



PrimeFish



Horizon 2020
Programme

THE BUSINESS CANVAS MODEL

6th August, Bremerhaven

What is a business model?

“The rationale of how an organization creates, delivers and captures value”

3 key aspects:

- **Key components and functions, or parts, are integrated to deliver value to the customer;**
- **How those parts are interconnected within the organization and throughout its supply chain and stakeholder networks**
- **How the organization generates value, or creates profit, through those interconnections**

Alignment to high level strategies and underlying actions in an organization

Sustainability in business model

Business thinking has failed to integrate a more natural sciences-based awareness of sustainability and the ecological limits to our planetary boundaries

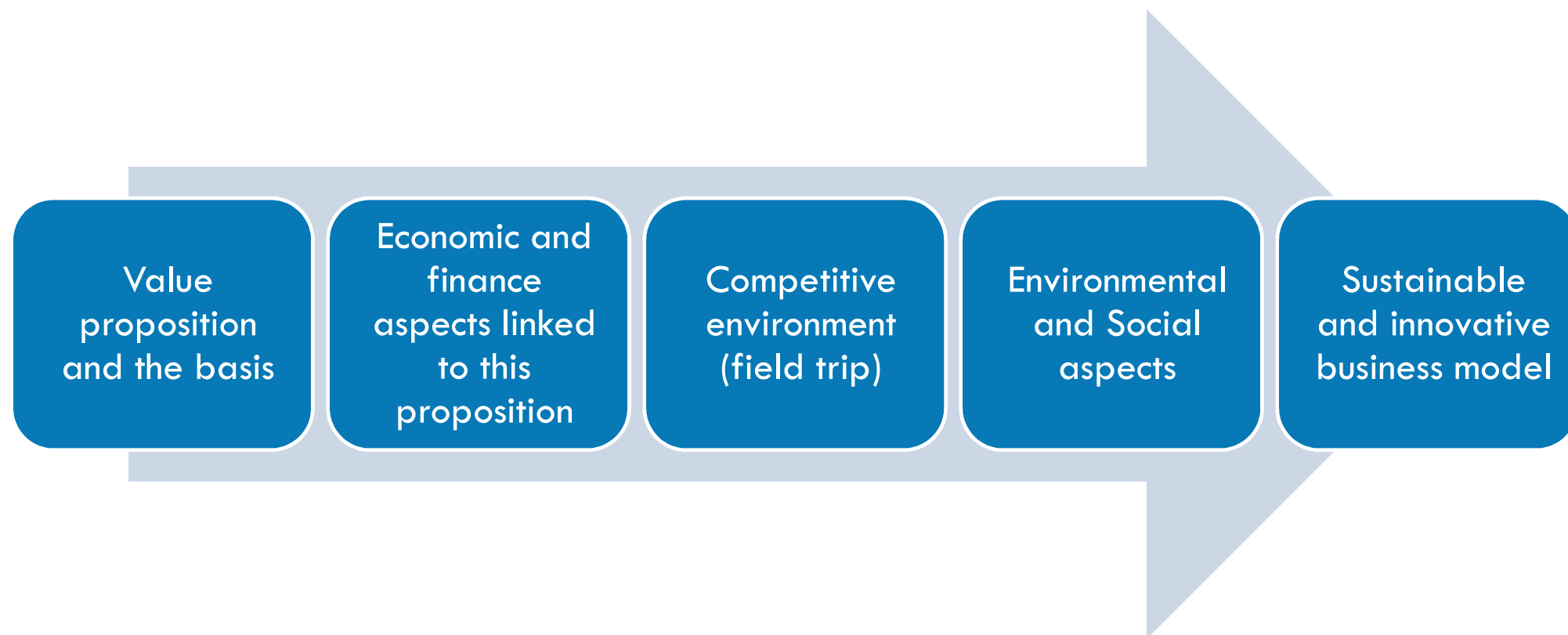
- **What is “sustainability” or “sustainable development”?**
- **Sustainability in business, in particular in seafood**

GOAL: sustainability-oriented innovations

Key activities in seafood chains:

- ▣ **Production**; capture, juvenile & grow-out culture
- ▣ **Processing**; primary, secondary
- ▣ **Marketing & distribution**: logistics, wholesale, retail, food service
- ▣ **Service provision**: engineering (vessels, RAS), aquatic animal health, breeding, nutrition, waste-recycling, quality assurance (CoC traceability, certification), finance.....

