

# TOURISMED BUSINESS MODEL



*main sources for data processing: Farnet Support Unit Guides – Brussels*

On 20 February 2014, the EU Commission presented a strategy to support coastal and maritime tourism in Europe.

The European Commission emphasizes that tourism is a key sector of the European economy, according to data provided by the Commission, indeed, the tourism industry generates more than 5% of EU GDP, employing about 5.2% of total employees (about 9.7 million jobs) in about 1.8 million companies.

If we take into account the related sectors, the impact of tourism on European GDP rises above 10% and the level of employment to around 12% of the available workforce. With regard to statistics on the arrivals of international tourists (from third countries and intra-Community countries), moreover, the European Union represents the first tourist destination on the world market.

The awareness of the importance of tourism for employment, but also for regional and sustainable development, the enhancement of the natural and cultural heritage and the realization of the European identity, led the Commission to present, on 30 June 2010, a political strategy for re-launching the tourism sector (COM (2010) 352) divided into 21 specific actions grouped around four priority actions:

- To stimulate competitiveness in the European tourism sector;
- To promote the development of sustainable, responsible, and high-quality tourism;
- To consolidate Europe's image as a collection of sustainable, high-quality destinations;
- To maximise the potential of EU financial policies for developing tourism.

The coastal and maritime tourism sector has been identified as a sector with a particular potential.

It is, as a matter of fact, the most important maritime sector in terms of gross value added and employment and, according to the "Blue Growth" study, it will have a significant growth by 2020. It is a fundamental economic engine for many European coastal regions and islands especially in terms of:

- seaside tourism
- nautical and cruise tourism

- recreational navigation

It employs almost 3.2 million people (including many young people. According to Eurostat data, 45% of those employed in tourism are in fact made up of people aged between 16 and 35); it generates a total gross value added of over € 180 billion in the EU economy representing over one third of the maritime economy gross product. According to data provided by Eurostat moreover, in 2015 on nine overnight stays in EU accommodation facilities, almost five were made in the coastal strip (the municipalities on the sea or whose territory is within 10 km from the coast).

However, although many areas benefit from this expanding market, the benefits do not often fall on the fishing communities; on the contrary, tourism activities can have a negative impact if not managed correctly.

In fact, it is increasingly difficult for fishermen and their communities to live on fishing alone. Income and jobs created by the tourism can then bring a supplementary income to the fishermen's families and ensure, in certain cases, the survival of their fishing activity.

Tourism can also help to promote the local seafood products selling thanks to multiple activities such as:

- direct sales to tourists
- products promotion at local restaurants
- local events dedicated to fishing activities and products

By focusing on activities such as fishing, it is therefore possible to attract visitors who are looking for a more genuine experience, and thus promote a more sustainable tourism that is able to enhance and enrich the local community.

Tourist activities linked to the fishing world can thus represent an important opportunity for small fishing communities.

However, to achieve this goal it is necessary to ensure the involvement of fishermen in tourism projects.

In this manner, it becomes necessary:

- Involving the fishermen at all stages of developing the tourist offer based on fishing activities related to tourism and the construction of the Business Model
- Involving especially young people and women (ex: fishermen's wives)
- Triggering emulation processes by showing concrete examples of how other fishermen have benefited in attracting tourists to their local traditions and products by linking to tourist flows
- Limiting bureaucratic burdens as much as possible by providing support for the development of tourism projects
- Providing adequate training for fishermen and/or their families

The result of the activities described above can be encouraged by the elaboration of a Business Model (BM) that describes the logic with which the tourism company linked to the fishing and fish products creates, distributes and captures value.

Considering the territorial diversity of the various European contexts, the Business Model (BM), which is proposed below, represents above all a methodological approach to be offered to fishermen for the development of their specific Business Model, as an expression of the territorial and market context where the fishermen community works.

To develop this model we will use a well-established approach of the Business Model canvas which describes in nine elements the logic with which a company intends to do business.

The nine elements cover and describe the four main business areas in an original way:

- the customers
- the offer of the product/service

- the necessary infrastructure
- the financial viability

According to the Business Model Canvas methodology the nine basic elements are:

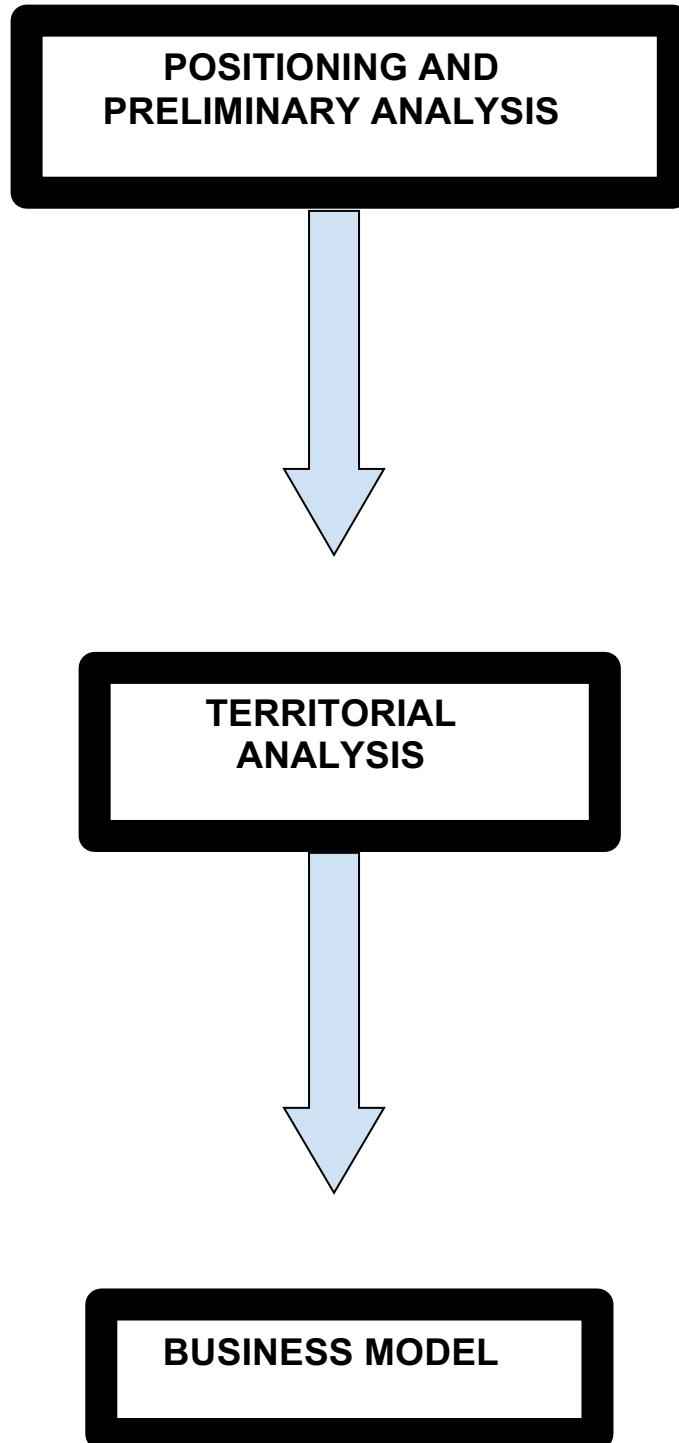
- Customer Segments (SGC)
- Value Proposition (VO)
- Communication and sales channels (CA)
- Customer Relationship (RLC)
- Revenue Streams (FR)
- Key Resources (RSC)
- Key actions (AC)
- Key partners (PC)
- Cost Structure (STC)

The construction of the specific Business Model (BM), which is proposed here, however, requires further necessary activities including:

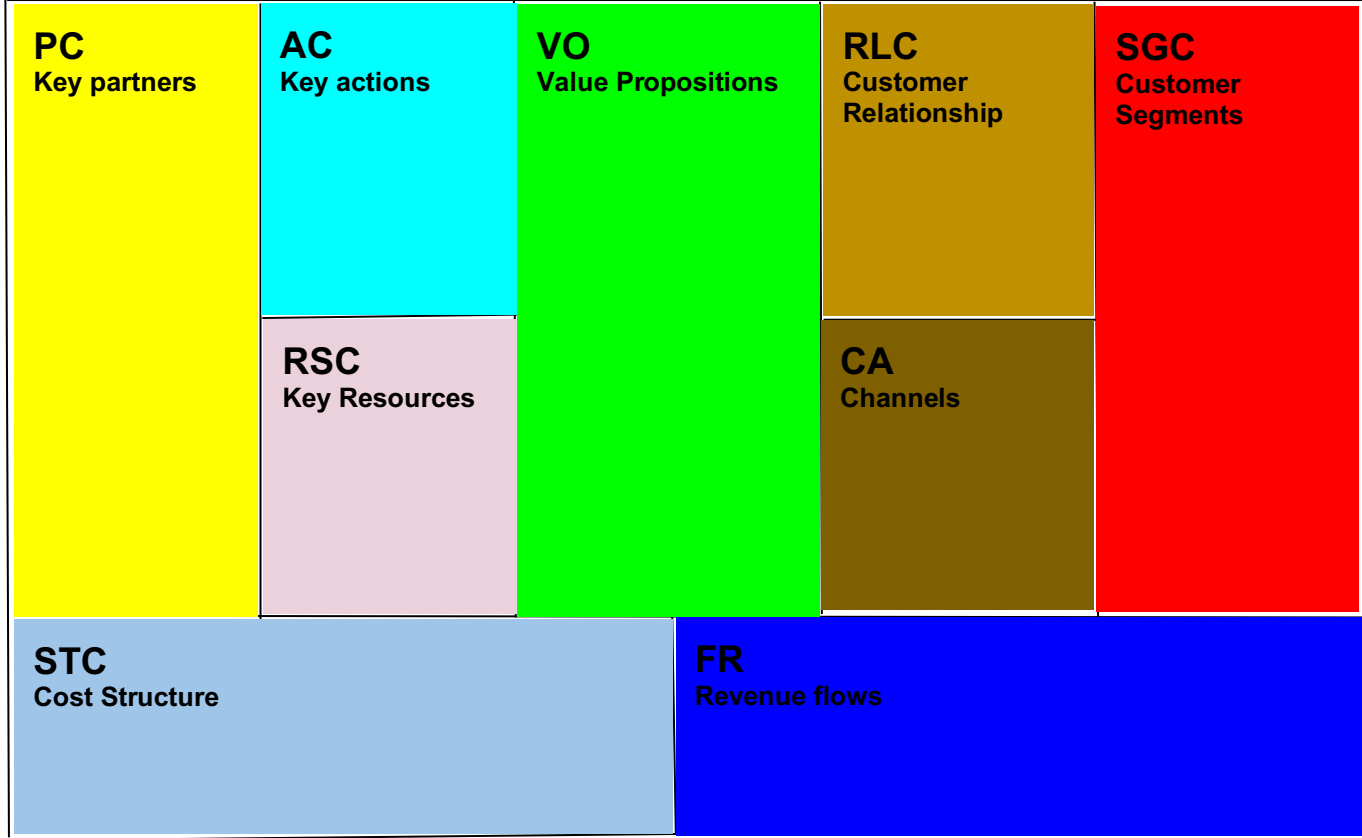
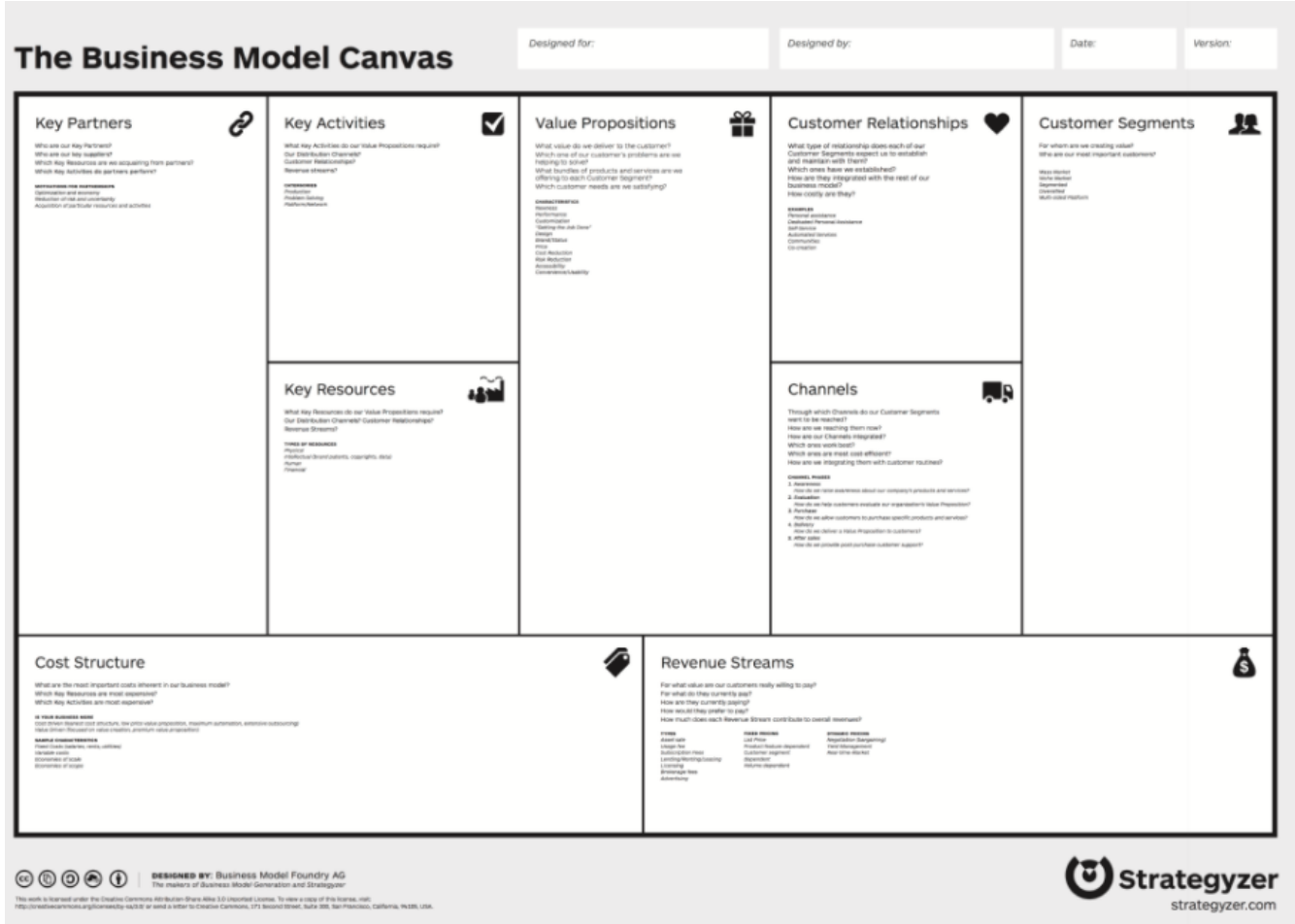
- Preliminary analysis of the positioning of the fishing tourism activity with respect to the tourist market generally in the operation area
- Analysis of the territorial strengths of the cultural tourism proposals in the area where the fishing tourism activity will be carried out, in order to promote the integration of the tourist offer into the system area;

Only acquired such information one will be able to proceed to the definition of the specific Business Model with the definition of the nine characteristic elements as described above

**FLOW DIAGRAM No. 1**



PICTURE 1: BUSINESS MODEL CANVAS



The business model created through the "Canvas" method is particularly versatile. In fact, it allows the construction of a specific business model starting from different perspectives. Indeed, it is possible to elaborate the Business Model using, as a starting point, any of the nine elements and then reading all the others in the light of the starting element. As a matter of the fact, the Business Model is a system in which each element influences others and the same model makes sense only in its unity, or in its general representation.

