



## MEDGuard project



### Deliverable Canvas Diagram

**Deliverable:** D1.2. Canvas Diagram  
**Document Number:** MEDGuard-D1.2  
**Delivery date:** 18<sup>th</sup> March 2016  
**Call:** Guardians of the Sea, MARE/2014/24  
**Grant Agreement:** MARE/2014/24 – MEDGuard – S12.710553

#### List of participants:

Participant No *	Participant organization name	Participant short name	Country	Type *
1	Centro Tecnológico Naval y del Mar	CTN	ESP	Non-profit
2	CIFP Hespérides	HESPÉRIDES	ESP	Public
3	Identidades, valores y estrategias alternativas para los empresarios marítimos y pesqueros	IVEAEMPA	ESP	Non-Profit

DISSEMINATION LEVEL	
PU: Public	
PP: Restricted to other programme participants (including the Commission Services)	
RE: Restricted to a group specified by the consortium (including the Commission Services)	
CO: Confidential, only for members of the consortium (including the Commission Services)	x

Company/Organization	Name and Surname
CTN	Noelia Ortega
CTN	Daniel Alonso
CTN	Jordi Solé
CTN	Fuensanta Riquelme
CTN	Bienvenido Urrea
CTN	Carolina Rodriguez
HESPERIDES	Antonio Arroyo
HESPERIDES	Alberto Díaz
IVEAEMPA	Iolanda Piedra

©The MEDGUARD Project owns the copyright of this document (in accordance with the terms described in the Consortium Agreement), which is supplied confidentially and must not be used for any purpose other than that for which it is supplied. It must not be reproduced either wholly or partially, copied or transmitted to any person without authorization. This document reflects only the authors' views. The author is not responsible for any use that may be made of the information contained herein.

### **Acknowledgements**

Support of the partners for the execution of this project is required, and also acknowledged: "CIFP Hespérides -Centro Integrado de Formación Profesional HESPÉRIDES" and "IVEAEMPA-Identities, Values and Alternative Strategies for Maritime Entrepreneurs and Fishermen".

### **Abstract**

This document is the Deliverable "D1.2. Canvas Diagram (7th August 2015- 6th February 2016)" of the MEDGuard project co-funded by the DG MARE of the European Commission within the call "Guardians of the Sea, MARE/2014/24". This call co-funds preparatory actions to promote the reassignment of fishing vessels and the professional re-orientation of fishermen for activities and services outside fishing. In the MEDGuard project the reassigned fishing vessel "Ciudad de Cartagena" is operated in the coast of Cartagena with the aim to identify the requirements needed to guarantee the sustainability of the reorientation of the medium size fishing fleet. This confidential document reports the development of a clear and consistent business model able to offer answers to the commercial needs of the different business activities/initiatives adding value to each of the business ideas.

## Table of Contents

<b>1</b>	<b>INTRODUCTION.....</b>	<b>6</b>
<b>2</b>	<b>ANALYSIS OF THE SUBSTITUTE ACTIVITIES THROUGH CANVAS MODEL...8</b>	
2.1	Methodology.....	8
2.2	Introduction to the canvas model.....	8
2.3	<b>CANVAS of the activities. ....</b>	<b>9</b>
2.3.1	Leisure and tourist activities.....	9
2.3.2	Actividades Medio Ambientales. Marine litter collection. ....	10
2.3.3	Environmental activities. Lost fishing gears collection .....	11
2.3.4	Environmental parameters monitoring .....	12
<b>3</b>	<b>CONCLUSIONS. ....</b>	<b>14</b>
	<b>ANNEX: CANVAS SESSION WITH THE ENTREPRENEURS AND STAKEHOLDERS (ADMINISTRATION AND PRIVATE SECTOR).....</b>	<b>15</b>

## List of figures

FIGURE 1.WORK PLAN STRUCTURE .....	6
------------------------------------	---

### List of Abbreviations

<b>CTN</b>	Centro Tecnológico Naval y del Mar
<b>HESPÉRIDES</b>	CIFP Hespérides
<b>IVEAEMPA</b>	Identities, values and alternative strategies for maritime entrepreneurs and fishermen

## 1 Introduction.

The MEDGUARD Project is co-funded by DGMare of the European Commission within the call “Guardians of the Sea, MARE/2014/24”. This call co-funds preparatory actions to promote the reassignment of fishing vessels and the professional re-orientation of fishermen for activities and services outside fishing which should contribute to the sustainable management and use of marine and maritime resources.

