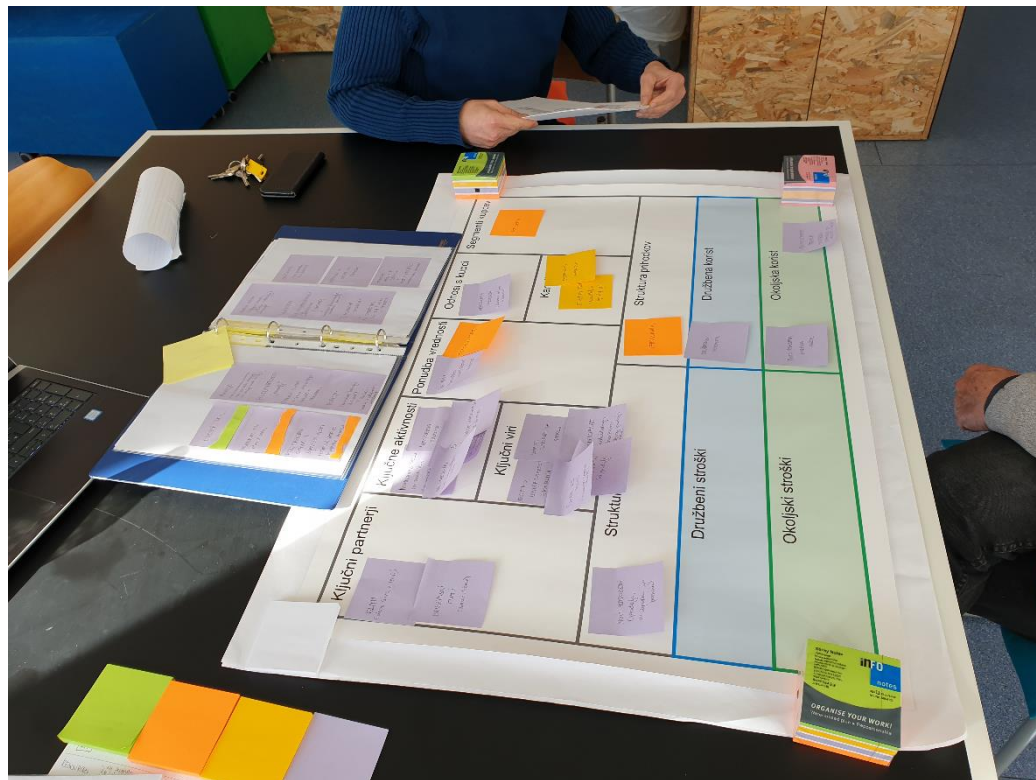
Training session, CCI Albania



Training session, CCI Albania



Training session, CCI Albania



Pilot actions, Primorska



Pilot actions, KEDGE BS



Pilot actions, RCDI



Training session, RCDI



Training session, RCDI



Training session, RCDI



