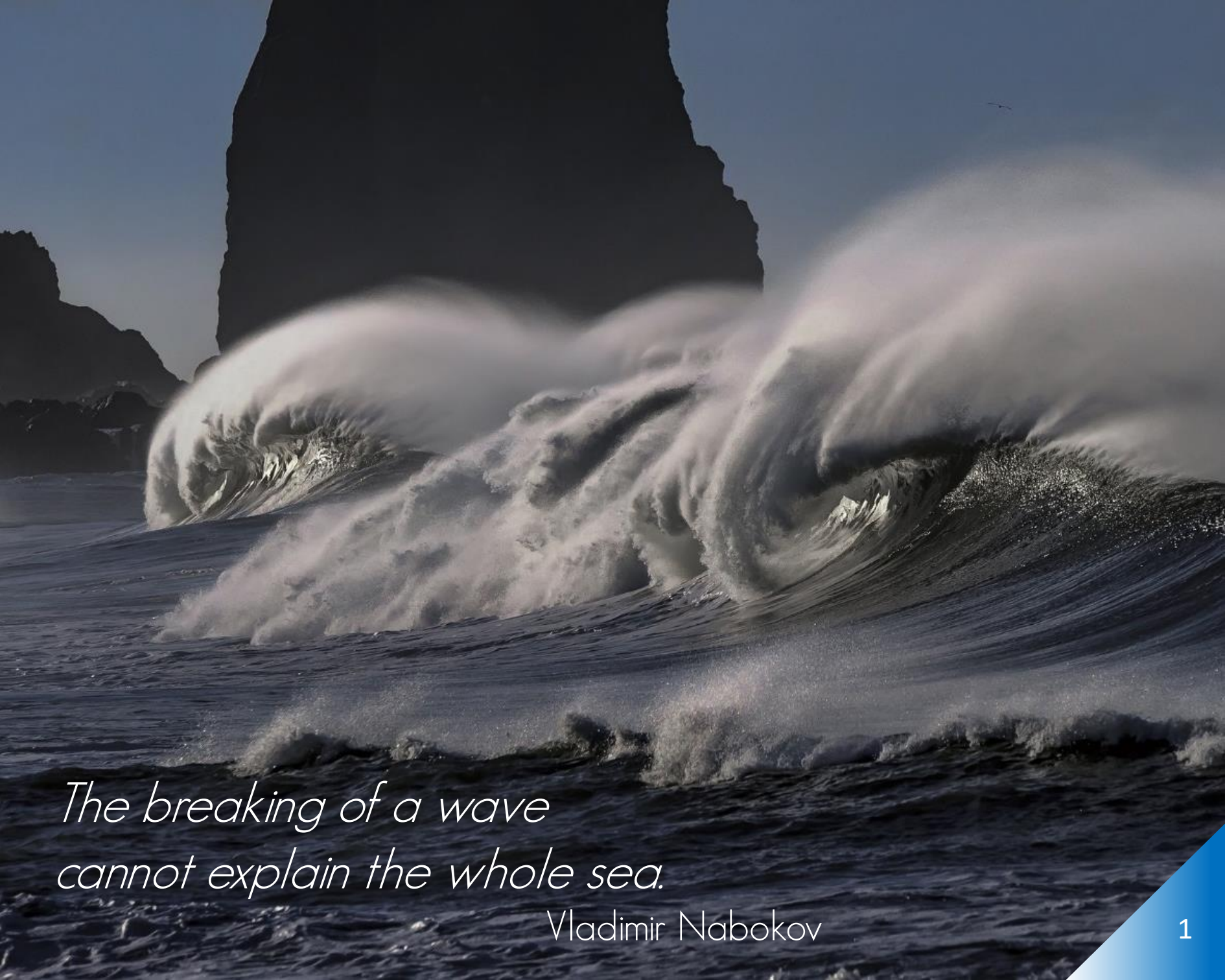




Investing in sustainable
blue growth and
competitiveness
through 3-Pillar
Business Model
(3-PBM)