Milestones of the business lab

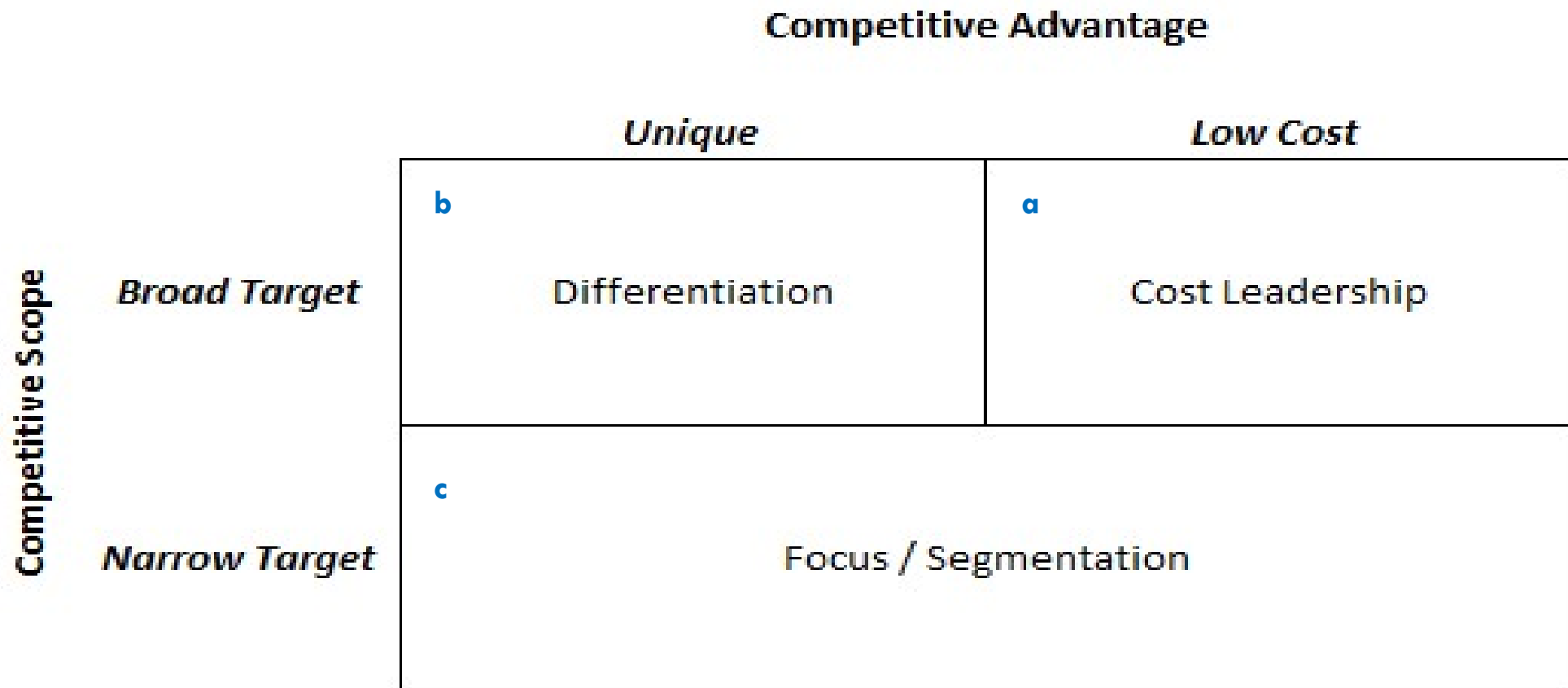


Enterprise competition strategies (Porter 1985)