In the MEDGuard project the reassigned fishing vessel “Ciudad de Cartagena” is operated in Cartagena coast to examine and demonstrate the feasibility and economic viability of substitute activities to fishing with the main aim of identifying the requirements needed to guarantee the sustainability of the reorientation of the medium size fishing fleet. The Project has the following specific objectives:

- ✓ To perform a series of tests in Western Mediterranean Coast using the reassigned fishing vessel “Ciudad de Cartagena”.
- ✓ To analyze the technical viability of using the acoustic systems and devices of fishing vessels for collecting lost fishing gears.
- ✓ To analyze the economic conditions and operational costs of vessels to perform maritime activities outside fishing and identify ways for future funding.
- ✓ To identify the relevant training needs of fishermen and vessel owners to perform the substitute activities.
- ✓ To provide useful data and information about costs and ways of funding to the promoters of the diversification activities, fishermen and the authorities with competences in the management of programmes related to the CFP Reform.

To achieve its objectives, the project has 5 work packages which relationships are shown in Figure 1.

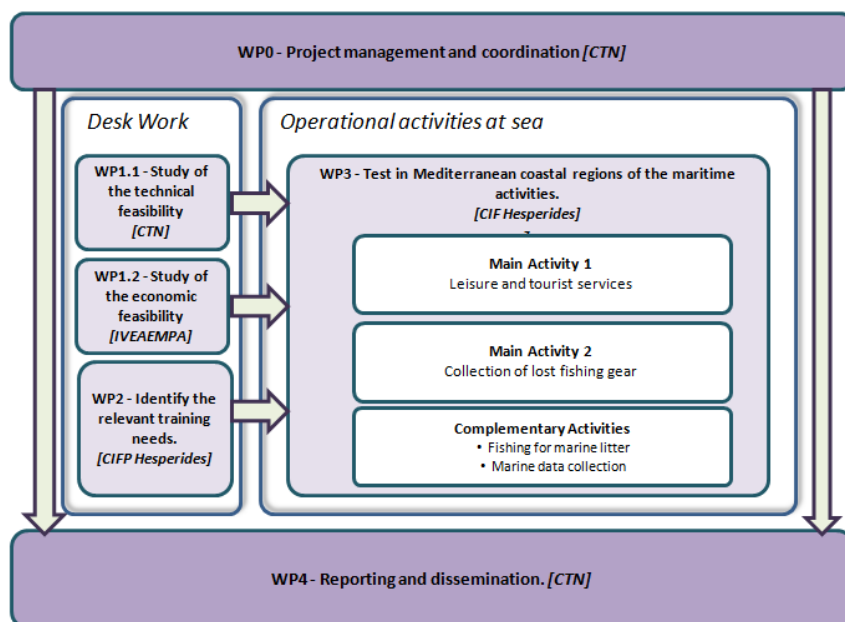


Figure 1. Work Plan Structure

This document reports the development of a clear and consistent business model able to offer answers to the commercial needs of the different business activities/initiatives adding value to each of the business ideas.

The project is developed by a consortium made up of 3 entities coordinated by CTN and it has a duration of 12 months starting on August 2015.

## 2 Analysis of the substitute activities through CANVAS model.

### 2.1 Methodology.

In order to select and define the different substitute activities to carry out it has been created a work group formed by the students of CIFP Hespérides that at present are taking a course on navigation and coastal fishing". The majority of them comes from families with marine tradition and their link, once they'll finish their studies will be linked to fishing activities.