*The breaking of a wave
cannot explain the whole sea.*

Vladimir Nabokov

THE CONSORTIUM

CCSEV
Official Chamber of
Commerce, Industry and
Shipping of Seville

RCDI
Development
and Innovation
Network

KEDGE BS
Groupe Kedge
Business School

UNIUD
University of Udine

UJP
University of
Primorska - Faculty
of Management

STEP RI
Science and
Technology Park of
the University of
Rijeka

DURRES CCI
Durrës Chamber
of Commerce and
Industry

CCCI
Cyprus Chamber of
Commerce and Industry

LCCI
Lasithi Chamber
of Commerce

UNIUD

University of Udine

University of Udine is an Italian Public University with legal personality founded in 1978. The University has scientific, educational, organizational and financial autonomy but is governed by public law.

The University of Udine participates in several international networks and has extensive experience and skills in the coordination and operational project management of international projects in both public and private sectors. It operates through the departments and is equipped with technical and administrative staff with legal and economic expertise. The scientific activities are developed by departments with the support of the Office of Research and Technology Transfer, which manages the activities of fundraising, by managing complex projects, protecting intellectual property and transferring research results to the territory.

Uniud is the coordinator of several research projects at both national (PRIN, FISR, FIRB and others) and international (EU 2020, EU FP VII, Eu-India Cross Cultural Programme, Edulink, Interreg) level. It coordinates 40% of Italian projects funded by the EU Tempus with the Balkan countries.

IBLue engages the Polytechnic Department of Engineering and Architecture and the Department of Economics and Statistics Science of University of Udine.

More information about the University of Udine is available on its website (www.uniud.it).



STEP RI

Science and Technology Park of the University of Rijeka

The Step Ri Science and Technology Park of the University of Rijeka was established in 2008 by the University of Rijeka in order to become the premier science and technology hub, facilitating the commercialisation of Research and Development and to foster cooperation between the scientific community and industry.

Step Ri has access to SMEs through existing network and established contacts which will be used for scouting and attracting pilot models and help them improve their competitiveness.

Step Ri has defined consulting programs and advising processes for the establishment of start-ups, new product and service development, scaling-up of existing businesses, IPR protection support, assessment and commercialization strategies for SMEs and scientists that want to become entrepreneurs.

Step Ri is a widely recognized center for innovative and entrepreneurial support infrastructure of the ministries of Economy and Entrepreneurship and Crafts in Croatia, and cooperates with regional authorities and local development agencies.

More information about the Science and Technology Park of the University of Rijeka is available on its website (www.step.uniri)

KEDGE
BUSINESS SCHOOL

KEDGE BS

Groupe Kedge Business School

KEDGE Business School is a multicampus business school located on the one hand in France, in Bordeaux, Marseille, Toulon and Paris; and on the other hand, in China, in Suzhou and Shanghai, and in Senegal, in Dakar. KEDGE Business School results from the merger in 2013, of the formerly called BEM (Ecole de Commerce de Bordeaux, founded in 1874) and Euromed Management (Ecole de Commerce de Marseille, founded in 1872) schools.

The 3 Centres of Excellence of KEDGE BS are CSR / Sustainable Value, Marketing and finally Supply Chain. The main domain of Expertise of its Research are Wine and Spirits Business, Health Management, Finance Reconsidered, Innovation and Entrepreneurship, Creative Industries and culture. Thanks to its value added, KEDGE BS belongs for a couple of years to the Triple Crown schools with an EQUIS, an AMBA and an AACSB accreditation.

Kedge Business School has over 12500 students 25% non French and 190 full-time professors 45% of whom are non french.

KEDGE BS is consistently ranked near the top 10 business schools in France by the Financial Times and is the one of the best 30 business schools in Europe, according to the Financial Times 2014.

