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iBlue

MED Programme - Modular Project

Pilot Actions for Business Model Innovation

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iBlue project aims at contributing to the sustainable development of the yachting sector in the MED area by:

- ✓ Promoting a “new” way of ‘doing business’
- ✓ Integrating the **3 pillars of sustainability**

ECONOMIC

SOCIAL

ENVIRONMENTAL

- ✓ Generating an integrated and transnational network of yachting businesses, in the MED area

What is a Business Model?



The 3 domains of a Business Model: Create, Deliver and Capture Value

- ✓ The **Value Creation** domain defines how and by what means businesses create value along the value chain, using the resources and capabilities of intra and inter-organizational processes (Achtenhagen et al., 2013).
- ✓ The **Value Delivery** dimension contains a portfolio of solutions for customers and how they are offered (Johnson et al., 2008), together with a value proposition that represents a statement of specific (and unique) benefits which the organizations offer.
- ✓ The **Value Capture** aspect defines how value propositions are converted into revenues. It defines how businesses gain revenues which cover costs and achieve profits, ensuring as such sustainable performance (Baden Fuller & Haefliger, 2013; Johnson et al., 2008; Teece, 2010).

A business model describes the rationale of how an organization
Creates, Delivers and Captures Value

A sustainable **Business Model** incorporates a **triple bottom line approach** and considers a wide range of stakeholders interests, comprising **economic, social and environmental** perspectives

What is a 3-Pillar Business Model?



Three Pillar Business Model (3-PBM)

- ✓ Methodology envisaged to allow improvement of the business model and business management.
- ✓ Aim is improved competitiveness, growth and profitability.
- ✓ Key feature is understanding and integrating management of **economic, social and environmental** perspectives of business activities.



Expected results of the 3-PBM Methodology

To help companies:

- ✓ to get additional perspectives on their businesses;
- ✓ 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.

How the 3PBM Methodology will be implemented?

Two concepts combined into 3-PBM

Business Model Canvas



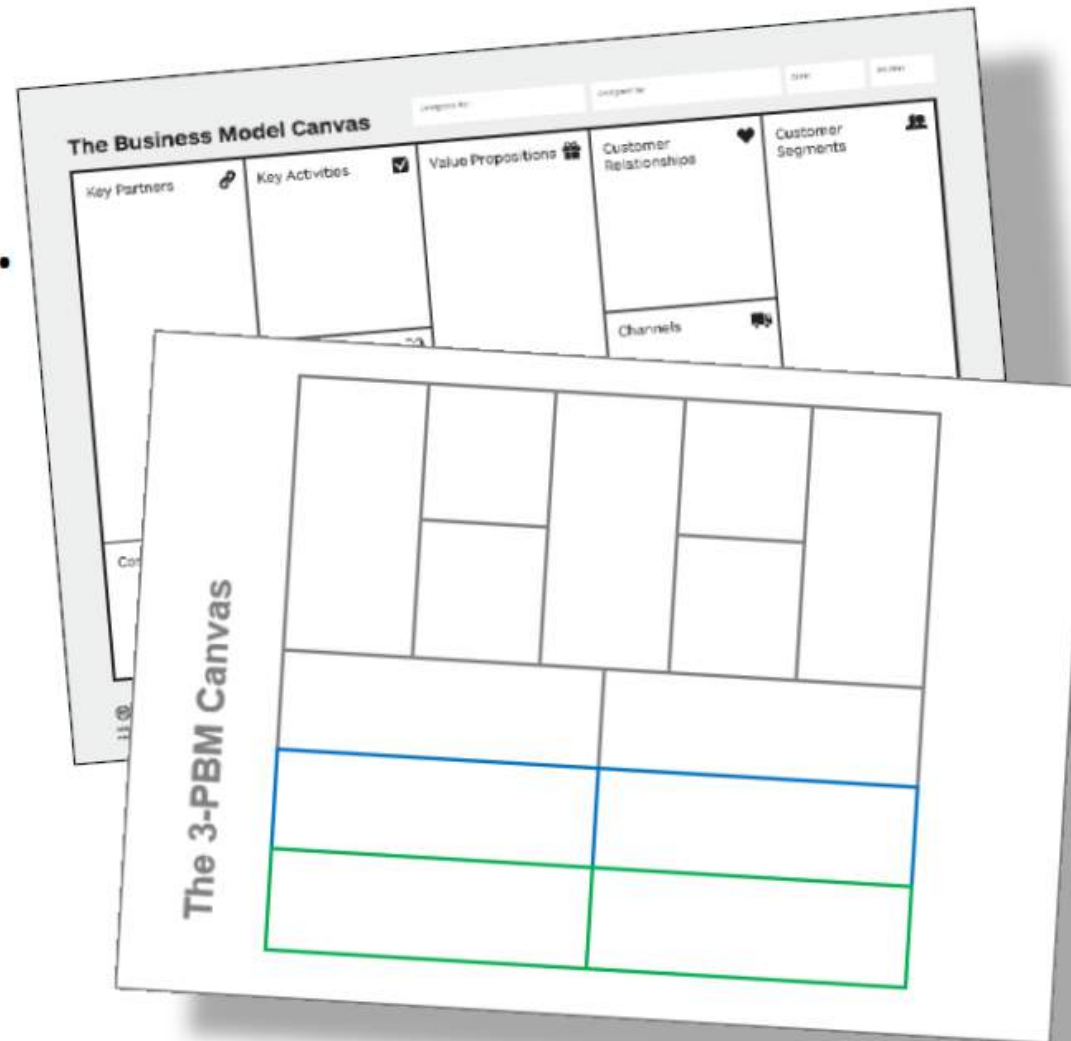
RPV (Resources-Processes-Values) framework





The Business Model Canvas.