Training session, RCDI



Pilot actions, KEDGE



Les Toiles
★
du Large

Best practices, KEDGE



Pilot visit, CCI Cyprus



Training session, CCI Albania



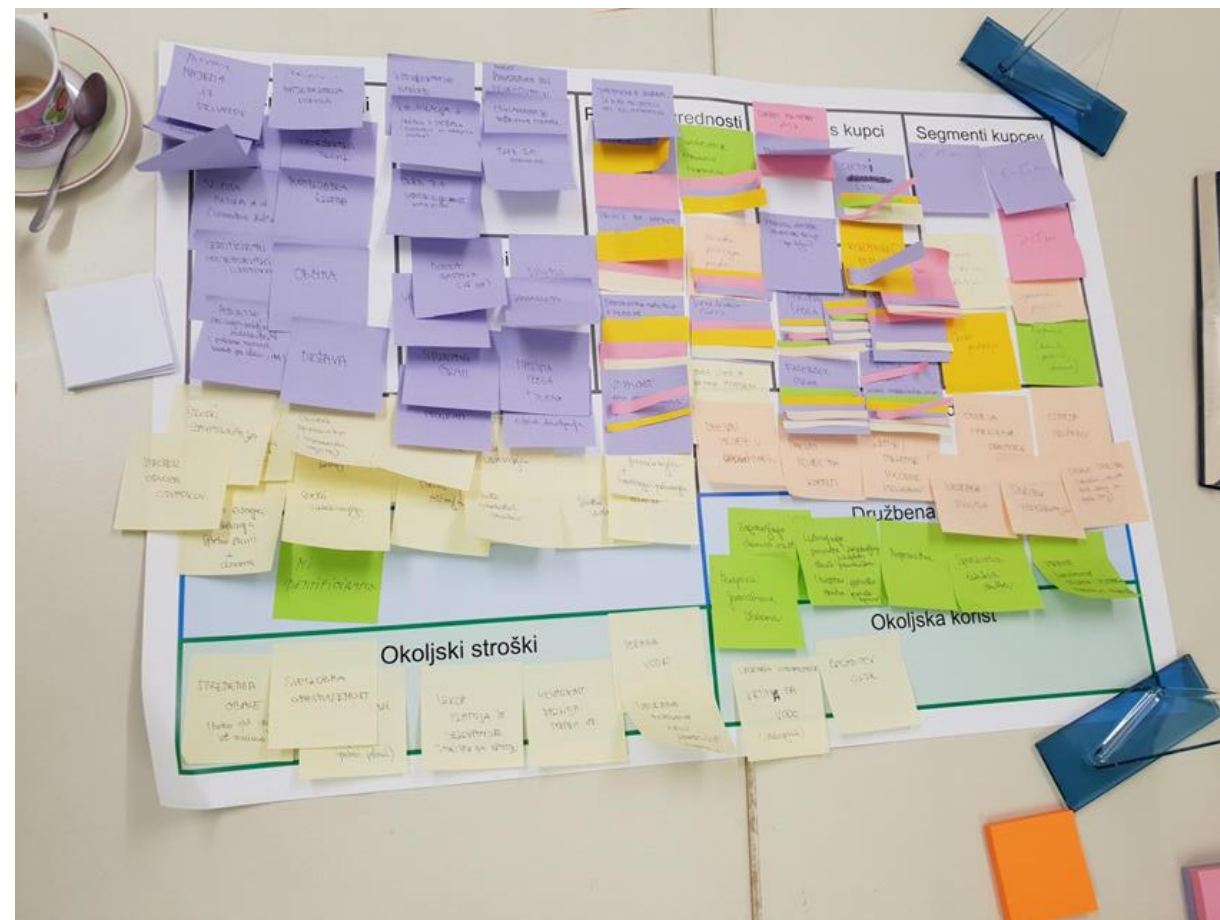
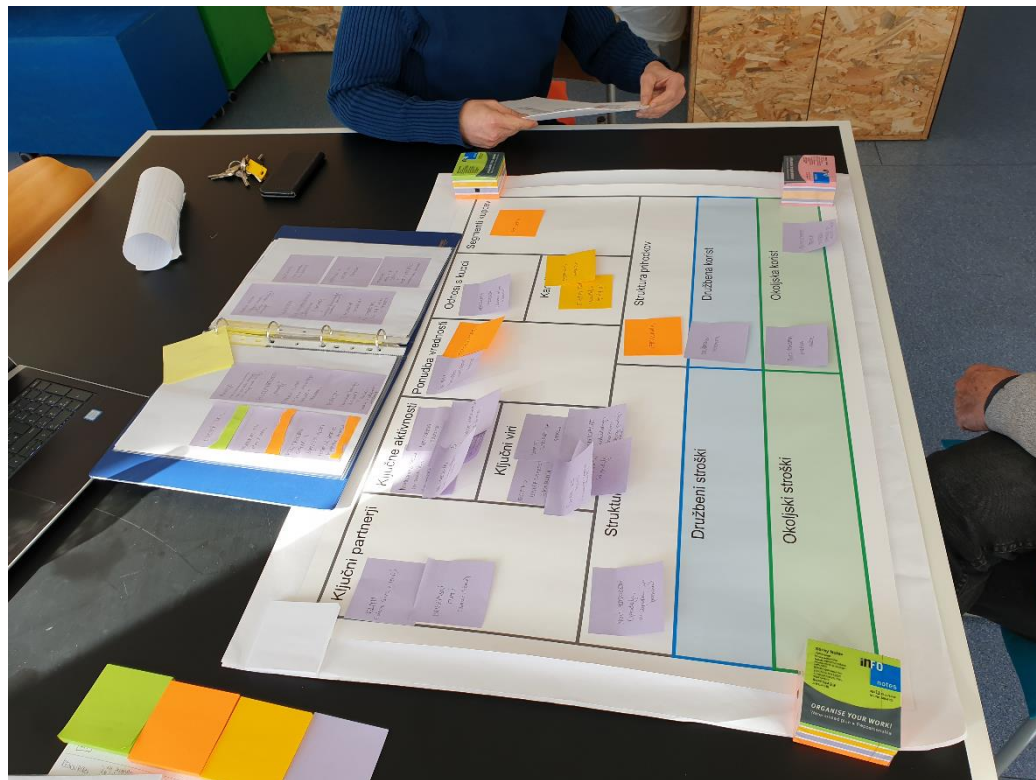
Training session, CCI Albania