More information about KEDGE Business School is available on its website (www.kedge.edu)

STEPRI

CCSEV

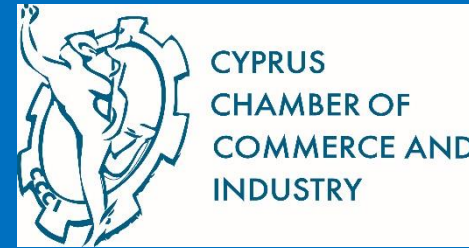
Official Chamber of Commerce, Industry and Shipping of Seville

The Official Chamber of Commerce, Industry, Services and Shipping of Seville is a non-profit Public Corporation established by Law as an advisor body to collaborate with Public Authorities, to which it represents the general interest of companies.

The Chamber of Seville focuses on promoting internationalization, business creation, innovation, business promotion and entrepreneurship through several services and activities. The Chamber of Seville works in close cooperation with Public Administrations and has a wide training programme with a variety of courses addressed to entrepreneurs, professionals, employees and unemployed people.

The institution is associated at different levels with international, national, regional and local organisations and it has a wide experience in managing and implementing international projects.

More information about the Chamber of Commerce of Seville is available on its website (www.camaradesevilla.com)



CCCI

Cyprus Chamber of Commerce and Industry

The Cyprus Chamber of Commerce and Industry (CCCI) is operating as a Federation of the District Chambers of Commerce and Industry of the five major towns of Cyprus, Nicosia, Limassol, Famagusta, Larnaca and Paphos, which have jurisdiction in their respective towns and districts.

The Chamber is the organisation of the business people of Cyprus and, apart from offering a wide range of services to them, promotes their interests and views to the Government and the Legislature.

The Chamber's membership exceeds 8000 enterprises from the whole spectrum of business activity representing more than 95% of the business community of the country. More than 120 Professional Associations from the sectors of commerce, industry and services are also affiliated to the Chamber.

The CCCI is a recognised social partner in Cyprus and takes an active part in the Social Dialogue at national level while it also participates together with the trade unions and the Government in the various committees of tripartite co-operation that exist, covering a wide range of economic and social issues. Altogether the CCCI participates in more than 60 Committees, Councils and Organisations.

More information about the Cyprus Chamber of Commerce and Industry is available on its website (www.ccci.org.cy)



Lasithi Chamber of Commerce

Lasithi Chamber of Commerce and Industry was founded in 1947 based in the capital of Lasithi Prefecture, Agios Nikolaos. It operates under the Public Law as a Public Entity Body and is managed by a Board of Directors of 21 members, elected every four years.

Lasithi Chamber of Commerce and Industry has actively and substantially contributed to the prosperity and development of the region with particular focus on the support and extroversion of commercial and business community enhancing economic growth and serving the general interest of the national economy.

Lasithi CCI has participated in various programs and initiatives of the Structural Funds of the European Union and the National Strategic Reference Framework of Greece such as Interreg II, III, ESPA 2007-2013, European Territorial Cooperation Greece- Cyprus 2007-2013 and 2014-2020, MED 2014-2020 etc.

At the same time, Lasithi CCI participates in the Development Agency of Crete, the Lasithi Development SA, is member of the network of the Greek Insular Chambers of Commerce and Industry and member of the Greek Chambers Transport Association.

More information about Lasithi Chamber of Commerce and Industry is available on its website (www.epimlas.gr/)



UP

University of Primorska

The University of Primorska (UP) was established in 2003. Its objectives are to generate and to transmit new knowledge based on research and innovations, and to contribute to the sustainable development of local and wider Central European, South-Eastern European and Mediterranean area.

The iBLUE project will be implemented by the Faculty of Management (FM) and Faculty of Tourism Studies - Turistica (FTŠ). UP FM is a higher education institution for education and research in the fields of social sciences and business management. In addition to education and research, the basic activities of the faculty are providing consultancy to companies and other organisations, publishing and organising international conferences.

UP FTŠ is the only faculty of tourism in Slovenia that offers multi-disciplinary teaching and research of tourism and educates human resources for high-quality planning, management and an excellent tourism offer.