To achieve a business model, therefore, one can start from different perspectives: for example from the point of view of the Customers, or from the value/service offered or from the Key Resources that a person holds.

For each "path" the Business Model ensures its internal consistency both for the logical process to which it must undergo, and for the possibility of being able to update and vary the fundamental parts that make up the model at any time.

In achieving its business model it is also essential to use techniques of "visual thinking", where "visual thinking" refers to the use of tools such as images, post it, notes etc. that help to build and discuss an idea.

The visual representation of the business model is fundamental because through it tacit hypotheses are transformed into explicit information.

This makes the model tangible and allows for clearer discussions and changes immediately or over time.

It is important to be clear that there is no single type of "Business Model".

The business models are potentially endless and are the result of the entrepreneurial construction of the fisherman who is inserted in a specific territorial context and with specific customer segments as a target audience.

Each of the nine basic elements mentioned above represents, indeed, as previously mentioned, a starting point and characterization of the business model that, based on its internal variables identified by the fisherman and the internal variables of the other eight components to which it is related, will pattern the specific business model of that specific Tourist Fishing Company.



The current work therefore represents a small methodological guide for the individual fisherman or for the groups of fishermen to build their own specific business model. As a matter of fact, the individual situations of the fishermen are extremely different at European level and the situations of the various European marines are also extremely diversified, which in turn are inserted in equally diversified local economic and tourist contexts.

It is thus impossible or better counterproductive to develop a single business model for fishing tourism activities at European level.

In this way we will have the specific business model, according to the basic element that one wants to characterize:

- Business models focused on specific Customer Segments (SGC)
- Business models focused on a specific Value Proposition (VO)
- Business models focused on specific Communication and sales channels (CA)
- Business models focused on specific Customer Relationship (RLC)
- Business models focused on specific Revenue Streams (FR)
- Business models focused on specific Key Resources (RSC)
- Business models focused on specific Key actions (AC)
- Business models focused on specific Key partners (PC)
- Business models focused on specific Cost Structure (STC)

From each basic "starting element" we will characterize different business models based on the interrelations that will develop with the other basic elements.

From these basic models it will be generated potential and infinite business models characterized by specific territorial contexts and specific characteristics of the fishermen and the mariners that will process them

## **A. PRELIMINARY ANALYSIS.**

Fishing activities and traditions can be an important reference point for tourists who are tired of the traditional tourist offer associated to "sun, sea and beach" and are potentially interested in an "experiential" offer linked to a specific territory.

In this regard, it is always advisable to carry out an in-depth analysis of the resources of the territory and it is also necessary to assess whether the tourist services proposed for that area meet the consumer's demand and arouse sufficient interest among tourists.

A similar analysis must be carried out on the local fishing sector, to identify potential synergies with the tourism sector.

The definition of the Business Model will indeed be strongly characterized by the local situation of the territory where it is intended to develop the activity of fishing tourism.

The Business Model has, as a matter of fact, the task of defining "plasticly" and specifically the ways of creating the "product" and the "value" that derives from it.

On the other hand, based on the characteristics of the territory in which the fishing tourism activity must be inserted and the characteristics of any tourist settlements already present in the territory, different strategies for the elaboration of the Business Model must be followed

The compilation of the following form is useful for the definition of the Business Model:

**SHEET 1: Analysis of the Territory**

<b><i>The tourism sector situation in the operational area</i></b>	Absent	Growing	Steady	Decline
<b><i>Possible competitive advantages deriving from the connection with the tourism sector in an area</i></b>				
<b><i>Resources of the fishing area (fishing vessels, buildings, other structures) useful for tourist activities</i></b>				
<b><i>Presence of interest among fisheries operators to collaborate more closely with tour operators</i></b>	YES		NOT	
<b><i>Presence of the skills necessary to carry out a tourist activity</i></b>	YES		NOT	

After the general identification of the placing of their own territory, it is useful, for the sole purpose of a more specific classification, to identify three different levels of tourism development in the identified area on the basis of a decreasing graduation and on the basis of tourism development in the identified area.

The general context of reference determines indeed different strategies that must undergo the elaboration of the Business Model and that will characterize it from the point of view of the objectives and the operational description.

**SHEET 2: Strategies in the elaboration of the Business Model based on the territorial classification**

<b>Classification</b>	<b>Basic strategy in processing the Business Model</b>
<b>Areas where tourism is poorly developed or absent</b>	<p><b><i>The appropriate conditions must be created for the development of tourism in general and of fishing tourism activities in particular.</i></b></p> <p>It will be necessary to envisage a Business Model that supports the promotion, development or consolidation of infrastructures, services and basic tourism activities</p>

<b>Classification</b>	<b>Basic strategy in processing the Business Model</b>
<b>Areas with "high potential" for tourism</b>	<p><b><i>These are less known fishing areas but have a considerable potential for the tourism development.</i></b></p> <p>The Business Model must provide for initiatives to promote knowledge of the area and to attract more visitors by exploiting fishing activities as a central point of the identity of the area.</p>

<b>Classification</b>	<b>Basic strategy in processing the Business Model</b>
<b>Areas with a strong tourist presence</b>	<p><b><i>The Business Model must develop interventions to prevent that the development of "traditional" tourism could bypass the fishing communities.</i></b></p> <p>To promote fishing tourism activities it is necessary to work in close contact with the areas where tourism is already a well established activity.</p>

The Preliminary Analysis must also focus on the possible pros and cons of the development of tourism linked to fishing in order to duly take into account this fact in the processing of the Business Model. As a matter of fact, with the changes that can be made to the fishing community and to the territory, the fishing tourism offer does not necessarily bring exclusively benefits. It will therefore be necessary to weigh both the advantages and the potential disadvantages. Below we provide a brief description:

**SHEET 3: Potential advantages of the development of the activity of fishing tourism**

(source: Farnet)

**A. Safeguarding and creating jobs, increasing also the income of fishermen**

- > Thanks to the diversification of fishing activities by including activities aimed at tourists, fishermen and their families can earn complementary income (e.g. by offering trips aboard fishing boats, overnight accommodations in their homes, offer of locally caught fish). This additional income can help reduce fishing families' dependency on the uncertain and inconstant income from fishing. Furthermore, the new skills gained in the tourism sector can constitute a competitive advantage in the labour market.
  
- > Tourist activities linked to fishing can contribute to the general economy of the area thanks to job opportunities or additional income for local inhabitants (local shops, restaurants or other service-providers)
  
- > A flourishing economy generates a more income from local taxes that will improve local infrastructure

**B. Promoting consumption of local, including lesser known, fish**

- > The increased inflow of people in the area leads to an increasing in the number of potential consumers for local fish, both as direct sales and in restaurants. This entails a further income increasing for fishermen.
  
- > The presence of tourists, who naturally are expecting to taste the local food when visiting an area, leads to a more intense consumption of the under-utilized species of the areas. This habit of consumption is virtuous because it can continue even when tourists get back home.

**C. Strengthening the economic and environmental sustainability of fishing**

- > New sources of income can help fishermen to maintain their profession and make the sector more attractive to future generations.
- > By complementary income through tourism-related activities, fishermen can maintain (or increase) their family income with smaller catches, reducing pressure on fish stocks..
- > By offering activities related to their profession, fishermen can also contribute to raising consumer awareness about the importance of sustainable fishing and making responsible choices.

#### **D. Strengthening the recognition and visibility of fisheries**

- > An awareness raising project and the opportunity to meet fishermen and watch them at work can encourage more young people to consider this as a career option.
- > Highlighting the importance of fishing for the identity and attractiveness of an area can also strengthen the sector's influence in local decisions.
- > The fishermen themselves can enjoy the opportunity to show their professional activities and their lives to the general public.

#### **E. Improving cooperation within the area**

- > By working together with tourism projects focused on fishing, fishermen and other stakeholders can establish a climate of trust and awareness of mutual problems which can help foster mutually beneficial working relationships and practices.

**SHEET 4: Potential disadvantages of the development of the activity of fishing tourism**

(source: Farnet)

**A. Competition for scarce resources**

> The large tourist facilities often settle in the most suggestive coastal areas. This can reduce the space available for fishing and other traditional activities, leading to the demolition of historic buildings and the disappearance of small industries and services. Land prices tend to increase and local inhabitants are encouraged (or forced) to sell their properties.

> Sport and recreational fishing can affect the fish stock which is essential for the livelihood of professional fishermen.

> The tourism industry exerts a greater appeal to skilled and unskilled workers and fishing vessels may find it difficult to find crew members.

**B. The generated income does not remain in the area**

> Many large-scale tourism investments are carried out by non-local companies, also because they require a significant amounts of funding, usually beyond the reach of local entrepreneurs. As a result, often, inward investment to the area, the profits generated by this investment often do not stay in the community but accrue to distant owners of capital.

**C. Import or override of local personnel and resources**

> In popular coastal areas, tourism often can take the form of large hotels and restaurants, standardized packages and low prices with less attention paid to quality and sustainability.

> Those who invest in mass tourism often rely on staff, food and other materials supplied by large-scale retailers in order to offer large quantities at the lowest possible price.

**D. Low paid and seasonal jobs**

> Tourist activity is often limited to a few summer months and work is often poorly paid because tourism does not generate sufficient income during the rest of the year.

#### **E. Pressure and conflicts from high tourist activity**

> An uncontrolled tourist development can lead urban pressure on the environment due to heavy urbanization and pollution (waste, noise, etc.) with a negative impact on water quality and fishing.

> Other conflicts may arise between fishermen and second-home owners who complain about the production activity.

#### **F. Commodification of local assets**

> Some experts point out that with the arrival of significant flows of tourists, the essential components of the local community's life become a "commodity" to be sold in a tourist package. Local inhabitants can be induced to adjust to visitors' expectations (the so-called folklorization: for example, the creation of handicrafts that have nothing related to the genuine local traditions). Tourism can therefore significantly affect local values and lifestyle.

In processing the Business Model, therefore, after having identified the potential or current opportunities and risks we will have to define an action oriented to the management of these potentially positive and potentially negative elements.



**B. TERRITORIAL ANALYSIS**

To ensure an acceptable level of success of the fishing industry it is important to guarantee the integration of the activities and products of local fisheries in the tourist offer of the area.

Indeed, many fishing areas have cultural and natural resources that can be of great tourist appeal if they are made accessible and effectively promoted. These resources must be selected to identify and promote within the territorial tourism offer. The interrelation with the local tourism sector and with the conditions already present in the area will determine the way in which they can be exploited.

It is therefore useful to have a clear picture of the various activities and resources related to fishing in the area that may represent a potential offer that can be integrated into the big panorama of the tourist offer of the area.

For this reason it is useful to use a simple survey sheet

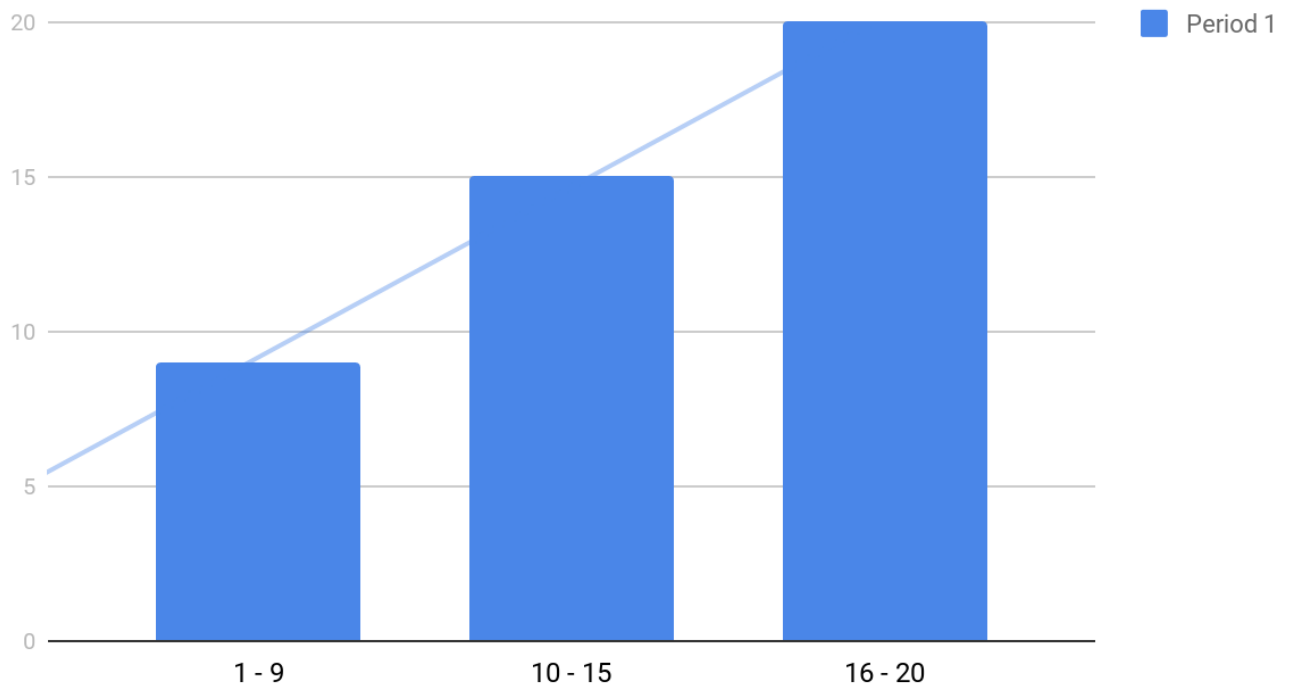
**SHEET 5: (marks with an X the positive or negative answer)**

<i>Resources related to fishing</i>		YES	NOT
Natural resources:	rivers, lakes		
	beaches and bathing establishments		
Traditions and culture of fishing areas	fishing vessels seaport		
	fishing vessels and their activities		
	farms and fish farms		
	shipyards and boat building		
	fishing festivals and traditions		

	maintenance and repair of nets		
	sport fishing places		
Fish resources:	fresh fish and seafood		
	worked or canned traditional delicacies		
	local tradition recipes		
	fish markets and auctions		
	smoke facilities		
	seafood restaurants		
	fish bar and gastronomy take way		
	fish processing plants		
Local tourist context	tour operators and organizations		
	accessibility and infrastructure		
	services		

From the analysis carried out we will be able to obtain a representation of the tourist potential supply linked to fishing that will contribute to increasing the attractiveness of the area's fishing offer.