This work groups have been created with the collaboration of IVEAEMPA, responsible in the project of analyzing the economic feasibility of the substitute activities, selecting the students with more entrepreneurship characteristics.

The results of these workshops are summarized in the Canvas models of the activities showed in section 2.3

### 2.2 Introduction to the canvas model.

With the aim to analyze the business model that the Company represents a Canvas model has been used. This canvas model collects in a graphic and integrated way the main characteristics of the company. The model is divided in 9 modules that cover the main business areas: customers, offer, infrastructures and economic viability.

The modules of the Canvas model are:

**Customer segmentation.** The objective is to group customers with the same characteristics in defined segments and to describe their needs, get geographic and demographic information, etc. The main aim is to assign current customers to the different segments in order to obtain statistic data and potential growth in each group.

**Value proposition.** The objective is to define the value created for each customer segment and to describe the products and services offered to each of them. The most important product or service and the service level will be added to each value proposition. These two parts are the core of the business model.

**Channels.** In this module the way to establish contact with customers is defined. Among others the following aspects are considered: information, evaluation, purchase, delivery and after-sales service. An adequate distribution channel needs to be defined for each product or service identified in the previous module, and information such as the success ratio and the cost efficiency of its cost needs to be added.

**Relationship with the customer.** In this module we need to identify what kind of relationship we have with our customers as was as the time and money we use to keep in touch with them. In general, if a product or service has a high cost, customers expect to have a closer relationship with the company.

**Income flow.** The objective of the income flow is to identify where the Company is getting money from and to know where the different entries are coming from (sales, commissions, licenses, etc.). This is the way to get a global vision of what is profitable and what is not.

**Key resources.** After having worked with the customers, it is needed to focus on the Company. The data previously obtained will be used to select the best proposal and to determine which are the key resources to make the company able to deliver its value offer or proposal.

**Key activities.** In this phase, it is fundamental to know what it is essential to carry out so the business model Works. Using the most important value proposal, the distribution channels and the customer relations are defined as the activities needed to deliver the offer.

**Key partners.** Strategic alliances are essential among companies, Joint Ventures, Government, partners and associated. How important are they? Can they be replaced? Can they become competitors?

**Cost structure.** All the costs of the Company are specified, starting with the highest one. Then, each cost connected to each or the modules previously defined. Costs are divided in fixed and variable costs.

## 2.3 CANVAS of the activities.

### 2.3.1 Leisure and tourist activities

Key partners	Key activities	Value proposition	Customer relationships	Customer segments
Fishermen associations Scuba diving clubs Cruises Touristic sector Hospitality Administration Tv shows	Gastronomic offer with a renowned chef Advertising and marketing Web and positioning Fishing culture. Interpretation centre. Design of leisure activities.	<b>SCUBA DIVING ACTIVITIES</b> Fishermen will transmit their experience and knowledge of marine fauna to the scuba divers.  <b>RECREATIONAL FISHING</b> Fishermen will transmit their experience to the amateurs.	Summer (May to October)  Sporadic (making it recurrent though Smartboxes) Seasonal: Summer Winter Week ends Packs, SmartBoxes	Scuba divers: Beginners Graduated (recreational) Ages: Young people in general (between 18 and 60 years).  Fishermen Amateurs. With experience.

	<p><b>Key resources</b></p> <p>Team (Fishermen, chef, marketing team, administrative and commercial)</p> <p>Hosting (Web).</p> <p>Dissemination (Web)</p> <p>Vessel and tooling.</p>		<p><b>Channels</b></p> <p>Travel agencies</p> <p>Web</p> <p>Cruises</p> <p>Scuba diving clubs</p> <p>Murcia Truism services</p> <p>Associations</p>	<p>Without experience</p> <p>Ages: adults (20 years onwards)</p> <p>Cruise touring.</p> <p>Retired.</p>
<p><b>Costs structure</b></p> <p>Direct costs (fuel, guides, supplies and port taxes, special authorizations, maintenance)</p> <p>Fixed costs (insurance, berth, Google Adwords, vessel setting up, crew and other staff, tooling, maintenance, etc)</p>		<p><b>Revenue streams</b></p> <p>Tickets</p> <p>Price depending on the activity (scuba diving, recreational fishing), season (high season) departure place (for example scuba diving from a vessel could have a higher Price)</p> <p>Souvenirs.</p> <p>Beverages on board (drinks, snacks, etc.)</p> <p>Fishing and scuba diving equipment rental.</p>		