More information about the University of Primorska (UP) is available on its website (www.upr.si/en)

RCDI

RCDI - Development and Innovation Network

RCDI is a not-for-profit association, based on a competence network of experts, focusing on sustainable development and innovation.

RCDI competences cover a wide range of expertise:

- Business management for innovation and sustainable growth;
- Entrepreneurship and SME internationalization;
- Environment, management of natural resources and biodiversity;
- Territorial cohesion;
- Regional and urban development;
- Social cohesion and support to non-discrimination policies.

RCDI partners are highly skilled professionals with relevant work experience in their areas of expertise, including:

- Coordination of multi-disciplinary projects;
- Bridging relations between the public administration and the business sector;
- Networking experience and talent to involve relevant stakeholders, ranging from policy makers and local/regional authorities to economic operators.

More information about RCDI is available on its website (www.rcdi.pt)



DHOMA E TREGTISE DHE INDUSTRISE DURRES

DURRES CHAMBER OF COMMERCE AND INDUSTRY

DURRES CCI

Durres Chamber of Commerce and Industry

Durres Chamber of Commerce and Industry is a body governed by public law that supports territory development of Durres Region throughout of promotion of enterprise system.

Durres CCI has voice in articulating proposals to local or central government for the improvement of business climate and economic regional growth.

Durres CCI offers services of modern standard, supporting the dynamics of business social life, Regional and European integration by projects with foreign partners, international trade and e-commerce.

More information about the Durres CCI is available on its website (www.ccidr.al).





Project co-financed by the
European Regional
Development Fund

iBLUE

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

DESCRIPTION

iBlue contributes to the sustainable relaunch of yachting sector (shipbuilding, nautical services, tourism) creating a Med transnational network to help the economic upturn by sharing business models (BM) which integrate the 3 pillars of sustainability (environmental, social, economic), developing the “3-PBM” methodology.

The sector is now facing crisis and unemployment challenges, but a focus only on economic aspect would represent a threat for the Med ecosystem balance, from an environmental and a social viewpoint. “3-PBM” application and the systematic data collection will create a database providing:

- a critical mass of knowledge about Med yachting in terms of economic impact, employment, strengths, weaknesses and sustainability, exploitable by several users (SMEs, policy makers, researchers);
- an indicator system about the sustainability of the yachting enterprises, useful to the policy makers for a better resource allocation and for impact evaluation;
- a collection of best practices, innovation patterns and policies exploitable by Med yachting sector actors for performance improvement;
- training material for the realization of sustainable BM in yachting, going towards circular economy principles, and for the maritime tourists for improving awareness about rules for Med safeguard.

A transnational action allows a sustainable development of the whole yachting sector of the Med, protecting at the same time nature, beauty and culture of its territories and its people.



CONTEXT

iBlue aims to contribute to EU2020 Strategy priorities in terms of smart, sustainable and inclusive growth.

The project fulfills the objectives of Blue Growth and aims to provide an integrated solution to deliver employment, productivity and social cohesion in yachting niche.

iBlue is able to create a closed linkage between MED Priorities and regional policies by using a common innovative business.

Each partner's policy is closely linked with Med priorities and RIS3: policy makers are investing in the cohesion policy in maritime sector, having a strong historical tradition but not sufficiently developed, in a systemic approach, considering economic, social and environmental sustainability.

APPROACH

The innovative approach of iBlue is given by two aspects:

- The focus on the sustainability pillars of the innovation approach, which merges the theoretical aspects with the attention on the real territorial impact: iBlue contributes to improve the management of our maritime zones in a more holistic approach and to implement the needed sustainability.
- The idea of an integrated network of the Med area, which allows to share the efforts of the partners for the common challenges.

Current experience of SMEs cooperation exists but with limited success, mainly due to the guilds like organizations that do not foster best practice exchange, do not start joint initiatives for improve operations and environment in which they operate. Share on experiences among consortium member countries will be a must, especially for the countries in which the nautical activities are in an initial phase. iBlue is structured as multi-modular.