- **3 generic strategies** for sustainable competitive advantage (CA)
- Based on mix of cost v differentiation & mass v narrow market
 - a. **Cost leadership:** Lowest cost producer (price: cost ratio)
 - b. **Differentiation:** offer superior value to consumer (price premium &/ or brand loyalty in a mass market)
 - c. **Focus strategy:** target narrow market gap using a &/or b

CA req. specific focus i.e. a, b or c - cross-strategy evolution can occur?

Porter's generic strategic competition options



Six Barriers to entry (Porter)

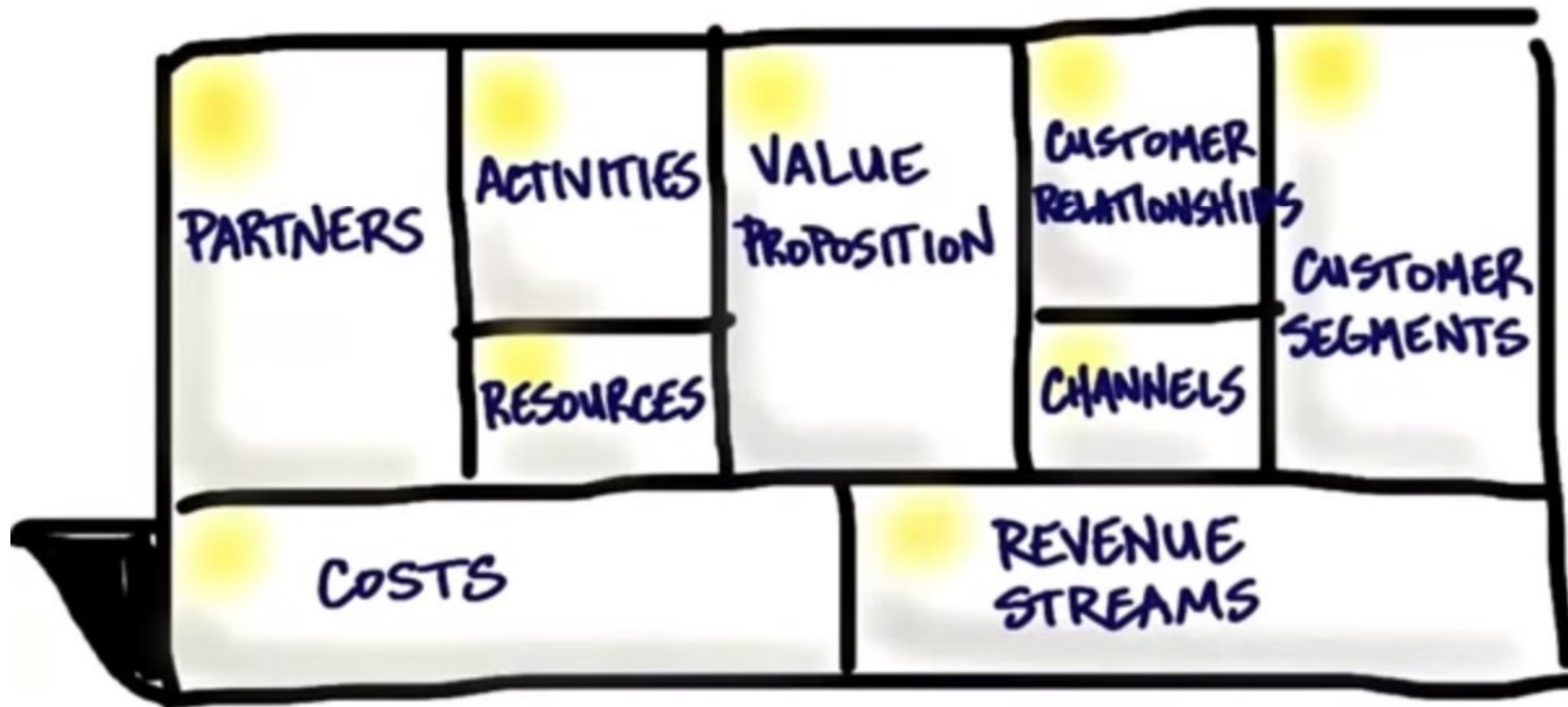
1. **Economies of Scale:** force aspirant to up-scale or accept cost disadvantage
2. **Product differentiation:** brand identification & customer loyalty
3. **Capital requirements:** esp. if unrecoverable up-front expenses in advertising or R&D
4. **Cost disadvantages independent of size:** e.g. from learning/ experience, proprietary tech
5. **Access to distribution channels:** limited wholesale/ retail channels and brand displacement effort