### 2.3.2 Actividades Medio Ambientales. Marine litter collection.

<p><b>Key partners</b></p> <ul style="list-style-type: none"> <li>- Regional office of Tourism and Environment.</li> <li>- Ministry of public works.</li> <li>- Fishermen association.</li> <li>- Universities.</li> <li>- Environment protection platforms.</li> </ul>	<p><b>Key activities</b></p> <ul style="list-style-type: none"> <li>-To raise awareness on the problem.</li> <li>-To contact with other customers (Administration, Ports)</li> <li>-To manage litter in the port.</li> <li>-Visibility (Websites, interviews, social networks)</li> <li>-To contact with environment protection platforms to establish collaboration with them.</li> <li>- To locate affected areas.</li> </ul>	<p><b>Value proposition</b></p> <ul style="list-style-type: none"> <li>-Litter collection <ul style="list-style-type: none"> <li>- Floating</li> <li>- Half depth litter</li> </ul> </li> <li>-Surveillance in coasts looking for litter.</li> <li>-Marking beaches.</li> </ul> <p>We offer a vessel prepared and with a crew that can be in charge of the collection of litter that suppose a threat to the environment and human's health improving the quality of our coasts for tourism and promoting environmental conservation.</p>	<p><b>Customer relationships</b></p> <ul style="list-style-type: none"> <li>- Annual and recurrent agreements</li> <li>-Sporadic contract</li> <li>-Sporadic contracts for emergency situations (MARPOL)</li> <li>- Consignees (Recurrent)</li> </ul>	<p><b>Customer segments</b></p> <ul style="list-style-type: none"> <li>-Administration</li> <li>-Ports/ Authorities</li> <li>-Coastal city councils</li> <li>-Environment protection platforms</li> </ul> <p>The service is in general orientated to administrations, authorities and platforms that find necessary a marine litter collection service.</p>
---	---	---	---	---

	<b>Key resources</b> -Vessel -Collection device (trawling nets) - Logistic infrastructure in port - Human team: Skipper + 2/3 fishermen or sailors -Environmental technician		<b>Channels</b> -Audits in beaches -Administration -Companies with social conscience -Clusters	
<b>Cost structure</b> Direct costs (fuel, guides, supplies and port taxes, special authorizations, maintenance)  Fixed costs (insurance, berth, Google Adwords, vessel setting up, crew and other staff, tooling, maintenance, etc)		<b>Revenue streams</b> Payments to the administrations, ports and authorities, crowdfunding.		

### 2.3.3 Environmental activities. Lost fishing gears collection

<b>Key partners</b> - Regional office of Tourism and Environment. - Ministry of public works. - Fishermen association. - Universities. - Environment protection platforms.	<b>Key activities</b> -To raise awareness on the problem. -To contact with other customers (Administration, Ports) -To manage litter in the port. -Visibility (Websites, interviews, social networks) -To contact with environment protection platforms to establish collaboration with them. - To locate affected areas.	<b>Value proposition</b> -Litter collection - Floating - Half depth litter -Surveillance in coasts looking for litter. -Marking beaches. We offer a vessel prepared and with a crew that can be in charge of the collection of litter that suppose a threat to the environment and human's health improving the quality	<b>Customer relationships</b> - Annual and recurrent agreements -Sporadic contract -Sporadic contracts for emergency situations (MARPOL) - Consignees (Recurrent)	<b>Customer segments</b> -Administration -Ports/ Authorities -Coastal city councils -Environment protection platforms The service is in general orientated to administrations, authorities and platforms that find necessary a marine litter collection service.
---	---	---	---	---