In the studying phase, iBlue:

- collects data about yachting sector concerning economic impact, employment, strengths, weaknesses and sustainability;
- conducts a state of the art analysis of Business Model Innovation (BMI) and a mapping of the best practices in yachting sector;
- creates a database of Med yachting SMEs.
- creates a sustainability indicator system, useful to policy makers for a better resource allocation and their impact evaluation.

These tools are shared through an integrated network, involving Med area yachting actors, allowing to have a transnational impact and to bring benefits to all the different activities and sectors connected to yachting.

OBJECTIVES

The main objective of iBlue project is to improve Med area yachting sector competitiveness by:

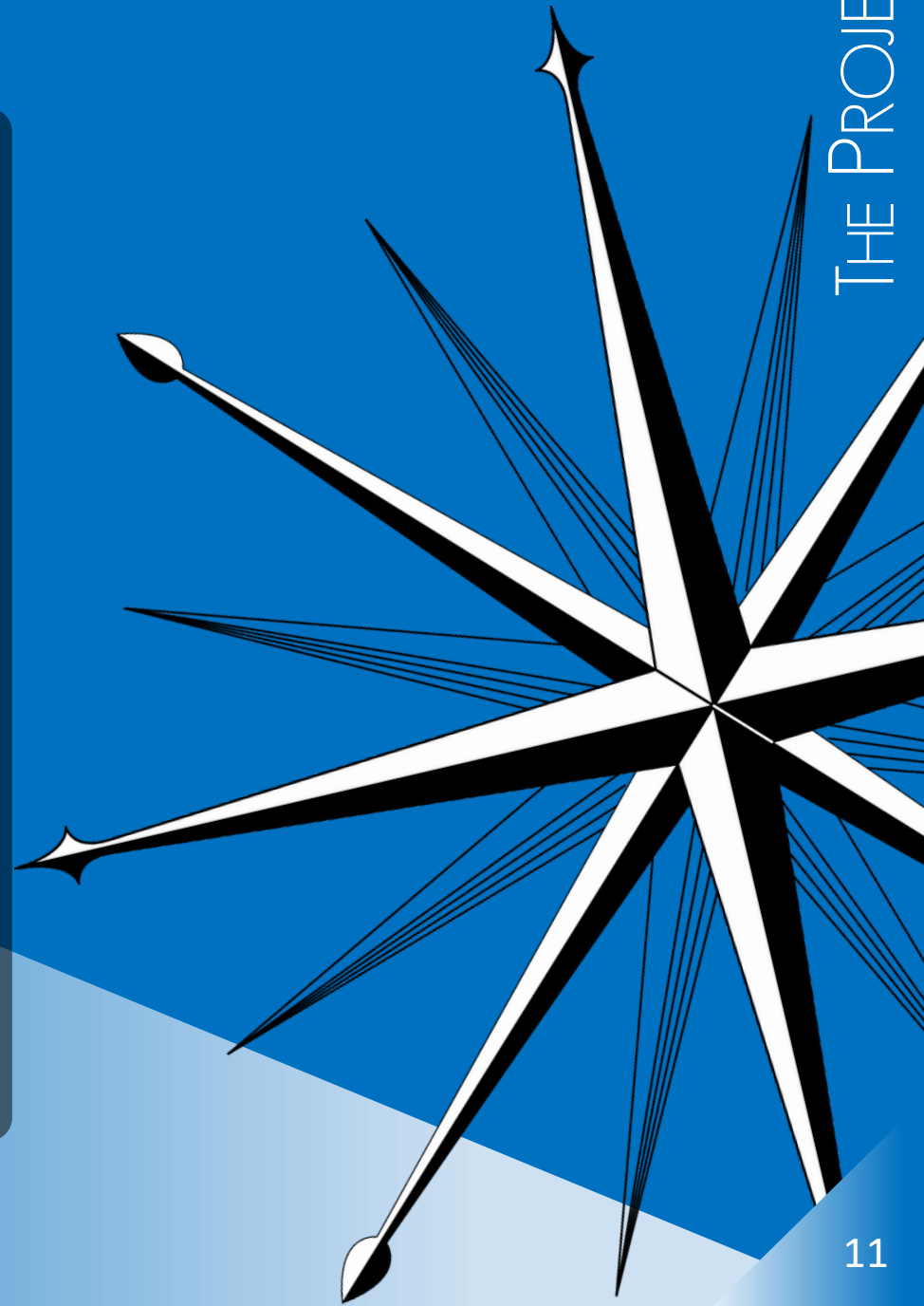
- creating an integrated and transnational network of yachting sector of the MED area;
- developing and applying a methodology for BMI of its actors, based the 3-pillars of sustainability (economic, social and environmental);
- providing a critical mass of knowledge about the sector.