Market position & strategy types

- **Leader:**
 - **Attack** market; new uses/ users, frequency of use
 - **Defend** position; regular innovation, ranges, discounting & promotion
- **Challenger**
 - Attack leader; pricing, product attributes, advertising spend
 - Attack rivals; limited editions, special offers, competitive advantages
- **Follower**
 - Copy leader & avoid hostile attacks,
 - Focus on quality differentiated products for profit v mkt share
- **Nicher**
 - Specialisation: geographic, proposition, service, customer group
 - Tight fit between market needs & organisations resources

The Canvas model

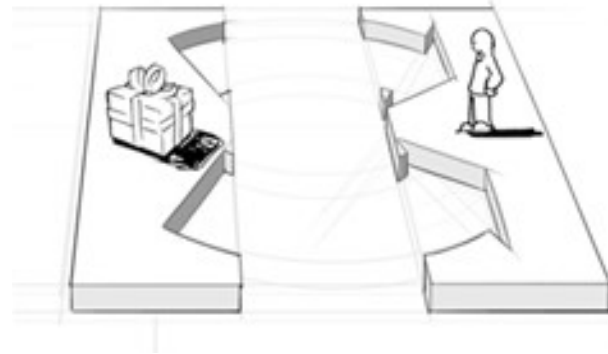
BUSINESS MODEL CANVAS



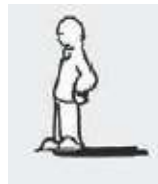
VALUE PROPOSITION



It seeks to solve customer problems and satisfy customer needs with value propositions.



An organization serves one or several Customer Segments.

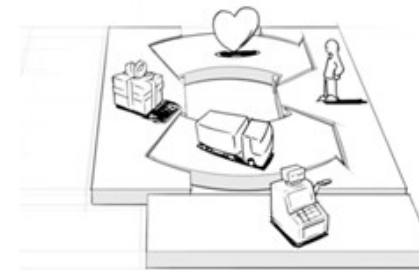
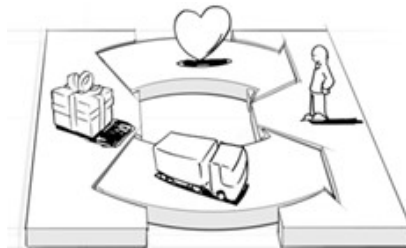
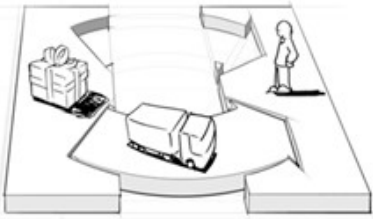


CUSTOMER SEGMENTS

Channels

Customer Relationships

Revenue Streams



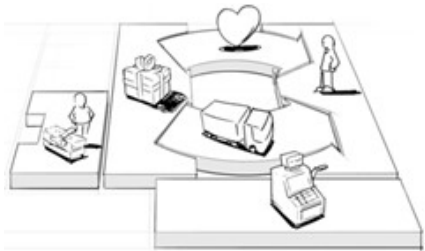
Channel Types

Own	Direct	Sales force
		Web sales
Partner	Indirect	Own stores
		Partner stores
		Wholesaler