## Territorial Analysis



Between 16 and 20 positive answers: Area with a strong level of supplementary tourism offer

Between 10 and 15 positive answers: Area with significant potential level of supplementary tourism offer

Between 1 and 9 positive answers: Area with low potential for supplementary tourist offer

## C. BUILDING THE BUSINESS MODEL

The Business Model is the way in which a company or organization organizes itself and its offer: the goal is to create the highest possible value for customers. Building a credible business model is essential if you want to move from an idea to a successful working project once launched on the market.

The activity of fishing tourism then, once established in a specific area with specific characteristics, if we want it to stay on the market and be successful, we need an effective business model.

The Business Model is different from the Business Plan.

The Business Plan indicates what, how much time and how much money is needed to put the Business Model into practice. It does not allow a real strategic planning: in the practice it is rather interested in quantifying what is reported in the Business Model.

Spending a lot of time, therefore, to compile the Business Plan, writing down all the smallest details (especially the numerical ones) of your own idea is certainly less important than the specific analysis of how to create "value" for the customer.

Indeed, from the concrete experience it can be said that no Business Plan survives the first contact with customers if they do not like the service/product offered. The Business Model, on the other hand, helps the entrepreneur to refine his/her business/service idea and to identify possible corrections in advance of potential critical areas. Working on the Business Model allows you to make different assumptions, test them and change them quickly, thanks to tests and feedback made directly to customers.

Here below you will learn how to build, in a single sheet, a complete vision of what needs to be done and how to do it, with the aim of :

- creating a truly significant value for the customers
- increasing earnings and lower the costs
- improving the possibility of becoming credible and recognized market players

As fishing tourism activities are carried out mainly by individual fishermen, Personal Business Model Canvas will be proposed in which the nine key activities of the traditional canvas Business Model designed for structured companies are "adapted" in an individual key

The nine basic elements of the Business Model previously listed are thus reinterpreted for the activity of Fishing Tourism as follows:

***AC - Key actions (What it does):***

The key actions are the things that the fisherman does. This block will classify all the activities that the fisherman carries out, in work and in life, in order to make the business model sustainable and functional.

***SGC - Clients (To whom it is useful):***

This block will include all those groups of people or companies to whom the fisherman sells or could sell the fishing tourism service. More generally, the "customers" are the people he is useful for.

***VO - Value Proposition (As the fisherman makes himself useful):***

These are products, services and more generally those "values" offered in the fishing industry in some way "unique" that lead customers (people to whom the fisherman is "useful") to address him specifically.

***CA - Channels (How we are reaching the customers):***

Through this block the fisherman will understand how to reach the customers, how he can be "useful", how to be reached and how to bring them the offered "values".

***RLC - Customer Relationship (How it interacts):***

How does the fisherman interact with customers? With some customers it could be good to interact directly, with others it could be enough an indirect means like email or a website ... This block helps to find the best way to do it.

***PC - Key partners (Who helps the fisherman):***

In his work other fishermen, friends, family members or people who in some way help him to do his job better, or who have resources and activities that are lacking to the fisherman could be indispensable.

***FR - Revenue Streams (What you get):***

In this block the fisherman identifies everything he earns with his activities. It must also consider those non-quantifiable gains in economic terms.

***STC - Cost Structure (What it gives):***

Every activity requires energy, time, ideas and money. Here too the fisherman must consider material and immaterial costs such as stress, physical discomfort or less time to spend with his family.

***RSC - Key Resources (Who he is)***

unlike the business model, here the key resource is the fisherman himself. In this block you will have to identify the characteristics that distinguish him, his interests, his personality, his abilities, his knowledge and the tools at his disposal. In other words, the block identifies "who he is and what he has".

## C.1 KEY RESOURCES (RSC) – WHO ARE YOU/WHAT DO YOU OWN

From the point of view of the activity of fishing tourism, the key resources define the most important and necessary assets for the business model to work. The fundamental question that the fisherman must ask himself is:

***"What do I need to build and maintain my fishing tourism activity?"***

Depending on the type of business model you want to process you certainly need different key resources. They can be

- physical resources
- financial resources
- intellectual resources (or knowledge)
- human resources

In turn, Key Resources may be owned by the fisherman or acquired by others.

RSC - Key Resources must be identified with respect to other key blocks to which they are closely related. It is therefore important to define which key resources are necessary for the value offered of Fishing Activities

Key resources can be categorized, as we have previously seen, in:

- a) Physical Resources: includes the assets necessary to realize the Value Proposition of the fishing tourism activity.
- b) Intellectual Resources: includes the knowledge necessary to carry out the activity of fishing tourism, build relationships with customers, structure communication channels to make known the service offered, identify the customer segments to which you want to address and know how to manage the revenues streams that come from the assets sold

- c) Human resources: that is, what human resources are needed to realize the service offered. It is then necessary to define if for the Value Proposition one can act alone or if other professional figures or fishermen are needed.
  
- d) Financial resources: it involves defining what and how much financial resources you need, if you can operate with the economic resources already owned or if it is necessary or appropriate to activate lines of credit requiring the support of banks

**SHEET 6: Key Resources held/not held for the realization of the Fishing Activities**

<b>RSC - KEY RESOURCES:</b> physical, intellectual, human financial	<b>VO - VALUE PROPOSITION</b> <b>(fishing activities)</b>
RSC I hold (point out and list)	RSC I do not hold (point out and list)
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.



**SHEET 7: Key resources held/not held to establish an effective relationship with the customer**

<b>RSC - KEY RESOURCES:</b> physical, intellectual, human financial	<b>RLC - CUSTOMER RELATIONSHIP</b>
RSC I hold (point out and list)	RSC I do not hold (point out and list)
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.

**SHEET 8: Key resources held/not held to implement effective Communication channels to make known their own Activity (Value Proposition)**

<b>RSC - KEY RESOURCES:</b> physical, intellectual, human financial	<b>CA – COMMUNICATION CHANNELS</b>
RSC I hold (point out and list)	RSC I do not hold (point out and list)
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.

**SHEET 9: Key Resources held/not held to provide an adequate service (Value Proposition) to the identified Customer Segment/ Segments**

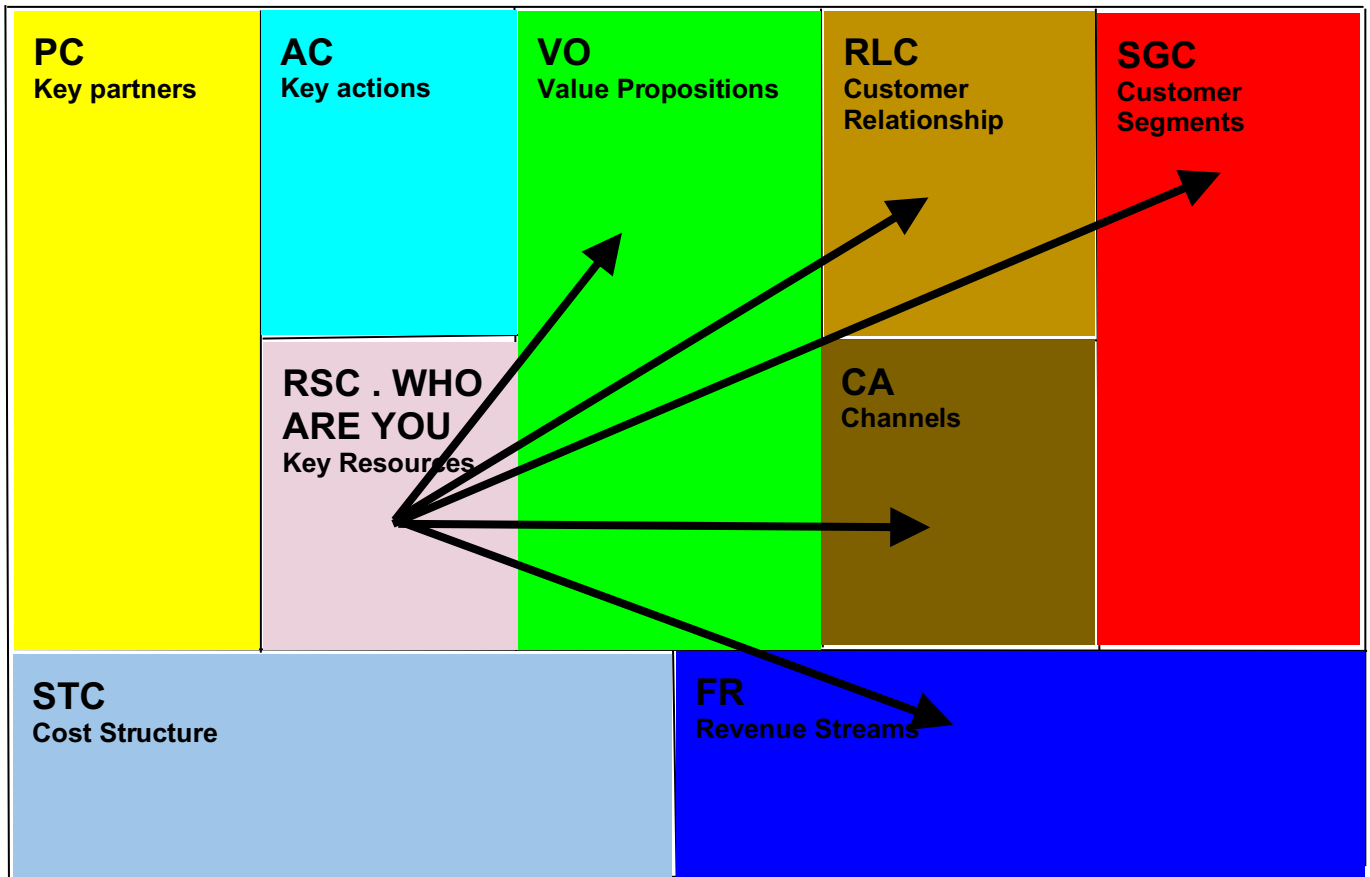
<b>RSC - KEY RESOURCES:</b> physical, intellectual, human financial	<b>SGC - CUSTOMER SEGMENTS</b>
RSC I hold (point out and list)	RSC I do not hold (point out and list)
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.

**SHEET 10: Key Resources held/not held to realize the Revenue Streams that we are intended to implement**

<b>RSC - KEY RESOURCES:</b> physical, intellectual, human financial	<b>FR - REVENUE STREAMS</b>
RSC I hold (point out and list)	RSC I do not hold (point out and list)
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.

Below we find the graphical representation of the interrelations that we will have to identify starting from the Key Resources necessary to realize the Value Proposition.

**PICTURE 2:** Key Resources



From the point of view of the Personal Business Model it is necessary, instead, to focus on the fisherman's personal resources.

Personal Key Resources are those that define *who he is* and *what distinguishes him* from others. It is important to know them to identify the strengths and use them best in the business.

Particularly important is the focus on the tangible and intangible assets that we possess, also for the purpose of the elements useful for the definition of the business model.

It is therefore recommended to fill in the following form

**SHEET 11: Who are you/How are you - describe yourself**

<b>Who ARE you/How ARE you</b>	<b>What are the material and immaterial resources you own?</b>
<i>calm, engaging, generous, outgoing, thoughtful, adventurous, etc.</i>	<i>networks, contacts, tools, vehicles; specific knowledge, money and assets to invest</i>
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.

## C.2 KEY ACTIONS (AC) - WHAT DO YOU DO

The "Key Activities" (AC) component defines the most important things that the fisherman must do in order that his business model would be successful.

In short, these are the basic actions that must be taken to successfully complete the fishing tourism activity.

These activities are specular to the key resources because they are necessary to create the value proposition, to reach the markets and to maintain the relationships with the customers, to obtain the income that allow the fisherman to continue and prosper in his activity. In turn, as for the Key Resources also the Key Activities vary depending on the type of Business model that you want to adopt.

Key activities can be categorized into:

- a) Activities related to the production/realization of fishing tourism;
- b) Activities related to the creation of solutions related to customer requests
- c) Activities related to the provision of services that allow the realization of the fishing tourism activity and the management and promotion of its activities;

The questions that the fisherman must therefore ask to structure this component are related to:

- which Key Activities are necessary for the activity of Fishing Tourism
- which Key Activities are necessary to get customers to know the services we offer (distribution channels)
- which Key Activities are necessary for customer relationship
- which Key Activities are necessary to generate sufficient revenue streams?

**SHEET 12: Key Activities for the Value Proposition (tourism fishing)**

<b>AC - KEY ACTIONS:</b> production/realization, solutions, services	<b>VO - VALUE PROPOSITION</b>
AC that I do (point out and list)	AC that I do not do (point out and list)
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.



**SHEET 13: Key Activities in the Customer Relationship**

<b>AC - KEY ACTIONS:</b> production/realization, solutions, services	<b>RLC - CUSTOMER RELATIONSHIP</b>
AC that I do (point out and list)	AC that I do not do (point out and list)
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.

**SHEET 14: Key Activities in the Communication Channels with the Customer**

<b>AC - KEY ACTIONS:</b> production/realization, solutions, services	<b>CA – COMMUNICATION CHANNELS</b>
AC that I do (point out and list)	AC that I do not do (point out and list)
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.

