

Scientific Work Package *Studying*: Final version method

iBLUE Newsletters

PREVIOUSLY

Several events in Seville
for iBLUE team
Seville, May, 8th-9th

WHAT'S HOT

Scientific WP Studying
Final version method

COMING SOON

Thematic Seminar:
“Sustainable Future of the
Yacht Sector in Cyprus”

This newsletter celebrates the end of the Scientific Work Package “Studying”. The main objectives of the Work Package (WP) were:

- ✓ To **develop a 3-Pillar Business Model (3-PBM) methodology**;
- ✓ To **collect tools, methods and approaches** for the **application of business models (BM) oriented towards the 3 pillars of sustainability (economic, environmental and social)** suitable for **enterprises** in the **yachting sector**, in the Mediterranean area;

Thanks to the hard work, implications and continued **feedbacks** of all partners, the final version of the **methodology has been developed**. This will be **crucial** in the **future actions** for the **support, analysis and reconfiguration** of **SME BM** in the **yachting sector**, in a series of **pilot actions** in the next WP.

no. of paper	Authors	Year of publication	Title (of an article/paper)	Reference (journal, volume, number and pages; e.g., Journal of Cleaner Production, 21 (7), 335-337)	DOI	Document type
294	Johnson M.W., Christ	2008	Reinventing your business model	Harvard Business Review, 86 (12), 50-59+129.		Article
295	Johnstone H.	2013	Business model innovation: A case	Venture Capital, 15 (1), 77-90.	10.1080/13691066.2013.777777	Article
297	Joyce A., Paquin R.L.	2016	The triple layered business model	Journal of Cleaner Production, 10.1016/j.jclepro.2016.06.066	10.1016/j.jclepro.2016.06.066	Article
300	Karadzic V., Antunes	2013	How to learn to be adaptive? An	Journal of Cleaner Production, 10.1016/j.jclepro.2013.09.044	10.1016/j.jclepro.2013.09.044	Article
307	Khalid K., Hassam S.F.	2016	Inducing the entrepreneurial acti	Advanced Science Letters, 22 (4)	10.1166/asl.2016.661	Article
312	Kim S.-K., Parmar V.	2015	Supply Chain of Dong-In Entech in	Asian Journal of Management	10.1177/0972820115238115	Article
316	Koen P.A., Bertels H.M.	2011	The three faces of Business model	Research Technology Management	10.5437/08953608X5	Article
322	Krishnan R.T.	2012	Innovation strategies of Indian m	Journal of Indian Business Res	10.1108/17554191201201119	Article
327	Lambert S.C., Davidso	2013	Applications of the business mod	European Management Journal	10.1016/j.emj.2012.09.001	Article
334	Laudien S.M., Daxböc	2017	Business model innovation proces	R and D Management, 47 (3), 411-424	10.1111/radm.12208	Article
340	Lee C.-S., Chen Y.G., Hk	2010	An integrated framework for man	International Journal of Service	10.1504/IJSTM.2010.030000	Article
345	Lewandowski M.	2016	Designing the business models fo	Sustainability (Switzerland), 8 (12), 1906-1918	10.3390/su8010043	Review
350	Linder M., Williander	2017	Circular Business Model Innovati	Business Strategy and the Environ	10.1002/bse.1906	Article
355	Loock M., Mueller S.	2012	Talking about a Better Place: How	Journal of Entrepreneurship, 21 (1)	10.1177/0971355712355712	Article
360	Makkonen T., Inkinen	2013	Innovation types in the Finnish m	WMU Journal of Maritime Affairs	10.1007/s13437-013-0013-0	Article
366	Markides C.C.	2013	Business model innovation: What	Academy of Management Persp	10.5465/amp.2012.012	Article
367	Markides C.C.	2015	Research on business models: Ch	Advances in Strategic Managemen	10.1108/S0742-3322150000000000	Review
371	Massa S., Testa S.	2011	Beyond the conventional-speciali	Journal of Retailing and Consum	10.1016/j.jretconser.2011.05.001	Article
375	Matobobo C., Osumi	2016	Analytical business model for su	Sustainability (Switzerland), 8 (12), 1906-1918	10.3390/su8020140	Article
382	Mehta S., Peters L.S.	2007	Outsourcing a core competency	Research Technology Management	50 (3), 29-34.	Article

Extract from the literature review

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The outputs are as follows:

- ✓ Scientific Coordination - Creation of a guideline document to manage WP3 activities.
- ✓ **State of the art analysis of Business Model Innovation** - Literature review of scientific articles to analyse the current situation of BMI.
- ✓ **Database of Med area yachting and maritime tourism sector** - Collection of best practices about yachting and data about yachting in MED area to create a database of Med area yachting SMEs
- ✓ **Development of 3-PBM methodology** - Initial and revised version of 3-PBM methodology for BMI in Yachting Sector SMEs and guidelines for methodology application
- ✓ Development of **sustainability indicators** - The creation of a list of sustainability indicators and a sustainability indicators system
- ✓ **Refinement of the 3-PBM methodology** after technical feedback - The revision of the 3-PBM methodology.