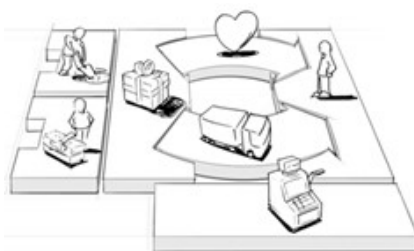
- Personal assistance
- Self-service
- Automated services
- Communities
- Co-creation

Fixed Menu Pricing		Dynamic Pricing	
Predefined prices are based on static variables		Prices change based on market conditions	
List price	Fixed prices for individual products, services, or other Value Propositions	Negotiation (bargaining)	Price negotiated between two or more partners depending on negotiation power and/or negotiation skills
Product feature dependent	Price depends on the number or quality of Value Proposition features	Yield management	Price depends on inventory and time of purchase (normally used for perishable resources such as hotel rooms or airline seats)
Customer segment dependent	Price depends on the type and characteristic of a Customer Segment	Real-time-market	Price is established dynamically based on supply and demand
Volume dependent	Price as a function of the quantity purchased	Auctions	Price determined by outcome of competitive bidding

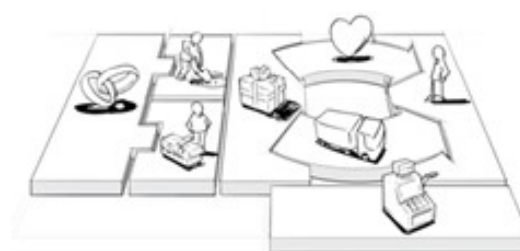
Key Resources



Key Activities



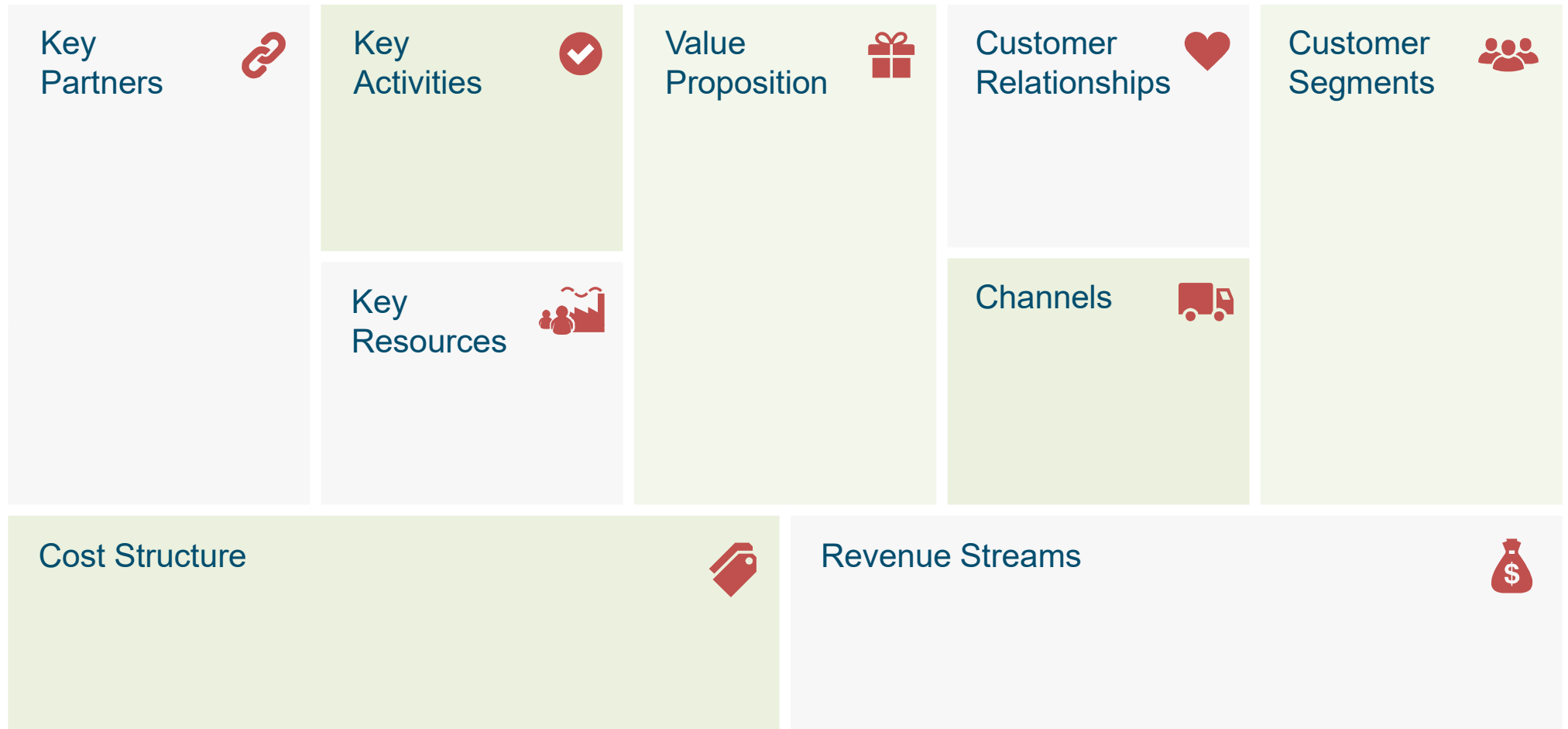
Key Partnerships



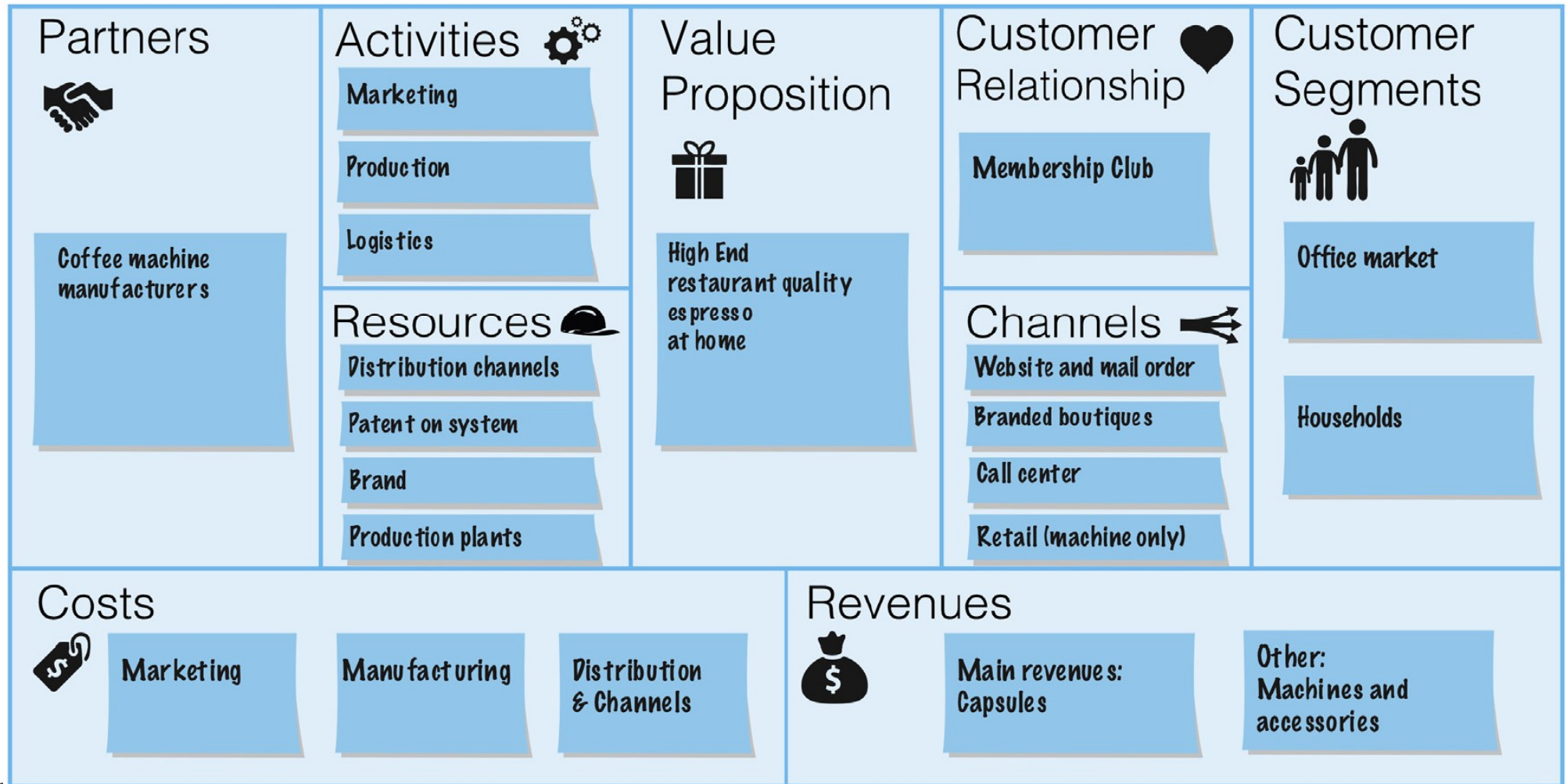
Cost Structure



Business Model Canvas