Through an integrated approach, we will involve actors of the whole nautical supply chain, from the production SMEs to the nautical service providers and the maritime sector tourists.

Furthermore, the cluster will merge competences of research experts, SMEs and local authorities, creating a critical mass of knowledge that will be able to influence policy makers through an impact indicator system. The concrete actions will increase transnational activities in three ways:

- by developing international cooperation and networking;
- by sharing knowledge helping the intelligence data management;
- by capacity building thanks to training and coaching actions.

The innovative cluster, composed by actors with different capabilities in research and operations, though sharing the same innovation objective, will concentrate the efforts to support a key sector of the whole Med area: the maritime tourism and in particular the yachting.



TARGET GROUPS

- SMEs of the yachting sector (shipbuilding, nautical services and maritime tourism).
- Business support organisation: chambers of commerce, chambers of trade and crafts, business clusters, at least one per country.
- Members of the consortium and external stakeholders: local or regional development agencies, at least one member of the partnership and one local agency per country.
- Higher education and research: members of the consortium, researchers in the specific field; external university faculties, research institutions, research clusters.
- Policy makers at regional level: regional councils, especially their departments of innovation, environment, economic development, sustainable development, tourism, territorial cooperation.
- General public: maritime tourists, SMEs, sectorial agencies, policy makers at local, regional and national level, research centres, development agencies, citizenship and maritime tourism stakeholders in general.

EXPECTED RESULTS

- The creation and propose of a new business model for yachting sector actors (which are SMEs), based on the 3 pillars of sustainability, which means economic, social and environmental.
- The launch of a set of activities which starts with an innovation process, in the involved enterprises at the beginning, and then extendable to the whole yachting sector.
- The improvement of competitiveness of yachting sector thanks to the application of a sustainable and innovative Business Model.
- The increase of knowledge and competences in strategic design and business modelling in order to improve innovation, in particular in SMEs.
- The provision of a critical mass of knowledge that could give the whole sector an innovation breath, thanks to the dissemination activities on large scale, supported by the training material developed during the project.