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





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		

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



Economic BM «as is»

A 2x2 grid of rectangles. The top row consists of four white rectangles. The bottom row consists of two light blue rectangles, each containing a blue 'X', and two light green rectangles, each containing a green 'X'.

Two perspectives BM impact «as is»



RPV «as is»

R P V	

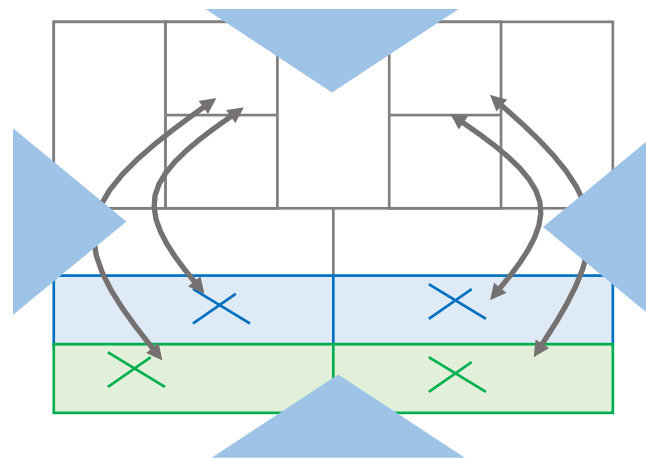
R P V		

RPV impact on society & environment



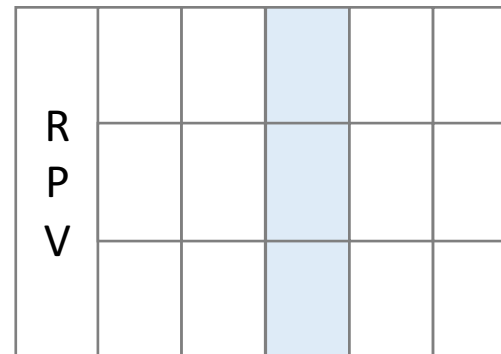
Influencing forces

3PBM Cause and effect relationships



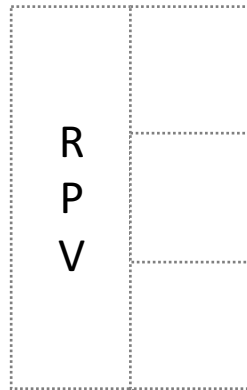
R P V			

RPV trends



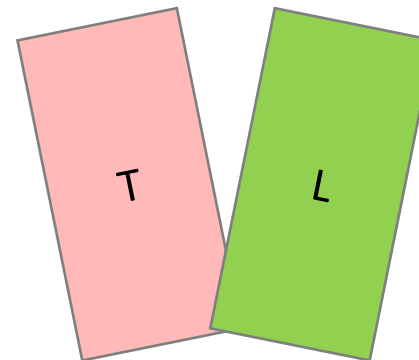
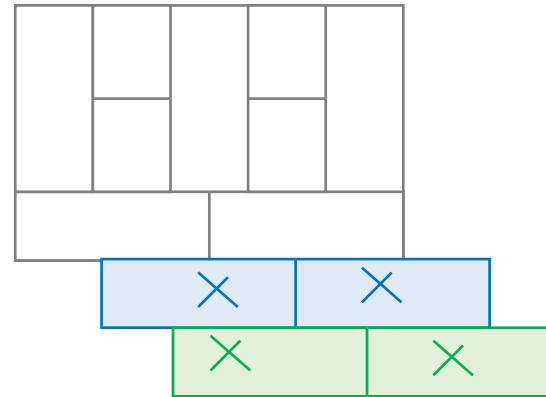
transformations and expected

A 4x4 grid with a 2x2 subgrid highlighted in blue and green. The blue subgrid contains 'X' marks, and the green subgrid contains 'X' marks.