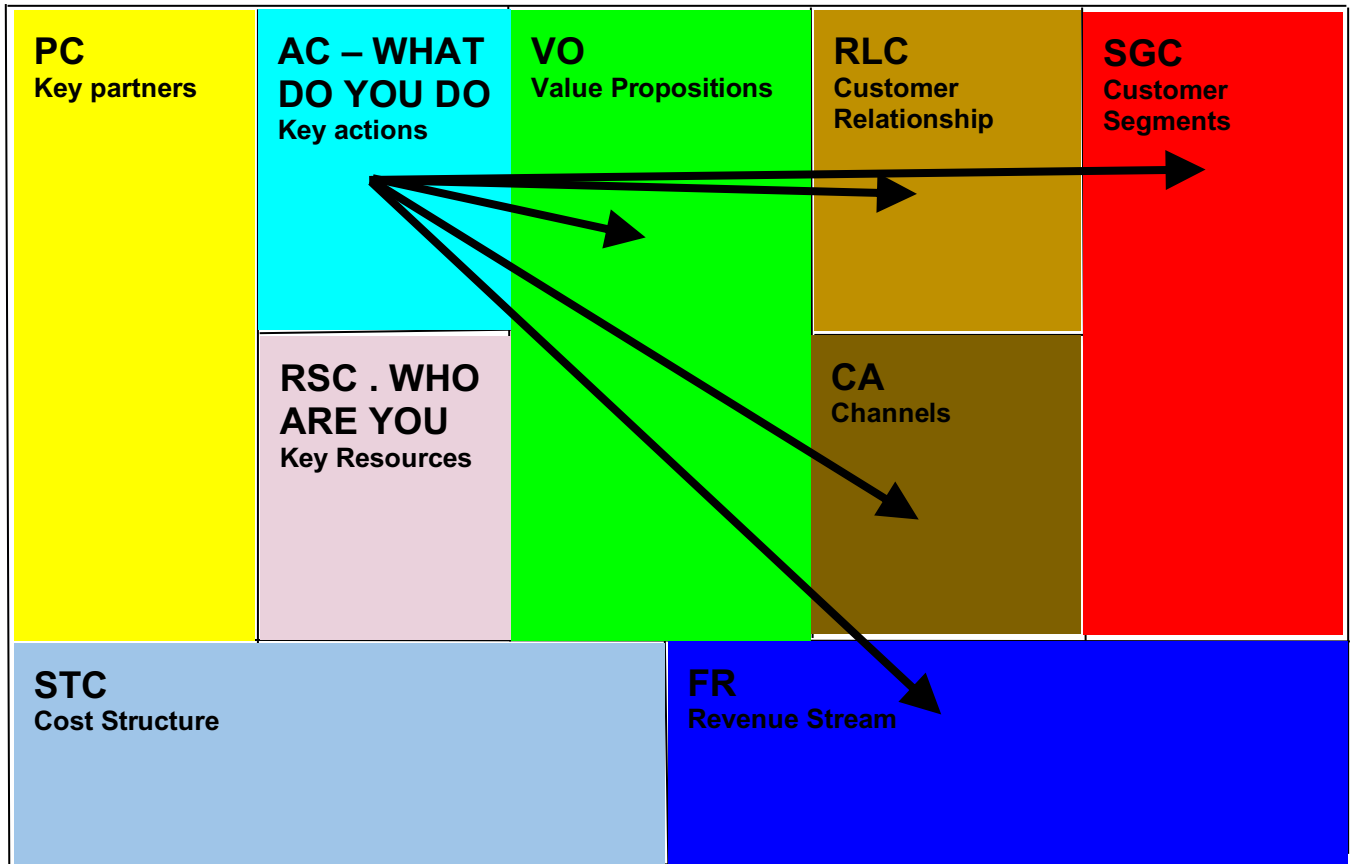
**SHEET 15: Key Activities for Customer Segment**

<b>AC - KEY ACTIONS:</b> production/realization, solutions, services	<b>SGC - CUSTOMER SEGMENTS</b>
AC that I do (point out and list)	AC that I do not do (point out and list)
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.

**SHEET 16: Key Activities to obtain adequate Revenue Streams**

<b>AC - KEY ACTIONS:</b> production/realization, solutions, services	<b>FR - REVENUE STREAMS</b>
AC that I do (point out and list)	AC that I do not do (point out and list)
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.

**PICTURE 3: Key Actions**



From the point of view of the Personal Business Model it is necessary instead to describe "what do you do", as the Key Activities performed by the fisherman for his personal and professional growth.

Examples of this are the *professional training acquired, the search for customers, the organization of appointments, the management of other fishermen, the advertising of the activity, the sale of the catch to its customers*, the maintenance of boats and nets, the purchase of fuels, etc.

Among the various activities carried out, however, there are many important activities.

The question is: which are the fundamental ones for the fishing tourism activity? Which are those really vital for achieving the prefix development objectives for the fishing tourism activity?

Maybe you will find that the key activities are very few:

It is therefore recommended to fill the following form

**SHEET 17: Key activities to be carried out in the activity of fishing tourism**

<b>What KEY ACTIVITIES do you do in your business?</b>	<b>Which KEY ACTIVITIES are really necessary for the fishing tourism activities?</b>
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	

### C.3 I SEGMENTI DI CLIENTELA (SGC) - A CHI SEI UTILE

This element of the Business Model defines the different groups of people or organizations that we want to reach and serve with the activity of fishing tourism.

The identification of the customers to which we are addressing (young people? families? dedicated to sport fishing? environmentalists? Italians? Foreigners? Etc.) is the heart of every business model.

In fact, the customers guarantee the revenue stream that can allow the business to grow and prosper. In order to best meet customer expectations, it is best to split them on the basis of common needs or common behaviours or shared expectations.

It is important that the fisherman consciously decides which segments to point to and which ones to neglect. On the basis of these decisions, the Business Model can be designed with greater care. It should be noted that customers represent distinct segments only if:

- the diversity of their needs justify a distinct offer (customers with children, who want to cook fish caught on the boat, who want to dive, who want to stay overnight on a boat or in facilities, etc.)
- are reached through different communication channels (tourist agencies, hotel guests, internet, word of mouth etc.)
- require different types of relationships (national or foreign clients who speak another language)
- have different profitability (willing to pay more)
- are willing to pay for different aspects of the offer

The fundamental questions are therefore:

- for whom do we want to create value?
- Who are our most important customers?

There are different types of customer segments. Certainly the activity of fishing tourism is aimed at a niche market. As a consequence, the business model will have to meet highly specialized customer segments in terms of expectations and service level.

The value proposition, the distribution channels, the relationships with the customers must therefore be related to the target audience and the specific needs of a niche market.

Among the typical target groups for tourism linked to fishing we can remember:

- Schools (many schools organize annual trips, and the fishing-related products can have considerable educational value).
- Families (seeing how fish is caught, sold or cooked can be a memorable experience for children who do not come from fishing families).
- Eco-tourists and anyone who values eco-sustainable food products.
- More adventurous tourists (for products such as fishing tourism or sport fishing).
- "Silver" tourists (elderly and retired, often in higher income brackets).
- Gastronomy lovers ("know your producer" is an increasingly integral part of "know your product", the basic concept for any quality cuisine).
- Local community members and intermediaries (e.g. tourism agencies)

It is important to underline that the relationship between fisherman and customer is always of fundamental importance for all these customer segments highlighted.



**SHEET 17: Customers Segments**

For which customer segment do we want to create value?	Who are our most important customers?
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.

**SHEET 18: Key Activities to obtain adequate Revenue Streams: Identification as a percentage of the target composition of the potential customers**

Couples without children	Young Students	Senior citizens	Families with children	Singles	Professional business men	Subs / Sportsmen
____ /100	____ /100	____ /100	____ /100	____ /100	____ /100	____ /100

Generally, it is always necessary to provide a range of products/services that may be attractive for the selected customer segments as target of the fishing tourism activity.

In fact, to function as a successful fishing destination, a certain area or seafaring must offer a sufficiently wide range of activities in order to encourage tourists to visit and remain.

In addition, these visitors will expect to find places for refreshment, accommodation and entertainment so if these opportunities are not offered directly by the fisherman, they would have to be offered with what is present in the territory in a spirit of mutual integration.

Of course it will certainly not be the maritime or single activity of fishing tourism the responsible for the entire tourist offer of an area, and many areas cannot expect to attract tourists only with their fishing traditions, but the fishermen can work side by side with the tour operators in the territory to supplement the existing offer.

In the areas where tourism is not yet developed, this may include more generic activities and services that are not yet present in the territory but are essential to attract visitors, such as the hotel accommodations or the most popular water sports.

Customer segmentation is essential for the coordination and the "packaging" of the fishing offer package. Having clearly identified the segment (s) to which to refer, indeed, it guarantees the best coherence and complementarity between the specific offer of fishing and what is present in the territory.

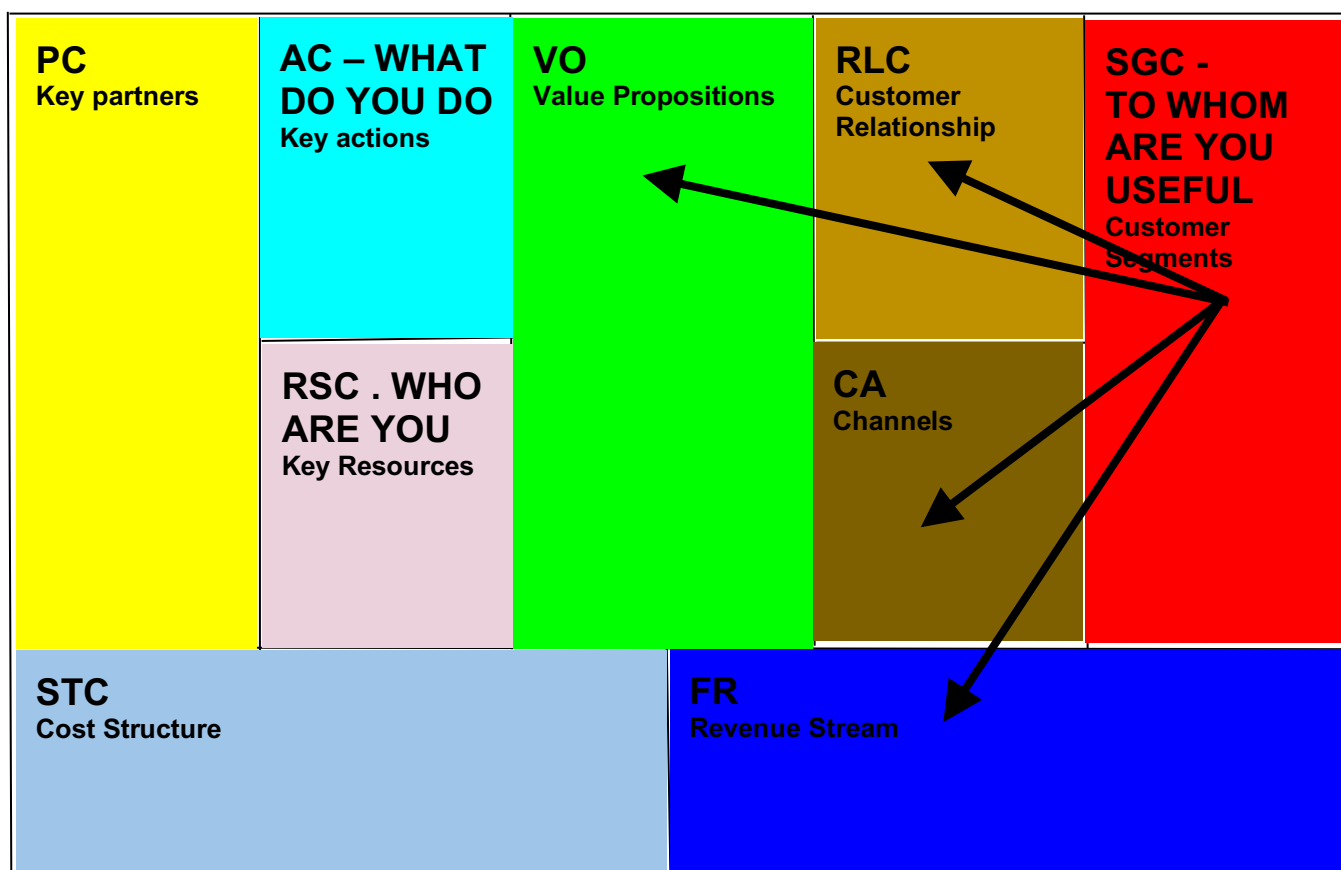
The segmentation also allows to improve the tourist offer of the area trying not to duplicate activities or services already available. In this way the various operators can cooperate with other local service providers to promote their products transversely and for the benefit of all (e.g. a hotel or restaurant could display leaflets that advertise fishing excursions, but a fisherman can recommend a certain seafood restaurant). Or they could cooperate to offer packages already prepared for these products.

The proposal of individual tourist packages or oriented by customer segments can also:

- encourage tourists to stay in the area longer
- encourage visitors to make use of local resources that otherwise would not have known
- favour the division of marketing costs between individual operators
- allow all operators to take advantage of reservations and advance payments
- propose a more attractive tourist offer

In addition, to "system" what is already present in a territory with in a spirit of offering a coherent tourism for specific customer segments will benefit from marketing channels already activated and also include tourist promotion channels activated by the public institutions responsible for it.

**PICTURE 4: Customers Segments**



Regarding the Personal Business Model, the component Customers Segments (SGC) answers to these questions:

→ To whom are you useful?, Who is helping you with your activities?

These questions apply not only to the so-called "*external* customers", i.e. those who pay the fishermen directly for their activities by buying or selling their products/services, but also to "*internal* customers" or those who pay the fishermen (or who get that they are paid, rewarded, promoted, etc.) for the activities they carry out.

In addition, internal customers are those who depend on the work of the fishermen or who draw benefits and advantages, like the other fishermen with whom they work. In general, it is necessary to think of all those who obtain *benefits* and *advantages* with the activities of the fisherman.

**SHEET 18: To whom are you useful**

<b>A TO WHOM ARE YOU USEFUL</b>	
External customers	Internal customers
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.

#### **C.4 VALUE PROPOSITION (VO) – HOW ARE YOU USEFUL**

This element represents the heart of the Business Model.

Indeed, it describes the set of products and services that represent a "value" for a specific customer segment. This "value" is fundamental because it is the "reason" for which a customer can choose our fishing offer or not.

The customer's choice is made precisely because the tourist experience related to fishing satisfies one of his need.

In short, the customer chooses and pays because the value offered is a set of "benefits" for him. Having clear what are the benefits (Value Proposition) expected or satisfied by the service of fishing tourism for the identified customer segments means determining the success or failure of a given activity.

The whole process of planning the trip, booking, travelling, living the experience, returning home and remembering, must be designed and implemented in such a way that the client remains satisfied and is encouraged not only to return to the area but also to recommend it . In this sense, when designing the Value Proposition, it is important to keep in mind the important elements in the use of a tourism product, namely: quality, seasonality and timing.

##### **a) Quality of the fishing tourism service**

In an increasingly competitive and globalized tourism offer, a consistent approach to quality is vital for the success of the fishing tourism business.