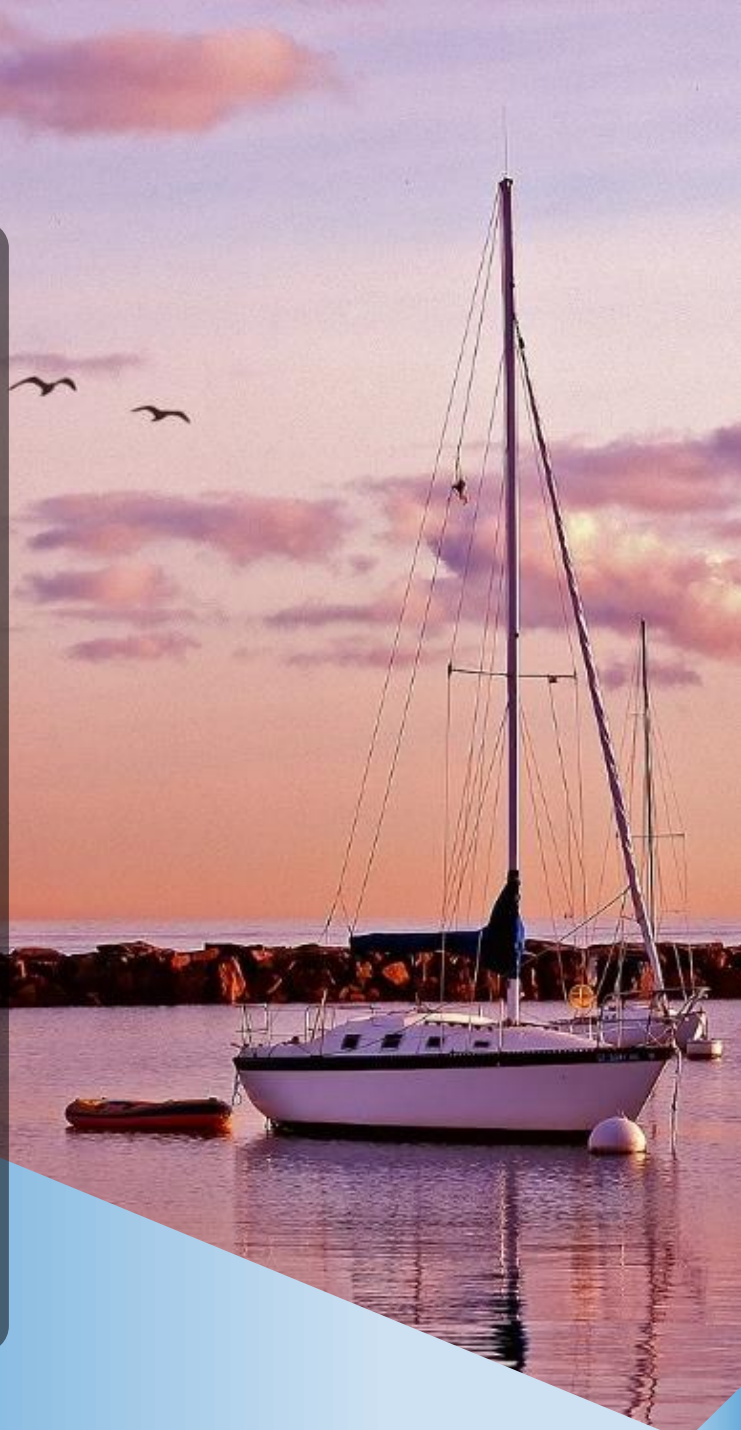


RELEVANCE

In Med regions, the sea is a key source of jobs and growth, with 52% of the population working in maritime-related activities. One of the explaining reasons is that Med hosts about 70% of the sailing fleets and about 30% of the world international tourism, attracted by 31855 km of coastal rich biodiversity and cultural heritage. Yachting segment generates an important economic activity in Med regions: it has the highest revenue multiplier and employment rate of the maritime cluster, including shipbuilding, nautical services and maritime tourism. Its importance is especially evident in coasts and islands, which are isolated and peripheral areas with limited access to new practices and management experiences.

Furthermore, the contingent crisis is a common issue for the whole Med area. Beyond an economic vision, the actors of the maritime economy know that the sea is a promising but fragile environment. A delicate balance must be found between economic development and ecological sustainability, for an equitable exploitation of the resources for the present generations, without endangering it for futures.

In general, Med countries policies would like to reach a sustainable approach for sea basins. iBlue project aims to face these common challenges, increasing competitiveness of yachting sector through the reformulation of BM of its actors, paying attention to the 3 pillars of sustainability, and through the creation of a yachting cluster of the Med area. The expectation is a transnational network, involving all the segments of the yachting sector, providing a critical mass of knowledge in terms of best practices, innovation patterns and policies indicators. The creation of a yachting cluster will be a benefit and unique chance for region's yachting sector to expand its activity in the Med basin.



Project co-financed by the European
Regional Development Fund



STEPRI



LASITHI CHAMBER OF
COMMERCE & INDUSTRY

Cámara
Sevilla



CYPRUS
CHAMBER OF
COMMERCE AND
INDUSTRY



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