Training session, CCI Albania



Training session, CCI Albania



Pilot actions, Primorska



Pilot actions, KEDGE BS



KEDGE
BUSINESS SCHOOL

iBLUE

Investing in sustainable Blue
growth and competitiveness
through 3-Pillar Business Model

**Invitation officielle Projet iBLUE
Conclusive Conference**

Mercredi 18 décembre 2019 14h30-17h30
Amphi B – Kedge BS Marseille

Consortium

SURNAME, first name	Institution	Signature
GROUEVA Maria	JS Interreg MED (Région)	
SURAC Nadija	STEP RI	
PALAONDA Demetra	CCCI	
BROSILAVO Roberto	Primorska	
HOJNIK Jana	Primorska	
DJURKIN BADURINA Jelena	STEP RI	
GOLOB Boris	STEP RI	
MENDONCA Alexandra	RCDI - Development and Innovation Network	
MONIZ Alexandre	RDCI	
CICERO Lucia	UDINE	
BULFONE Verdiana	UDINE	
PREGHENELLA Nadia	UDINE	

Interreg
Mediterranean



Project co-financed by the European
Regional Development Fund

iBlue



STEP KEDGE

Cámara



LEBAN Pierluigi	UDINE	<i>P.L. Leban</i>
ISTERI Alban	DURRES CHAMBER	<i>Alban Isteri</i>
REMBECI Ilir	Director at Regional Development Agency of Tirana	<i>Ilir Rembeci</i>
RICHOMME-HUET Katia	KEDGE BUSINESS SCHOOL	<i>Katia Richomme-Huet</i>
FRANKLIN-JOHNSON Elizabeth	KEDGE BUSINESS SCHOOL	<i>Elizabeth Franklin-Johnson</i>
DEBARLE Aude	KEDGE BUSINESS SCHOOL	<i>Aude Debarle</i>
BASTIDE Hubert	KEDGE BUSINESS SCHOOL	<i>H. BASTIDE</i>
CAZADE Marie	KEDGE BUSINESS SCHOOL	<i>Marie Cazade</i>
FEDI Laurent	KEDGE BUSINESS SCHOOL	<i>Laurent Fedi</i>
PENNEY Anya	KEDGE BUSINESS SCHOOL	<i>Any Penney</i>
PINEL Jean-Marc	KEDGE BUSINESS SCHOOL	<i>Jean-Marc Pinel</i>
RAVIER Julien	KEDGE BUSINESS SCHOOL	<i>Julien Ravier</i>
MOUYSET Christophe	KEDGE BUSINESS SCHOOL	<i>Christophe Mouysset</i>
FAURE - SOUJET RC.	KBS	<i>RC. Faure-Soujet</i>
ARAD' ALKET	LIBURN Marina.	PRESENT
PREVOT Frédéric	Kedge	<i>Frédéric Prevot</i>
MORAES Pablo.	CEI Seville.	<i>Pablo Moraes</i>
PARAKIAN Didier.	Adjoint au Maire.	<i>Didier Parakian</i>

iBLUE

Investing in sustainable Blue
growth and competitiveness
through 3-Pillar Business Model

Invitation officielle Projet iBLUE Conclusive Conference

Mercredi 18 décembre 2019 14h30 – 17h30
Amphi B – Kedge BS Marseille

Participants

SURNAME, first name	Institution	Signature
DUBREUIL Céline	Plan Bleu	
MAURY Jacques	DNV-GL France	
CHAILLAN Pierre	Direction Générale Adjointe Attractivité et Promotion de Marseille	
SRULOVICI Pascale	Direction Générale Adjointe Attractivité et Promotion de Marseille	
GUIVARC'H Yves	Alternative sport	
BISSUEL Jean-Louis	Consultant maritime international Membre du Yacht Club de Monaco Membre de l'Institut français de la mer	
KITANIDES Philippe	GEM Industry, département Marine	
de LESQUEN Bertrand	Directeur revue Marine & Océans	





Panel session on best
practices and actions