Quality makes a product or a seafaring attractive and therefore easier to sell; moreover it favours the loyalty of the customers and, therefore, the stability of the activity. The lack of attention to quality can have serious consequences, not only for the loss of image and revenue but also for the costs of any legal disputes. In the concept of quality of tourism services it is necessary to incorporate a wide range of factors: efficiency and punctuality, hospitality and language skills, management of any complaints, hygiene, etc. Moreover, the quality of service could also include the description of the fish content of the product (e.g. for restaurants that serve locally caught fish with sustainable methods), the indication of

local resources (e.g. the cleaning of the beaches or the environmental characteristics of the area), the explicit indication that all stages of the fishing tourism service respond to the recognized standards of the sector. It could also be useful to consider joining programs or quality certifications in the sector.

b) Seasonality of the fish-tourism offer

The seasonality is conditioned by a series of natural and institutional factors, such as weather conditions, school holidays, etc. The problems related to supply and demand with a view to seasonality should be considered by anyone offering a tourism product oriented also to specific customer segments and therefore also by the fisherman who wants to offer a fishing activity. The seasonal nature of the offer must be taken into account in the definition of the Business Model. The responses to the challenge of seasonality must find strategies in the elaboration of the Business Model and will probably fall into one of the following three categories:

- Take advantage of the high season: the fishermen must try to take advantage of the large number of presences at certain times of the year to promote the activity and the products linked to fishing, such as fishing tourism or the purchase of local fish. Some tourist activities are also possible only in high season, e.g.. fishing tourism is generally only permitted in summer when the sea is calmer, while other products depend on the number of visitors to be available. In these cases, probably the business model related to the fishing tourism activity will have to be oriented as a supplementary income in the summer months (or whatever the peak season). Moreover it is good to remember that in certain areas the high tourist season corresponds to the high season of fishing.
- Extend the tourist season: in areas that can attract visitors beyond the high season it is possible to generate additional economic activities. These can be targeted projects for schools or retirees with tailor-made educational or recreational activities, or weekend packages for young professionals. Another effective way to lengthen the tourist season can be the organization of festivals or events that are associated with a specific area.

c) Timeline

It is worth having clear that the development of a new tourism product or a fishing tourism service takes a long time and cannot be expected to achieve immediate results. In this sense, the business processing in the Business Model must take them into account. In addition, no tourist product lasts forever and, once developed, the fisherman must always be ready to update it, if necessary, to maintain the interest of customers.

The questions we will have to answer in this basic element are:

**SHEET 18: Value Proposition**

What value do we transfer to the customer?	
What customer needs do we meet?	

**SHEET 19: The Value Offered through Customer Segment**

What set of products and services do we offer to each customer segment?	
Segment:	
Segment:	
Segment:	



Segment:	
----------	--

As mentioned above, the Value Proposition, that creates benefits for the customer, is a specific mix of elements that meet the needs of the specific customer segment.

Below is a non-exhaustive list of elements that can contribute to the creation of value for customers in the fishing tourism business.

a) Innovation

The proposal of a new offer in the fishing tourism sector, can help to bring out a latent demand present in the potential customer and that did not emerge precisely because it did not have the possibility to be satisfied.

b) Customization

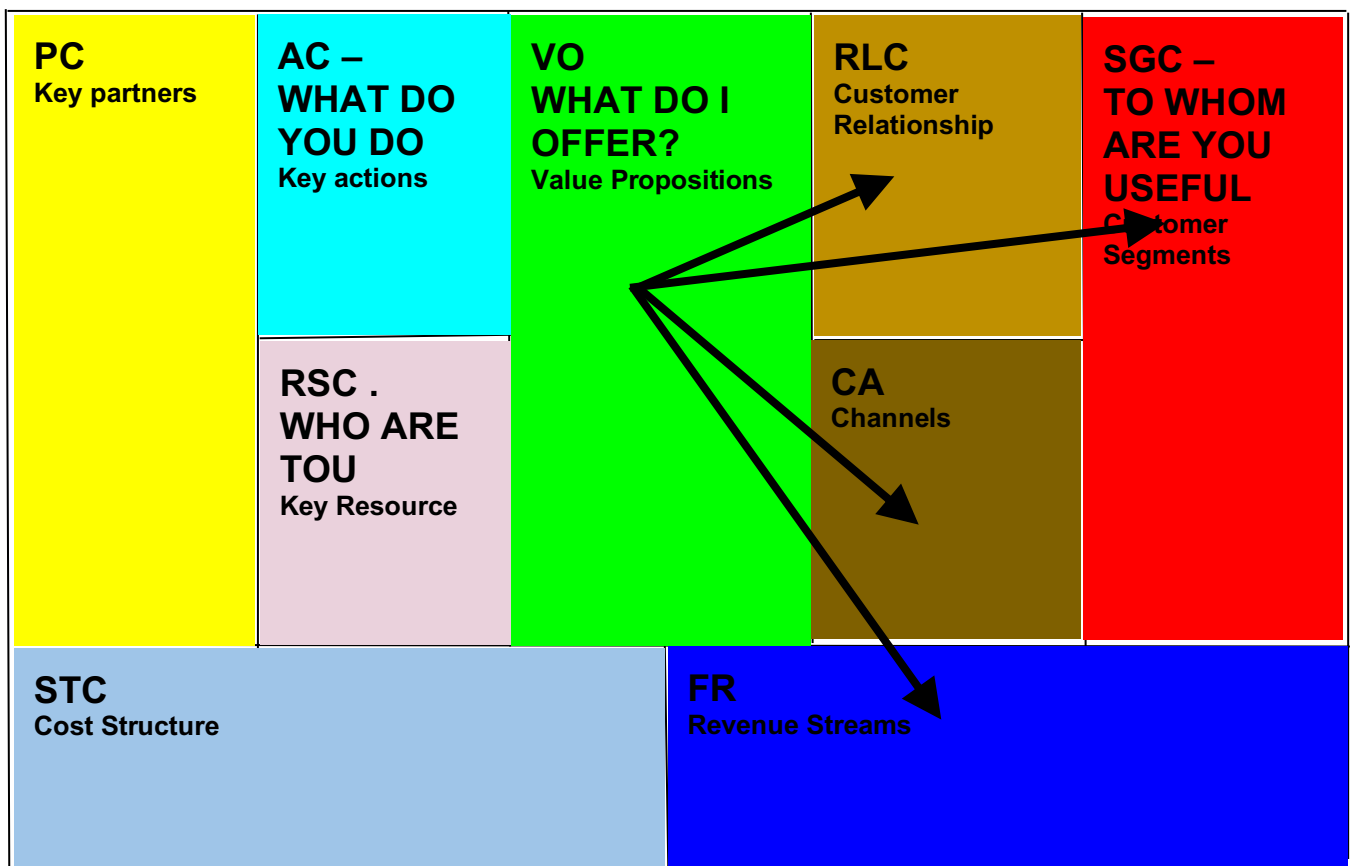
Offering tailor-made services to specific customer segments or customer groups produces great value for the beneficiaries. In a globalized and mass society, the personalization of the service represents an important added value.

c) Price

Determining a differentiation of the services offer price on the basis of specific customer targets or seasonal periods can be a useful channel for engaging new customers

e) Accessibility

**PICTURE 5: Value Proposition**



From the point of view of the Personal Business Model it is necessary to put attention in which ways it offers value to the Customer.

The concept of "Value Proposition" today is indeed very important. In fact, it became clear that we can no longer simply talk about products and services supplied (to external and internal customers), but of the value that the activities convey through them.

To understand what are the values that the fisherman offers, we must ask the question:

"Why are my clients addressing me? What advantages, benefits and meanings do I find in my work? ".

**SHEET 20: Personal Value Propositions**

Personal values that I can transmit in the activity of fishing tourism	
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## **C.5 COMMUNICATION AND SELLING CHANNELS(CA) - HOW DO YOU GET CUSTOMERS TO KNOW YOU**

This basic element describes the way in which the fishing tourism activity communicates with its customer segments and reaches them to bring the Value Proposition.

The Communication Channels represent an important tool in the customer experience and perform several important functions: from increasing customer awareness of the services offered to the ability to evaluate the service offered, from guiding customers to the purchase of specific supply services to support customers.

It becomes therefore of fundamental importance to develop a Communication Plan, although simple. To be able to elaborate such a plan it is necessary to consider the territory in which the activity of fishing tourism will be exercised and to make sure that all the tourism products are integrated and coherent, trying to identify the distinctive feature of the tourist offer of the territory to which then the activity fishing tourism will have to report in order to achieve a sort of communication cross-selling respect to customers.

The communication activity must therefore have as its objective:

- make the offer of the fishing tourism service recognizable to current and potential customers

- communicate this offer to the other tour operators in the area in order to establish working relationship with the travel and tourism sector
- communicate to the local community the presence of the activity in order to ensure the support of the community

The questions to be answered are the following:

**SHEET 21: Choice of Communication Channels**

In which environment do I act?	
Where can I identify opportunities, dangers, competition and complementary activities? Which public (markets) do I address?	
How many different groups can be interested in my product and what are their dimensions?	
What are their characteristics?	
Through which Communication Channels do	

the Customer Segments want to be achieved?	
How are they currently achieved?	
How are the different communication channels integrated?	
Which Communication Channels are the most effective?	
What are the most convenient communication channels?	

How do they integrate with customer habits?	
---	--

It is important to consider that when you want to present the Value Proposition on the market you need to identify the right mix between the various channels so as to reach customers in the way they prefer.

For each type of channel that is usually chosen, however, five phases are identified. It is of course necessary to consider that for each chosen channel, one or more phases may be present, even if all of them:

**SHEET 22: TChannels of Communication characterizing phases**

Services and Products Awareness	How can we raise public awareness about the services offered in our fishing activity?
They help customers in the evaluation of products and services	How can we help customers evaluate us in order to have continuous improvement prompts for the Customer Segment?
They allow customers to make the purchase	How do we give customers the opportunity to purchase our services?
They deliver the Value Proposition to Customers	How do we disclose (distribute) our value to customers?
Through the assistance they assure the Post sale satisfaction	How do we maintain the relationship with the customers after the experience of fishing in order to favour their return or encourage them to become our best distributors to get new customers?

One of the most important decisions regarding the identification of communication channels is certainly choosing the target of tourists, or if we want to address:

- to the national tourism market
- to the international tourism market

In most cases the most important market will be the national one, for which the relationship with the local tour operators or with specialized tour operators must be particularly taken care of.

Of course, the personal contact network is equally important.

In the marketing strategy of a fishing area not well known as a tourist destination, to engage in fishing tourism or ecotourism, especially if it is aimed at foreign tourists, it may be useful to apply the concept of "Gateway" or to hook one's offer to a destination of the territory known at regional, national or international level. In this way, tourists who do not want to spend the whole holiday in a place they know little about, can be encouraged to visit the area where the fishing activity is offered for the first time, and in the next phase they may decide to return and spend the whole holiday.

We can distinguish the Channels of Communication, according to a "scholastic" classification in Offline and Online Communication Channels.

Regardless of the type of favourite channels, a promotion on several channels is important not only because it gives more visibility and offers customers the choice of means, but also because it allows greater interaction with customers, as the channels promote each other.

### **C.5.1 OFFLINE COMMUNICATION TOOLS**

Offline communication means all kind of communication that we could call "traditional". In other words, it is all that makes us to be known outside the web and helps to create our image as for example:



- brochures, posters, leaflets, maps and other printed material
- presence in publications specialized in tourism
- press and professionals in the tourism sector visit programs
- Brand to identify the fishing activity
- Business cards
- word of mouth between friends and acquaintances.

It is important to highlight that everything that is about us as an activity that offers services of fishing and that represents us, makes us known as a recognizable "world", not only for the services and products that distinguish us but also and above all for how we propose them. Special care must therefore be taken in the use and implementation of these in terms of both content and graphics.

### **C.5.2 ONLINE COMMUNICATION TOOLS**

Even in the 2.0 era, characterized by the widespread use of the Internet and everything that revolves around it, multi-channel integration remains the best strategy for economic activities wishing to strengthen their image, and, in general, for those looking for a way to affirm the brand on the reference market. Only by using the best tools online and offline, it is possible to draw the attention of potential customers, coming to propose services that fully meet specific needs.

As for online communication tools, it is sufficient to remember that, according to the data provided by Audiweb, there are just under twenty-nine million Italian users active online every month. The Web, therefore, is now within everyone's reach and, for every economic activity and therefore also for a fish-tourism company, internet represents the fundamental channel to promote the activity. The online tools are marketing strategies, born from the analysis of the reference market and the competition, which aim to achieve certain objectives, from the increase in turnover to the consolidation of the brand of the fish-tasting activity. The main online communication activities include:

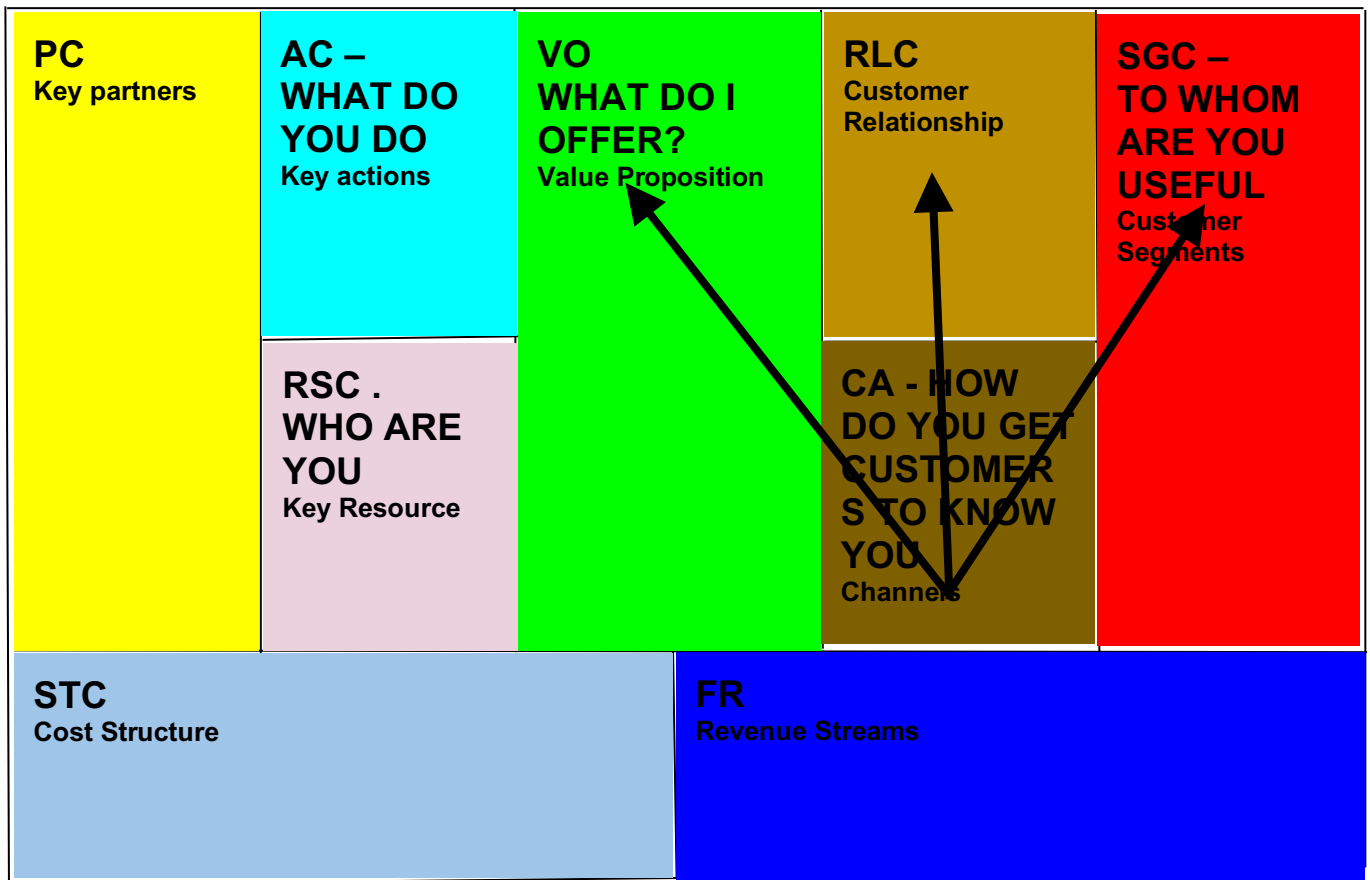
- Websites: they are potentially the most effective tool, but must be attractive, updated and adaptable to tablets and Smartphones. Search engine optimization is important but requires skills.
- e-mail: direct marketing: it makes it easier to keep in touch with customers and adapt to their preferences. A good database is indispensable.
- Online advertising
- Social media: use Facebook to learn more about visitor/customer preferences, or to communicate with friends, promote events ... Twitter can help increasing visibility and gaining a leading position, source of knowledge and guidance. It is important to guarantee interactivity and invest in research and creation of content.
- Online communities: Chatrooms, forums and social networks

It is important to remember that some of these tools have a dual function: promotion, that is, informing potential customers about the activity and its products; and the actual sale, when the customer books a visit or accesses an attraction, and pays.