Report on data collection

The aim of the deliverable L 3.3.3 is to provide a complete and organized list of the Med area yachting companies. The database is the result of the joint effort of all the partners of the project, under the supervision of UNIUD, who has also been responsible for collecting and treating the data proceeding from the single partners into a standardized database.

The basic criterion to select companies to be included was to consider the NUTS-2 regions that pertain to the area included in the Interreg Med program. The following table (Table 1) lists the regions for each country.

Table 1 – Med regions (NUTS-2)

COUNTRY	MED REGIONS (NUTS-2)
Albania	The entire country
Croatia	The entire country
Cyprus	The entire country
France	(5): Corse, Languedoc-Roussillon, Midi-Pyrénées, Provence Alpes Côte d'Azur, Rhône-Alpes
Greece	The entire country
Italy	(19): Abruzzo, Apulia, Basilicata, Calabria, Campania, Emilia-Romagna, Friuli-Venezia Giulia, Lazio, Liguria, Lombardy, Marche, Molise, Piemonte, Sardinia, Sicily, Tuscany, Umbria, Valle d'Aosta, Veneto
Portugal	(3): Algarve, Azeitão, Lisbonne
Slovenia	The entire country
Spain	(6 autonomous regions): Andalusia, Aragón, Catalonia, Balearic Islands, Murcia, Valencia; (2 autonomous cities): Ceuta and Melilla

Source: <http://interreg-med.eu>

A second criterion to include the companies in the database was the business activity, i.e. related to yachting. The following table (Table 2) lists a summary of activities that deals with yacht industry. Attached to this document, the Annex 1 is a detailed illustration of industry typology and NACE codes. The list of Table 2 comprises NACE codes of activities, according to the European code for Business Statistics. Acknowledging that in some countries the national statistical system uses different code systems, the lists had just an illustrative objective for practical application of the industry typology scheme (i.e., manufacture, service, and infrastructure). Annex 2 provides the Italian case as actual example of categorization, which has been used as model for the search by all partnership. One worth aspect to be considered is that some NACE categories may include several businesses that do not deal with yachting, it follows that results have to be applied in order to set aside the not relevant ones. A second worth aspect is to integrate results with a research on companies' business description (where available) by using relevant keywords as "yacht" or "yachting" and its national translations, in order to add companies that are not included in the previous NACE categories despite dealing with yachting.

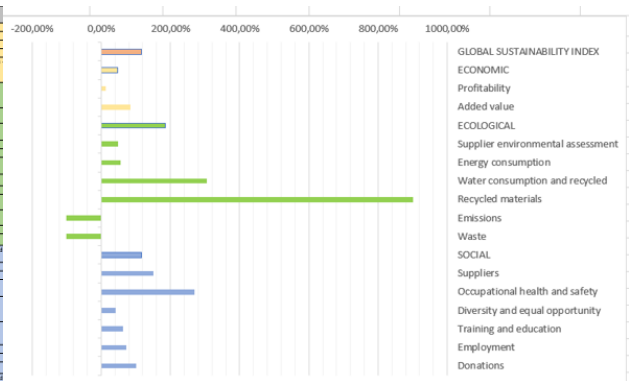
The final report on data collection

LISTS OF SUSTAINABILITY INDICATORS SELECTED IN Deliverable no.: L3.5.1 (Black: indicators common to the three industries, red: indicators specific to one or two industries)				
	SERVICE INDUSTRY	MANUFACTURING INDUSTRY	INFRASTRUCTURE INDUSTRY	YACHTING SECTOR (sum of the three industries)
PILLAR	ECONOMIC	ECONOMIC	ECONOMIC	ECONOMIC
Sub-pillar	Profitability	Profitability	Profitability	Profitability
Indicator	Return on investment (ROI) Earnings before interests and tax (EBITDA) Percentage of revenues in foreign markets	Return on investment (ROI) Earnings before interests and tax (EBITDA) Percentage of revenues in foreign markets	Return on investment (ROI) Earnings before interests and tax (EBITDA) Percentage of revenues in foreign markets	Return on investment (ROI) Earnings before interests and tax (EBITDA) Percentage of revenues in foreign markets
Sub-pillar	Added value	Added value	Added value	Added value
Indicator	Newly created value (i.e. gross profit (net profit plus tax on profit) + salaries + all workforce related costs like bonuses, scholarships, rewards, gifts etc.)	Newly created value (i.e. gross profit (net profit plus tax on profit) + salaries + all workforce related costs like bonuses, scholarships, rewards, gifts etc.)	Newly created value (i.e. gross profit (net profit plus tax on profit) + salaries + all workforce related costs like bonuses, scholarships, rewards, gifts etc.)	Newly created value (i.e. gross profit (net profit plus tax on profit) + salaries + all workforce related costs like bonuses, scholarships, rewards, gifts etc.)
PILLAR	ECOLOGICAL	ECOLOGICAL	ECOLOGICAL	ECOLOGICAL
Sub-pillar	Supplier environmental	Supplier environmental	Supplier environmental	Supplier environmental
Indicator	Percentage of suppliers that demonstrate high environmental standards	Percentage of suppliers that demonstrate high environmental standards	Percentage of suppliers that demonstrate high environmental standards	Percentage of suppliers that demonstrate high environmental standards
Sub-pillar	Energy consumption	Energy consumption	Energy consumption	Energy consumption
Indicator	Number of initiatives to reduce electric energy consumption Percentage of energy saved due to conservation and efficiency improvements Electricity consumption in kWh Total energy consumption in kWh Total fuel consumption from non-renewable sources Total fuel consumption from renewable sources Percentage of renewable sources of energy concerning the total consumption of energy	Number of initiatives to reduce electric energy consumption Percentage of energy saved due to conservation and efficiency improvements Electricity consumption in kWh Total energy consumption in kWh Total fuel consumption from non-renewable sources Total fuel consumption from renewable sources Percentage of renewable sources of energy concerning the total consumption of energy	Number of initiatives to reduce electric energy consumption Percentage of energy saved due to conservation and efficiency improvements Electricity consumption in kWh Total energy consumption in kWh Total fuel consumption from non-renewable sources Total fuel consumption from renewable sources Percentage of renewable sources of energy concerning the total consumption of energy	Number of initiatives to reduce electric energy consumption Percentage of energy saved due to conservation and efficiency improvements Electricity consumption in kWh Total energy consumption in kWh Total fuel consumption from non-renewable sources Total fuel consumption from renewable sources Percentage of renewable sources of energy concerning the total consumption of energy
Sub-pillar	Water consumption and recycled	Water consumption and recycled	Water consumption and recycled	Water consumption and recycled
Indicator	Number of initiatives to reduce water consumption Total volume of water consumption	Number of initiatives to reduce water consumption Total volume of water consumption	Number of initiatives to reduce water consumption Total volume of water consumption	Number of initiatives to reduce water consumption Total volume of water consumption