	<p><b>Key resources</b></p> <ul style="list-style-type: none"> <li>-Vessel</li> <li>-Collection device (trawling nets)</li> <li>- Logistic infrastructure in port</li> <li>- Human team: Skipper + 2/3 fishermen or sailors</li> <li>-Environmental technician</li> </ul>	<p>of our coasts for tourism and promoting environmental conservation.</p>	<p><b>Channels</b></p> <ul style="list-style-type: none"> <li>-Audits in beaches</li> <li>-Administration</li> <li>-Companies with social conscience</li> <li>-Clusters</li> </ul>	
<p><b>Cost structure</b></p> <p>Direct costs (fuel, guides, supplies and port taxes, special authorizations, maintenance)</p> <p>Fixed costs (insurance, berth, Google Adwords, vessel setting up, crew and other staff, tooling, maintenance, etc.)</p>		<p><b>Revenue streams</b></p> <p>Payments to the administrations, ports and authorities, crowdfunding.</p>		

### 2.3.4 Environmental parameters monitoring

<p><b>Key partners</b></p> <p>Administration (needed for certain authorizations)</p> <p>Local and National administrations (Ministry of Industry, Tourism and Trade, Ministry of Science and Innovation, Ministry on environment and Ministry of Public Works)</p> <p>Universities</p> <p>Research Centres</p>	<p><b>Key activities</b></p> <p>Dissemination</p> <p>Web and positioning</p> <p>An expert in environment</p>	<p><b>Value propositions</b></p> <p>Environmental parameters through monitoring activities in the sea.</p> <p>To rent the vessel to carry out tests and scientific activities in the sea.</p>	<p><b>Customer relationships</b></p> <p>Full availability of the vessel to carry out the campaigns.</p> <p>Agreements and contracts</p> <p>Rental of the vessel during a certain period of time (for some hours or days)</p>	<p><b>Customer segments</b></p> <p>The Spanish Institute of Oceanography (IEO)</p> <p>CEDEX (Centre for studies and experimentation on public Works.)</p> <p>Consortiums</p> <p>Associations</p> <p>Administration</p> <p>Companies of the environmental, fishing and aquaculture sectors.</p> <p>Scientifics and researchers.</p> <p>Universities.</p>
	<p><b>Key resources</b></p> <p>Human team (Fishermen, an expert in environment)</p> <p>Hosting (web).</p> <p>Dissemination.</p> <p>Vessel</p>		<p><b>Channels</b></p> <p>Web</p> <p>Associations</p> <p>Administration</p> <p>Companies with social conscience.</p>	

**Cost structure**

Direct costs (fuel, guides, supplies and port taxes, special authorizations, maintenance)

Fixed costs (insurance, berth, Google Adwords, vessel setting up, crew and other staff, tooling, maintenance, etc)

**Revenue streams**

Price depending on the activity (the equipment that will be necessary), the length, departure place, etc.

### 3 Conclusions.

CANVAS methodology has been used to select and define the different substitute activities to fishing.

The different CANVAS have been developed in groups formed by entrepreneurs and students of the CIFP Hespérides. The majority of them comes from families with a marine and fishing tradition and their future is linked to the fishing activity. Stakeholder from the public administration and associations of the sector also participated and gave and added value to the proposed business ideas. The dynamic of the working groups has been led by IVEAEMPA, responsible of analyzing the economic viabilities of the substitute activities, boosting the selection of activities with a highest potential to be commercially exploited.

The substitute activities to fishing are:

- *Leisure and tourism:* Dissemination of the fishing culture
  - Cetaceans sighting
  - Sport activities: scuba diving and sport fishing
- *Environmental:* Wastes collection
  - Lost fishing gears collection
- *Environmental parameters monitoring.*

The business model of the proposed substitute activities has been presented in the CANVAS created for each activity where the main business areas are described: customers, offer, resources, and economic viability.

**ANNEX: Canvas session with the entrepreneurs and Stakeholders  
(Administration and private sector).**