While most offline channels are primarily dedicated to information, some online tools, such as a website, can not only provide information on the tourism package but also sell it. One of the keys to success in communicating and selling a product or service is to maintain a good database of past, current and potential customers. With such a database, it is possible to predict which segments present growth potential, and to understand how to increase customer loyalty. Furthermore, marketing would gain efficiency thanks to better identification of target groups and cross-selling of products. Also the possibility to exchange data (in compliance with the laws in force) with partner companies can be an interesting way to attract new customers. Finally, the customer database is an excellent way to receive feedback and evaluate the result of the tourist activity.

Investing in communication and sales channels always involves expenses that make it very important to correctly evaluate the total cost of any promotional activity.

**PICTURE 6:** Channels



From the point of view of the Personal Business Model Canvas, the question to ask becomes:

" How do I get customers to know me? How do I bring the Value Proposition to Customers?"

This question therefore contains the five classic phases of the sales process in direct marketing, namely:

- How potential customers can learn how you can help them and satisfy their needs
- How they decide whether to purchase the services we want to offer them
- How can they buy them
- How we deliver what customers buy
- How customer satisfaction is ascertained by the post-sales service

It is therefore of fundamental importance to know and establish the way in which potential customers come to know about the existence of the fisherman's offer and of his fishing offer on the market. It is then useful to fill in the form n. 24

**SHEET 24: Communication tools of the fishing tourism offer**

<p>How do my Customers get to know the service I offer?</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> TV</li> <li><input type="checkbox"/> radio</li> <li><input type="checkbox"/> leaflets</li> <li><input type="checkbox"/> websites</li> <li><input type="checkbox"/> e-mail</li> <li><input type="checkbox"/> phone calls...</li> <li><input type="checkbox"/> word of mouth</li> <li><input type="checkbox"/> _____</li> </ul>
<p>How do they decide whether or not to buy my products/services?</p>	
<p>How do you describe and communicate the service you offer?</p>	
<p>How do they buy them?</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> From the website</li> <li><input type="checkbox"/> by a tour operator</li> </ul>

	<input type="checkbox"/> in a hotel <input type="checkbox"/> talking to you <input type="checkbox"/> _____
How do you supply the purchased service?	<input type="checkbox"/> they must come to you <input type="checkbox"/> take them at the hotel <input type="checkbox"/> _____
How can I make sure they are really satisfied?	

### C.6 CUSTOMER RELATIONSHIP (RLC) – HOW DO YOU INTERCAT

The block of *Customer Relationship* describes the type of relationship that the company establishes with the various customer segments.

This section indicates the methods by which the Fisherman

- Acquires the customer
- Keeps clients faithful customers
- Increases sales

More than ever, maintaining customer relations is essential. It is indeed much cheaper to keep old customers, than to find new ones continuously. It is therefore of fundamental importance to clearly determine what kind of Customer Relationships prefer: personal, with acquired individuals, group etc.

Also on the side of the fisherman it is fundamental to determine the primary objective in the activity of relationship with the Customer, that is, whether the primary objective is the acquisition of new customers or to retain existing customers or to achieve greater revenues from existing customers.

Moreover, the established objectives can certainly change over time or because the market changes or because the goals of the fisherman change too

This basic element of the Business Model describes, therefore, the types of relationships that the fisherman establishes with a specific customer segment.

It is of strategic importance, then, to establish, with each specific segment of its customers, the type of relationship that one wants to entertain and which will considerably influence the customer experience.

The questions to be answered will be:

**SHEET 25: Customer Relationship**

What kind of relationship do each segment of our customers expect to establish and maintain with us?	
What relationships have we established?	
How much are these relationships expensive?	

How do these relationships integrate with our Business Model?	
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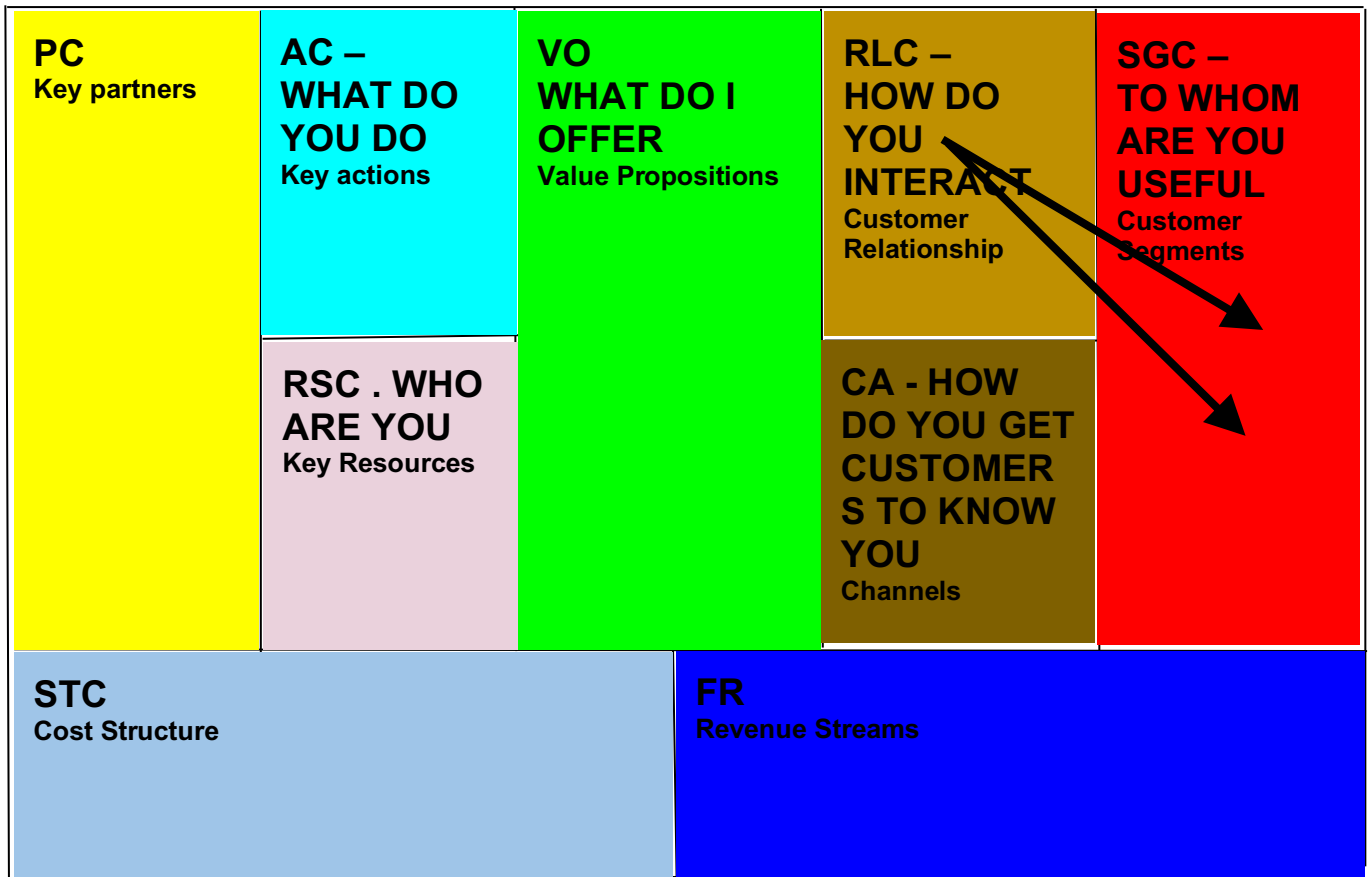
naturally different ways of relations with customers can coexist in relation to each specific segment.

For the building of the relationship with the customer it may be useful to use the methods described below to be adapted to a specific contexts:

- a) **Do research about customer segments (young people, families, sea lovers, ecotourists, etc.)** to know their needs, preferences and desires in order to best respond to their requests. This can be achieved either by interacting with the client or by doing context research.
- b) **Maintaining multiple lines of communication used by the customer.** This goal can be achieved both with traditional communication, i.e. telephone calls, visits to websites and messages via ordinary mail, and via email.
- c) **Be as clear as possible when interacting with a customer.** This means focusing on offering complete answers to customer questions and complaints.
- d) **Always look for customer feedback.** This includes looking for suggestions on new features that may be of interest to the customer. It is always important to thank the customer even if the comments are negative.
- e) **Avoid discussing with a client.** Even if the customer is speaking on the basis of a false assumption or incomplete information, you must try to understand the client's perceptions and make him aware that you understand what he is telling you.

f) Always be honest with the customer.

**PICTURE 7:** Customer Relationship



The questions to be asked for the construction of the Personal Business Model concern above all two aspects, namely:

- How do you interact with your customers?
- How do you create and maintain relationships with them?



It is therefore useful to describe the relationships that are established with the Customers:

**SHEET 26:** The Customers relationship in the Personal Business Model

<p>I interact above all:</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> <i>face to face</i></li><li><input type="checkbox"/> <i>by e-mail</i></li><li><input type="checkbox"/> <i>by telephone</i></li><li><input type="checkbox"/> _____</li><li><input type="checkbox"/> _____</li></ul>
<p>Development of relationships over time</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> <i>occasional</i></li><li><input type="checkbox"/> <i>ongoing</i></li><li><input type="checkbox"/> to provide assistance</li><li><input type="checkbox"/> to give information</li><li><input type="checkbox"/> to propose new services</li><li><input type="checkbox"/> _____</li><li><input type="checkbox"/> _____</li></ul>
<p>You tend to take care of the customers <i>you already have</i>, focusing especially on their requests</p>	

Do you tend to <i>increase the number</i> of new Customers?	
---	--

### C.7 KEY PARTNERS (PC) – WHO HELPS YOU

The key partnerships represent the network of suppliers and partners that allows the Fisheries Business model to work.

The partnerships are essential for the success of entrepreneurial activities. The fisherman or the fish farm can, as a rule, establish four different types of partnerships:

- Alliances between non-competitors
- Collaborative competition: partnership between competitors
- Development of new businesses
- Buyer-supplier relationships to ensure reliable suppliers

The fundamental questions that need to be asked are therefore:

**SHEET 27: Partnerships**

Who are my Key Partners?	
Who are my Key Suppliers?	
What key resources do I get from Partners?	
What Key Activities are performed by Partners?	

In general, we need to distinguish three reasons for creating partnerships:

a) Optimization and economies of scale

The most basic economy of scale is the relationship between buyer and supplier. In fact, it is not rational and economic that all the resources are possessed or all activities are carried out. It is cheaper to acquire them when needed.

Partnerships will therefore be built to reduce costs or outsourcing or infrastructure sharing.

b) Reduction of the risk and uncertainty

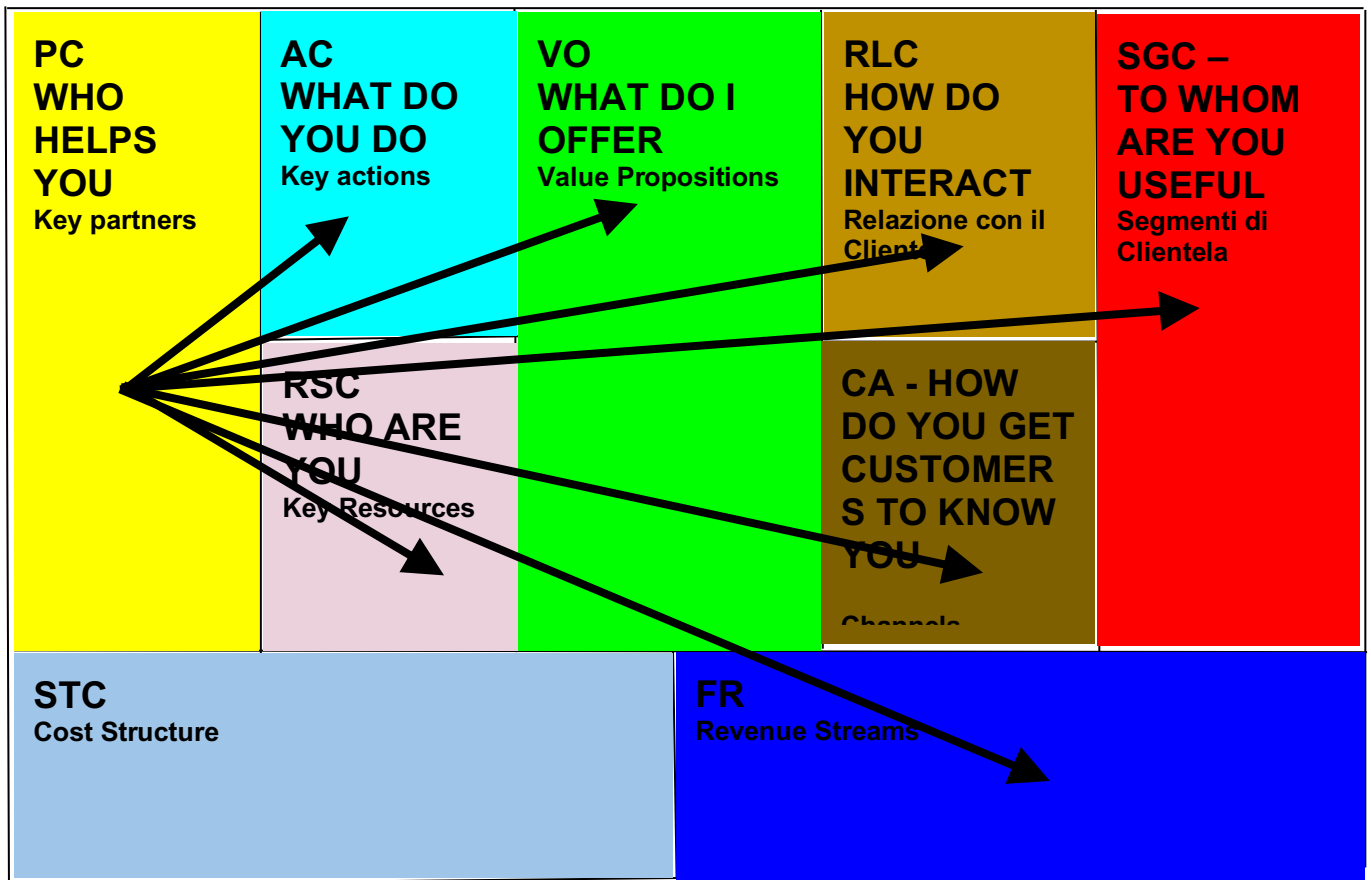
The partnerships can help reduce risk in competitive environments of uncertainty. In this case, for example, an agreement between different contiguous mariners or operators in the fishing tourism sector is useful to use common strategies to respond to the market.

c) Acquisition of particular resources or activities

These partnerships can be motivated by the need to acquire knowledge or access to certain customer segments.