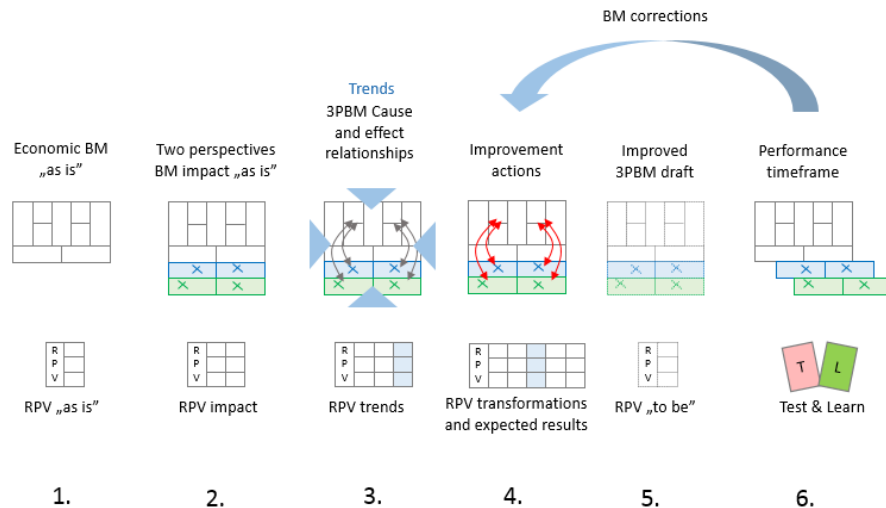
Extract from the list of sustainability indicators

SUSTAINABILITY	PILARS	Sub-pillars	Sub-pillars indicators	Yearly change %	2016	2017	unit	SERVICE INDUSTRY	
					2016	2017			
GLOBAL SUSTAINABILITY INDEX	ECONOMIC	Profitability	12,22%	-0,00%	5000	5000	€	Profitability	
					18,67%	12	14	%	Return on investment (ROI)
					20,00%	10	12	€	Earnings before interests and tax (EBITDA)
					100,00%	2	2	%	Percentage of revenues in foreign markets
					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.)
					50,00%	2	3	%	Percentage of suppliers that demonstrate high environmental standards
	ECOLOGICAL	Energy consumption	55,83%	-0,98%	60000	60000	kWh	Number of initiatives to reduce electric energy consumption	
					75,00%	4	7	%	Percentage of energy saved due to conservation and efficiency improvements
					100,00%	10	20	%	Electricity consumption in kWh
					100,00%	2	20	%	Total energy consumption in kWh
					0,00%	0	1	number	Percentage of renewable sources of energy concerning the total consumption of energy
					100,00%	2	20	%	Number of initiatives to reduce water consumption
	SOCIAL	Diversity and equal opportunity	42,54%	100,00%	1	3	number	Total volume of water consumption	
					100,00%	2	20	%	Percentage of water recycled and reused by the organization
					100,00%	1	0	number	Percentage of recycled or reusable materials
					100,00%	1	0	number	Number of initiatives to reduce emissions and waste
					100,00%	10	20	%	Percentage of suppliers that demonstrate ethical employment and trading practices
					100,00%	10	20	%	Percentage of fair suppliers

Extract from the sustainability indicator system calculator



Example of the indicator system calculations



The development of the 3-PBM methodology