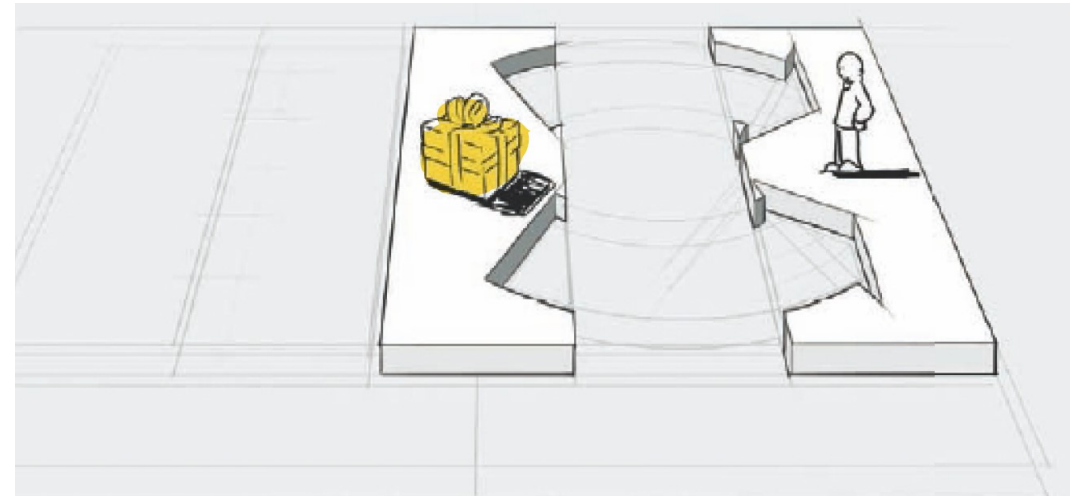


The example of Nesspresso



Value proposition typology

- Newness
- Performance
- Customization
- “Getting the job done”
- Design
- Brans/Status
- Price
- Cost reduction
- Risk reduction
- Accessibility
- Convenience/usability



The business lab

Take decisions!

What is your value proposition?

Individual or group work?

A photograph of a fishing boat's deck. Several crew members wearing orange and yellow waterproof gear and blue hard hats are working on a large green net. The boat is on the ocean, and the sky is overcast. A crane is visible on the deck.

THANK YOU!

Let's sail together