In general, Key Partners form the network that serves to make a Business Model effective. The strategic or important partners for the success of the activity will therefore find themselves in the various blocks of the Business Model.

**PICTURE 8:** Key Partners



From the point of view of the Personal Business Model it must be emphasized that it is always better to have some people, Key Partners, who can help.

These are people, companies, organizations that help fill the inevitable voids in the Personal Canvas. Key Partners are extremely important, because they save time, money and resources, improve work, better understand the objectives and ways to achieve them, etc.

It is therefore necessary to pay careful attention to the identification of the Key Partners. It may therefore be useful to identify them in a specific list.

**SHEET 28: Key Partners List**

Key Partners	

**C.8 REVENUE STREAMS (FR) - WHAT DO YOU ACHIEVE**

The basic element relating to revenue streams represents the money that the Fisherman obtains from each customer segment.

Naturally, costs must be subtracted from revenues to create profits.

Ensuring sufficient revenue streams is essential for the continuation of the activity. The question we should therefore ask ourselves is:

"for what Value are each customer segment really willing to pay?"

By providing a correct and complete answer to this question it will be possible to generate one or more revenue streams from each customer segment.

The following table can help us to focus on the problem.

**SHEET 29: The value that generates revenue streams**

For what value are our customers really willing to pay?	
What do they pay for now?	
How do they pay currently?	
How would they prefer to pay?	
How does revenue stream contribute to general revenue?	

The price-setting mechanism is fundamental for guaranteeing adequate revenue streams.

The Business model could provide two different types of revenue streams:

- revenues from transactions deriving from payments in a single solution by customers;
- recurring revenues related to continuous payments deriving from the value/service offered to customers or from the offer of post-sales support.

Given the characteristics of the service offered by the Fisherman, the service offered can certainly be classified in the first type of revenues. Of course there are several ways to generate revenue streams. Given the specific nature of the service offered in the case of the offer of a fishing tourism experience we could have one or more of the following:

- Selling of the Service

The revenue stream derives from the mere sale of the fishing tourism service. Naturally the sales amount could vary depending on the time of use of the boat. So you could think of payment fees for an excursion of for example 2 hours, or half-morning or for the whole day. Or again for night excursions etc.

- Registration fees

This revenue stream is generated by the sale of a continuous access to a service. For example, in the case of excursions with divers, an annual or quarterly "subscription" could be provided, which offers the service at certain pre-established times.

- Hire

This revenue stream is generated by the fact of temporarily guaranteeing someone, upon payment of a fee, the exclusive right to use the boat or the offered fishing services;



- Sale of goods

This revenue stream can be generated from goods (for example, canning, or fish products, etc.) sold directly during the excursion, or from the lunch consumed on the boat, etc.

- Advertising

This revenue stream could be generated by advertising ads in specific dedicated spaces of the boat or indirect advertising through the promotion, for example tastings of certain consumer goods (fish products, wines, etc.) whose purchase could then be completed in special stores on the shore when you return from the excursion

Generally, however, considering the peculiar characteristics of the fishing tourism service, it would probably be appropriate to define a fixed price list in which prices vary based on variables statics.

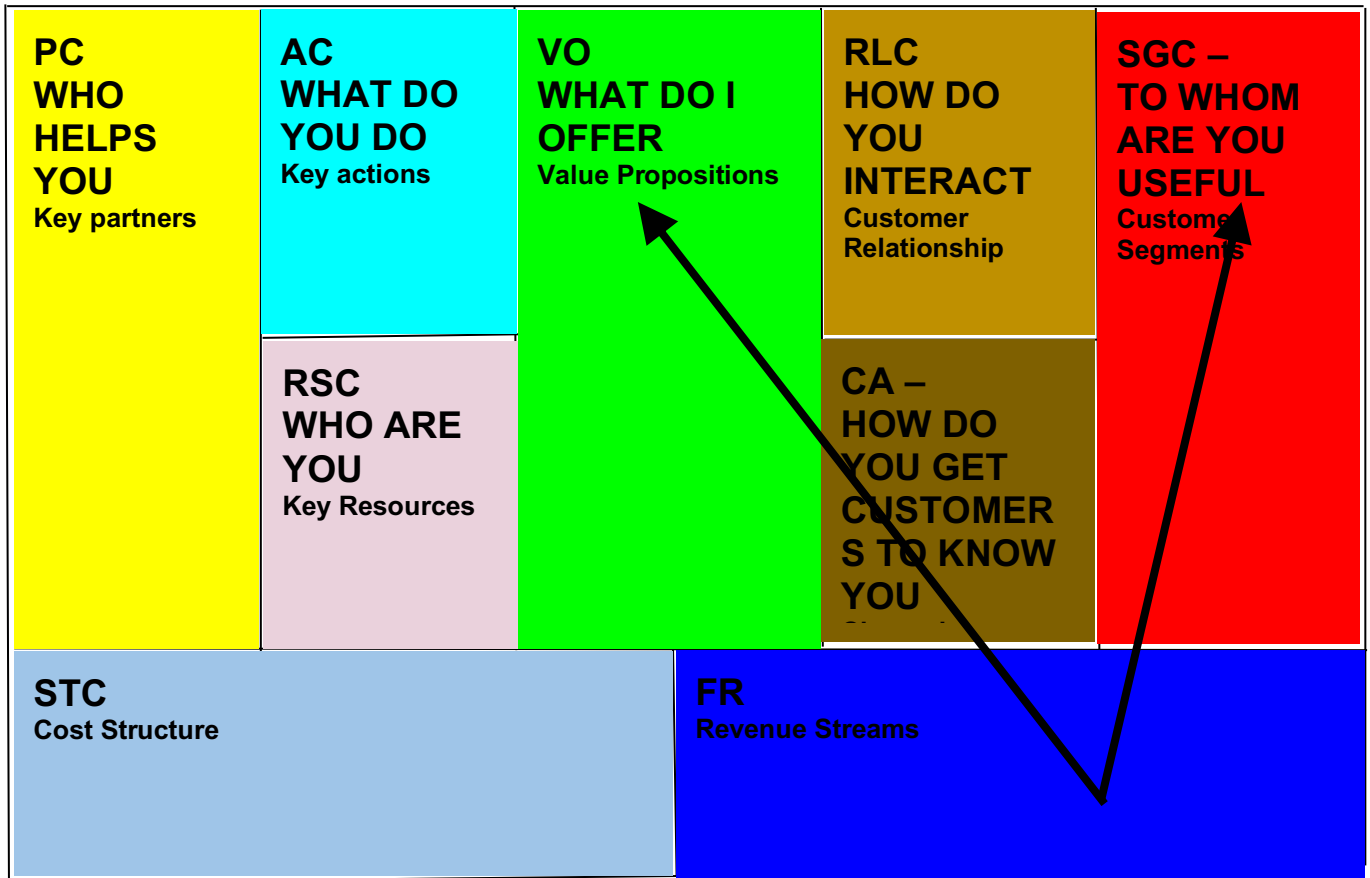
The model with the variables to consider could be the following:

**SHEET 30: Determination of price and price list based on certain variables**

Price List:  Fixed prices for individual products, services or other offered value propositions	<i>Dependent on product characteristics:</i>  the price depends on the number or quality or characteristics of the value proposition
	<i>Dependent on the Customer Segment:</i>  The price depends on the type and characteristics of a customer segment
	<i>Dependent on the Amount:</i>

	The price varies according to the quantity purchased
--	--

**PICTURE 9: Revenue Streams**



From the point of view of the personal business model the questions are:

- What do you get from your activities?
- What are your personal earnings?

All activities, to live, must give us Revenues and Benefits.

In other words, the value offered by fishing tourism must guarantee earnings. Naturally, personal and "intangible" benefits must also be included: *the satisfaction, the esteem of others, the positive contribution given to society, etc.*

It may be useful then to list what are the forms of income that can derive from the activity of Fishing Tourism:

**SHEET 31: Earnings forms**

Earnings forms	

**C.9 COST STRUCTURE (STC) - WHAT DO YOU GIVE**

This field defines the main costs that must be incurred to make a Business Model work.

All activities related to a business naturally involve costs. Creation and distribution of value, relationships with customers, revenue generation are all activities that assume the costs incurred.

These can be calculated quite simply after defining key resources, key assets and key partnerships.

The questions that must be answered are the following:

**SHEET 32: Determination of the main costs**

What are the most important costs of our Business Model?	<input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____
Which key resources are more expensive?	<input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____
Which key activities are more	<input type="checkbox"/> _____

expensive?	<input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____
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As for any economic activity it is important to define the cost structure of the fishing tourism activity. It is therefore important to classify them in order to define their "weight" within the overall management of the activity.

Naturally, costs must be kept to a minimum in every business model. The efficient management of costs is in fact the first pillar of a correct management, but for some business models, such as for a fishing tourism activity, adequate monitoring of the cost structure is more important than other business models. It is therefore possible to divide the cost structures of the Business models into two large classes: cost based and value based. Naturally, many business models are positioned between these two extremes.

- **Cost Based Business Models**

They are models in which the maximum concentration is on cost reduction wherever possible. This approach tends to maintain a strong flexibility in the cost structure by using a value offered at a low price

- **Value-Based Business Models**

In these business models, we focus not on the cost structure of a particular project but rather on the creation of value. This entails a strong personalization of the offered product. In the case of the offer of fishing tourism, the personalization could concern, for example, specific services of fish cooking, or for hikers and divers or even for disabled people.

As well known the cost structures can have different characteristics:

- Fixed costs  
Costs that remain unchanged regardless of the services offered by the fishing industry, such as salaries, rents, costs of the plants and maintenance, etc
- Variable costs  
They vary proportionally to the amount of services produced. For example in the case of fishing, costs for fuel, for fishing nets, for ordinary maintenance, etc.
- Economies of Scale  
They are cost reductions that the fishing company could enjoy when its activity increases.

We do not examine the case of the Range Economies which is not relevant with regard to the actual operations of the companies that carry out the fishing tourism activity.

The following are useful sheets for the identification of the main costs compared to the different areas of activity.

**SHEET 33:** Determination of the key resources costs

	COSTS OF KEY RESOURCES	monthly cost evaluation
<p><i>Fixed costs:</i> Costs that remain unchanged regardless of the value of the goods or services produced</p>	<p><input type="checkbox"/> Salaries</p> <p><input type="checkbox"/> Rent</p> <p><input type="checkbox"/> Boat Cost</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p><i>Variable Costs:</i> Costs that vary proportionally to the amount of goods or services produced</p>	<p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p><i>Economies of scale:</i> Possible cost reduction when activities expand</p>	<p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>





**SHEET 34:** Determination of the key activities costs

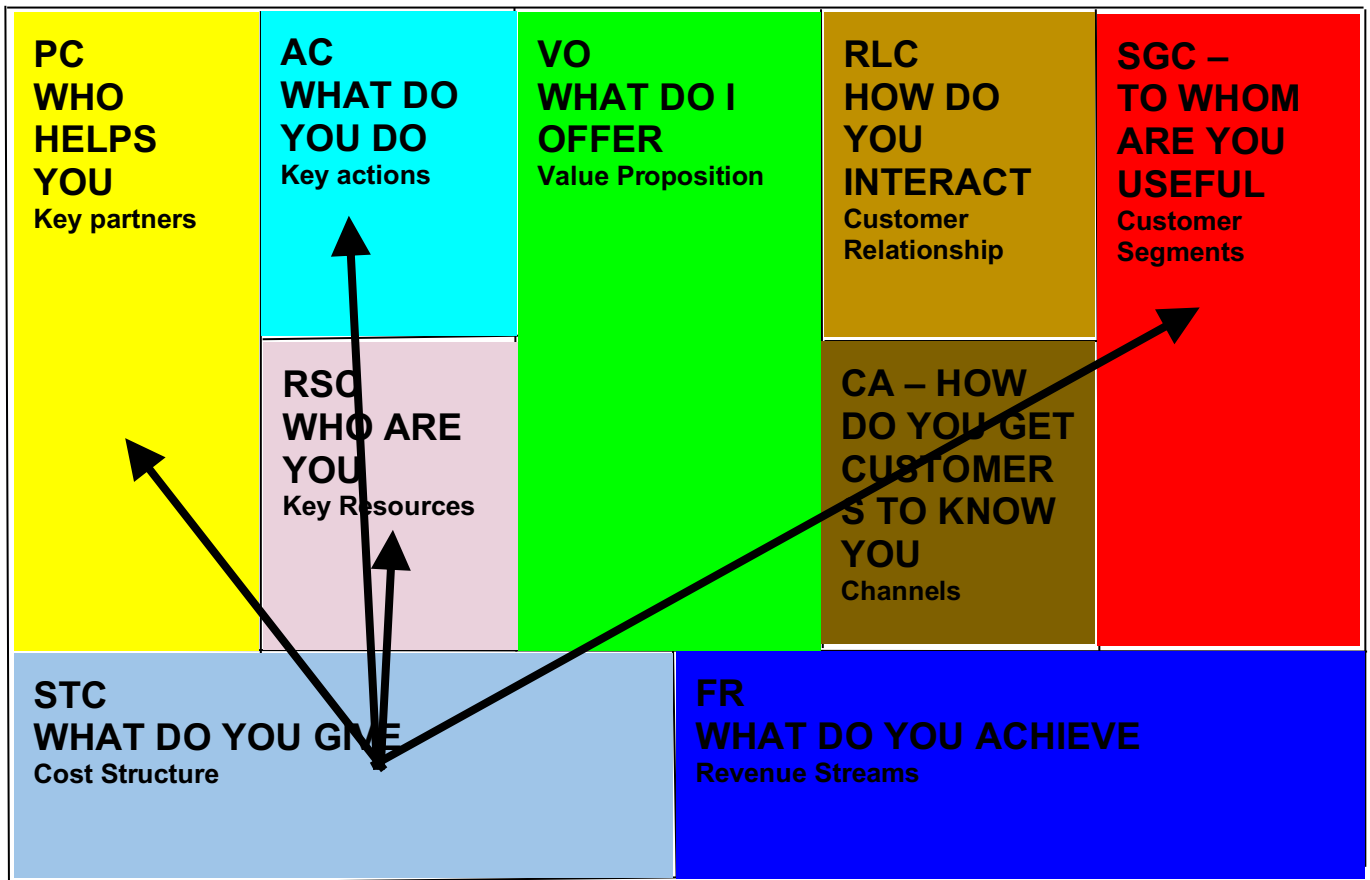
	COSTS OF KEY ACTIVITIES	monthly cost evaluation
<p><i>Fixed costs:</i> Costs that remain unchanged regardless of the value of the goods or services produced</p>	<input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____	_____ _____ _____ _____ _____ _____ _____ _____
<p><i>Variable Costs:</i> Costs that vary proportionally to the amount of goods or services produced</p>	<input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____	_____ _____ _____ _____ _____ _____ _____ _____
<p><i>Economies of scale:</i> Possible cost reduction when activities expand</p>	<input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____	_____ _____ _____ _____

**SHEET 35: Determination of the key partners costs**

	COSTS OF KEY PARTNER	monthly cost evaluation
<p><i>Fixed costs:</i> Costs that remain unchanged regardless of the value of the goods or services produced</p>	<input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____	_____ _____ _____ _____ _____ _____ _____
<p><i>Variable Costs:</i> Costs that vary proportionally to the amount of goods or services produced</p>	<input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____	_____ _____ _____ _____ _____ _____ _____
<p><i>Economies of scale:</i> Possible cost reduction when activities expand</p>	<input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____	_____ _____ _____ _____



**PICTURE 10:** Cost Structure



from the point of view of the personal business model the questions are:

- What do you have to do to keep your business?
- What are your costs?