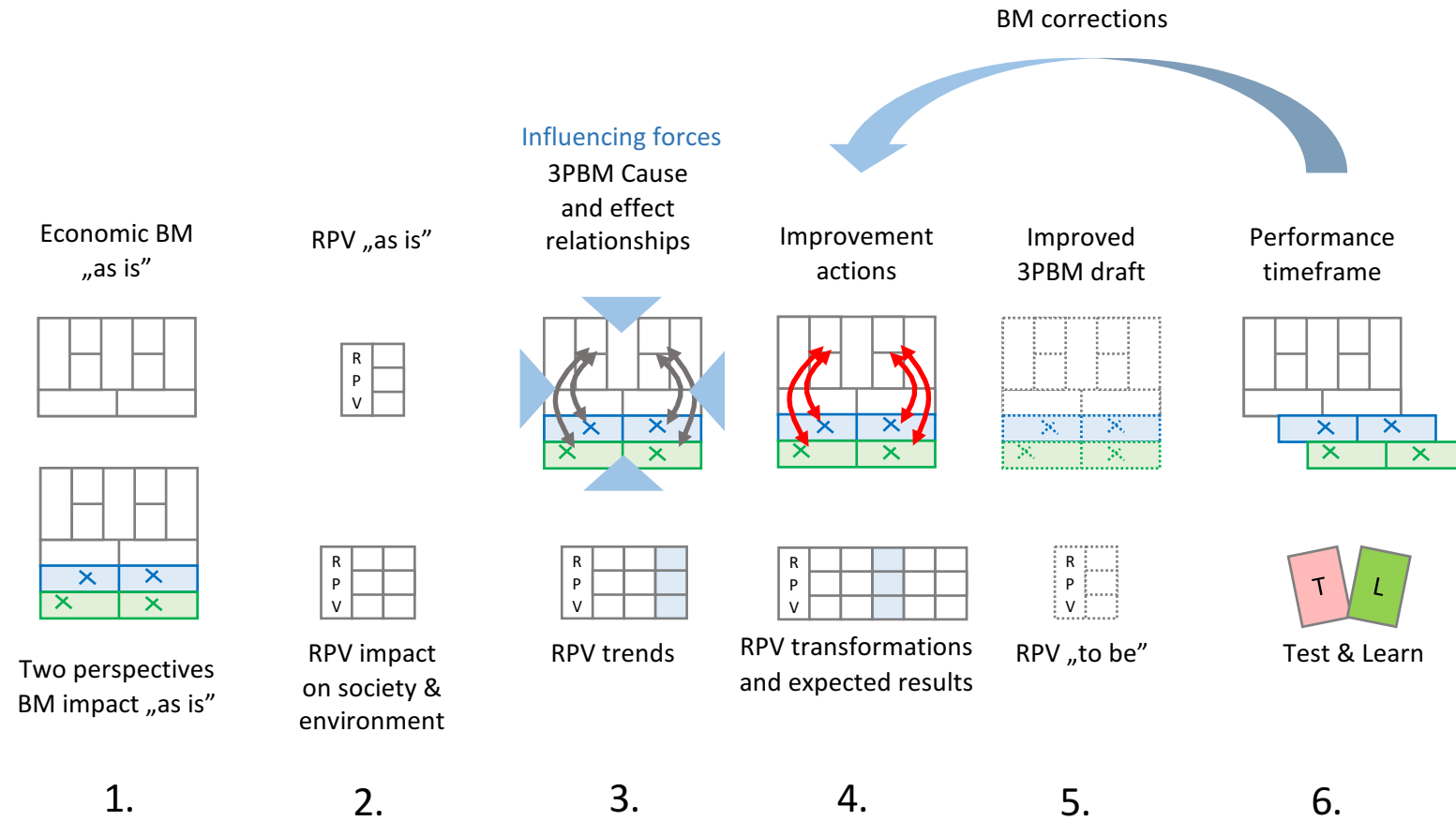




Performance timeframe



Test & Learn





How can you participate in the iBlue Pilot Phase?

Why should YOU consider joining the *iBlue* pilot phase?

- ✓ You will receive free-of-charge tailored support to improve the sustainability and the competitive advantages of your business.
- ✓ You can be sure that strict confidentiality principles will be followed along all the process.
- ✓ You can be part of a transnational network of yachting businesses in the MED area.

Do YOU have what it takes to join the *iBlue* pilot action?

- ✓ Would you consider to discuss with us, your business model? We will be facilitators for strategic thinking, but we will not “teach” you how you should run your business.
- ✓ Would you consider yourself open to think about your business and adopt new options, resulting from your own decisions?
- ✓ Can you dedicate some time of your Management/Operations team to meet with us for a maximum of 10 to 12 days, during a period of 11 months (November 2018 – September 2019)?

If your answer to all the above questions is **YES**, then **YOU** have what it takes to join the *iBlue* pilot action!

What should YOU do next?

- ❖ If you have clearly realised all the benefits you will gain when you join the **iBlue** pilot phase,
- ❖ If you have decided that you do have what it takes to join the **iBlue** pilot phase...
... then all you have to do is:
 - ✓ *Fill in your contact details in the form provided in your Dossier and deliver it to us, when exiting today from this room; or you can take the form with you and decide later.*

The period for expressions of interest will expire on **30/October/2018**.

There will be only 1 **iBlue** pilot action in Portugal.

We will contact you and inform if you have been selected by **16/November/2018**.



Thank you and remember...



... to join the *iBlue* pilot action in Portugal!



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http://www.rcdi.pt/projecto_ibblue?m=c16