The Costs are of different nature.

The survey carried out in the previous tables can however be exhaustive also for the definition of the personal business model.

## D. LA SCRITTURA DEL BUSINESS MODEL. UN ESEMPIO

The following is an example of the development of the Business Model Canvas

### **CUSTOMER SEGMENTS**

For whom are we creating value? Who are our most important customers?

The point of entry of the Canvas model is the analysis of the **Customer Segments** that we are targeting. One enterprise can decide to target more than one single Customer Segment, but it should explicit the differences between the segments in order to be aware of its implication in the other dimension of the Model (for instance the communication channels to be used for reaching that target, or the type of activities, etc).

In our case, we decided to target Tourists who are looking for an experience different from the mainstream ones. They can be locals (Nationals or even from the same Region) or internationals.

The future refinement of the model will allow performing a clustering of the customers such as Couples, Families, Groups of youths or business groups (among others) with their specific needs. Nevertheless, now there is the need to keep a wide perspective that can be inclusive of the situation in the different Mediterranean Regions (also considering legislation, dimension of the vessels, etc).

It emerged that, in theory, the tourism agencies or operators could become customer segments by themselves, in case they intend to buy packages of fishing tourism activities (for instance a hotel could decide to buy the package for n°xx tourists and resell it to its hosts). For simplification, the fields of this business model will be developed only considering the single Tourists as final customers.

From a different perspective, the fishermen themselves can be considered as customers of the service of business support for fishing tourism activities, but it would require to modify completely the perspective of this model. Therefore, this scenario is not considered in the model.

### **VALUE PROPOSITION**

What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?

Having defined the type of Customer Segment targeted, we should make in evidence the additional value that we provide them, considering their needs.

It is clear that at the current stage, the fishing tourism cannot be targeting mass tourism (considering its costs, vessels dimensions, etc.), so that it should intercept the needs of tourists who are looking for something different from the mass, and are willing to have a deeper experience of the territory, a sort of *experiential tourism*.

This is the value that the Model will propose them: a deeper *experience* of the territory. In terms of deeper knowledge of the social and cultural traditions (fishing and cooking ones), as well as a deeper knowledge of the environment of the territory.

So that the fishing tourism service should focus on offering something that could not be offered by any other touristic experiences, such as the possibility to eat fish caught under their eyes or the possibility to visit areas that are accessible only by boat (including protected areas, where allowed by local authorities), valorising the deep knowledge of the coast that only a fishermen has.

### **CHANNELS**

Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?

The selection of the channels for communication and selling is a critical point to reach the customers.

As first, it is to be defined who is selling the ticket. It emerged from the feasibility analysis that the provision of the service is more performing when it is operated through **cooperatives** or associations of fishermen. This is because having more vessels offering the service in cooperation has the following advantages:

- 1) Allows for ensuring different options to the customers (vessels of different dimensions for instance);
- 2) Allow to welcome bigger groups by dividing them on more than one vessel (one of the elements suggested by the feasibility studies is that the tourism operators often cannot offer the service to groups because of the low number of hosts allowed on board of one single vessel).
- 3) Gives the possibility of ensuring the service in more days (avoiding the risks connected to the availability of the single vessels and its owner/crew);

- 4) Gives higher visibility and offers economy of scale (in the administration services, including ticketing).

Therefore, the ticketing could be managed directly by the single fishing enterprise or by the cooperative. In the last case, the office of the cooperative could operate the direct selling.

It should be clarified that it is not likely that a tourist visits an area only for the fishing tourism itself. On the contrary, it is more likely that the tourist is already in the area, or the area is in the middle of an itinerary (such as Palermo – Cefalù), and the fishing tourism service “intercept” the customer. For this reason, it is crucial to network with the other tourism operators in the area. Therefore, for widening the marketing channels, it is crucial to involve the local actors having more direct contact with tourists: the **Tourism agencies** (and the local tourism information offices). Agreements should be established with both actors for providing information materials (leaflets, etc) and for allowing them to collect the reservations, obtaining a fare for the selling service. Each reservation should anyway pass through the cooperative (or the single fishermen) for confirming the availability. For boosting the “experiential” side of the service and the customer relationship, it could be an asset the spreading of the marketing material also through the operators (**restaurants, hotels or even fishmongers**) who normally buy the fish from the cooperative/single fishermen. In this way, the customers could be interested to “discover” and “experience” the origin of the fish that he buys, by making a fishing tourism experience<sup>1</sup>. Among the different operators, the hotels are those more likely to be involved also in the ticketing network, with agreements similar to the ones established with the tourism agencies (to a minor extent also a restaurant could be interested in the scheme).

Aside from the physical selling channels, which still play a central role in the target areas, the model should pay a particular attention to the use of the web as a key marketing channel. From one side, it gives visibility to the fishing tourism activities offered, from the other side, it gives possibility for establishing automatic reservation systems which allow the customer to reserve (and buy) on-line and facilitate the management of the reservations. The project Tourismed will provide the target groups with a **web-portal** for this purpose. The web-portal will be integrated at the Mediterranean for taking advantage of the network, but it will offer to each fishing tourism operator the use of the on-line ticketing service through which the reservations can be managed.

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<sup>1</sup> In Italy some successful cases exist on the Collective Purchase Groups (GAS) whose members decided to have fishing tourism experiences on the vessels from which they purchase fish throughout the year.



## **CUSTOMER RELATIONSHIPS**

What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?

The service offered is very likely to be a one-off service. It is likely that the majority of the costumers will realize the fishing tourism on that single vessel only once in their life, while they could be hosted again in the same hotel or they will eat again on the same restaurant. Nevertheless, also in this model, the relationship with the customer remain very relevant for several reason:

1. In this kind of experiential tourism, the personal relationship with the customer is core part of the service offered.

The dialogue between the fishermen and the tourist is fundamental, for ensuring the transfer of the knowledge (fish species, fishing traditions, gears and stories, environment, etc) as well as the safety information. So that a major problem which could arise is the issue of the language for foreign tourists. A solution could be in the production of interpretative panels and leaflets (plasticised to be used on board), explaining at least in two languages selected elements on the itinerary, the territory, the fish species (and may be how to cook them), the fishing gears and of course the safety information. In any case acquiring the basic elements of foreign languages (English and/or French) would be an asset for the vessels targeting foreign tourists.

2. In this typology of service, the customer is the most important vehicle for attracting future hosts. In these terms, it results relevant the use of the social media. In fact, during a fishing tourism activity many moments could be highly attractive to be photographed and posted on social media.

Each fish tourism enterprise should have a simple social media account (primary Facebook, potentially Instagram) where posting picture of the fishing tourism activities, under consent of the participants, possibly tagging them and using specific “Ashtags” which are developed at the Project level for boosting the networking potentialities. Moreover, the networking dimension, give the fishing tourism experience of a customer in one Country, stimulate the realization of the fishing tourism also in the other Countries. It was suggested the hypothesis of having a sort of “Passport” (paper based or digital) of fishing tourism where a customer could get the “visa” (certification) of the experience in one country, and decide to replicate it also in one or more

other countries trying to collect as much “visas” (certificates) as possible. This is eased by the fact that all the areas of the project are highly touristic.

3. For a particular segment (local/regional tourists), the fishing tourism activity could be integrated with the rest of our business activities.

Meaning that the local tourist could be or become customer of the direct selling of the fish products of the fishing enterprise. In this case, the business relation is long term, and the fishing tourism becomes a tool for valorising the fish product (fresh or processed) of the single enterprise or of the cooperative.

The customer relationship starts already from the moment of the booking. For these aspects consider the chapter on the “Channels” which include on-line and direct customer relationships.

Different could be the relations with some particular segments, such as schools or groups organized by tourism operators. In those cases, it is possible and needed to establish other forms of long-term agreements/relationships.

### **REVENUE STREAMS**

For what value are our customers really willing to pay? For what do they currently pay?

How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?

The main source of revenues from the starting of the fishing tourism activity comes from the selling of the tickets. The pricing strategy strongly depends on the structure of costs (which will be analysed in the following chapters). In fact, the presence of high costs of fuel, insurance, working hours, etc, force us to fix prices which are higher than those of alternative activities (such as the ticket for an amusement park). Therefore, we must focus on adding value to the experience rather than racing the price to the bottom. In this terms, the offering of the meal by cooking of the fish caught (fish dishes are considered having high value) seems to be central for giving value for the price paid by the customer.

The overall costs of the fishing day is to be split among the number of tourists on boards. The lower number of tourists we can host, the higher should be the price (reaching even 100€ per person). Therefore, lower number of tourists on board demands for adding even more value to the service

(pick-up service, better quality of drinks, gadgets, etc).

As additional source of revenues, it can be explored the possibility to sell at the end of the tour some fish products (small conserves which can be easily transported) which are produced by the fishermen or by the cooperative. On the other hand it should be considered that the fishermen carrying out the fishing tourism activity is not allowed to sell to the market the fish caught during the fishing tourism activity. When the tourist is local (or at least living in houses in the touristic areas), he could get part of the catches for cooking them in the very next days. Anyway, it is crucial that the fishing activities are as much as possible sized to the quantity of fish needed for cooking during the trip (also considering the discards ban, which will be in force for all species from 2019).

It could be also explored the possibility of selling - directly or through partnership with local shops - some souvenirs linked to the fishing tourism activity experienced (vessels reproductions, crafts made of dismissed nets, etc). Finally, during the brainstorming, a final suggestion arose concerning the possibility to get additional revenues from sponsorship partnerships (with shops, restaurants, etc).

### **KEY ACTIVITIES**

What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?

The key activities proposed in our fishing tourism modes, should be:

- Transfer the knowledge of professional fishing (gears, species, social aspects, etc) and knowledge of the territory. The transfer of knowledge can start from a briefing at the beginning of the trip and then follow the different moment of the itinerary, allowing to live and “touch” the work of a professional fishermen.
- Experience the use of some specific fishing gears. For promoting a proper fishing tourism experience, the fishermen should operate the catches with professional gears. In this case, the tourist cannot handle the gears (for safety reasons). Another option is to bring on board fishing rods to be used by the tourist under the direction of the fishermen. This option can be additional to the package of transfer of the knowledge on the professional fishing, but it should not be the core one, because it could be performed by any pleasure vessel not having fishing license.

- Have a trip along the coast that brings the tourist to special areas of the coasts that are possibly accessible only by boat, and allow them to swim/snorkelling, or even diving when they have the certificate. Maximise the synergies with high valuable environmental sites such as Marine Protected Areas (normally accessible for swimming in zone B and C).
- Cooking the fish and serving the meal. Cooking and serving the meal can be done on board where the spaces and equipment allow it. Otherwise, it can be performed on land (at the end of the trip or by getting on beaches at the middle of the day). In case that the latter 2 options are not feasible, it is possible to establish agreements with local restaurants for cooking the fish caught (verify the risks concerning the restriction on the selling of the product caught).
- Return to the boarding site. Be aware that the tourist must be landed only on the port of departure, or the legislation consider it as “transporting activity”. Possibility to have a debriefing/visit the fishing harbour/fishing village before boarding or just after the landing.

### **KEY RESOURCES**

What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?

The main resource which is to be mobilized is the Human Resource of the professional fishermen. It is obvious that for performing the fishing tourism, they must have a professional fishing license and a fishing tourism license. The knowledge of the fishing areas and of the fishing traditions is already part of the cultural baggage of the fishermen to be selected. Nevertheless, they are to be strengthened in terms of the entrepreneurial skills needed for starting the new activity. The availability of the vessel goes side by side with the selection of the fishermen. The need for equipping/adapting the vessels is to be assessed in detail before the start-up of the fishing tourism activities.

Moreover, the development of the Business Model as designed by the Partnership following to the results of the Feasibility Report, need for the availability of some specific key resources. Starting from the development of promotional materials, informative panels in the harbours, informative tables and flyers to be used on the vessel for information (including value added information such as the potential traditional receipts).

Moreover, in the framework of boosting the Mediterranean network among the enterprises carrying out the fishing tourism activities, the Web-portal becomes a key asset. It will be fundamental

for marketing and visibility, as well as tool for managing the reservations.

### **KEY PARTNERS**

Who are our Key Partners? Who are our Key Suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?

A set of different Partners can be considered as Key for development of the fishing tourism activities. They can be grouped according to the typology of interest/potential support toward the action.

For marketing the service it would be crucial to involve Tourism Agency and Tourism operators (Hotels & Restaurants, often mentioned as the Ho.Re.Ca. sector, but in this case “Ca.” as “Catering” is less relevant).

For developing synergies with the primary fishing activities in the target area and for offering the service through collective organizations, as specified in the section “channels”, the fishery cooperatives and fishery associations are primary actors. Moreover, the feasibility studies highlighted the fact that they are often the drivers of all the different initiatives of project boosting the diversification of the fishery sector. Therefore, the synergies with the other initiatives and projects ongoing should be explored. The local authorities and public bodies in charge for the development of the tourism and of fishery (such as the Fishery Local Action Groups) are the other key actors for developing synergies.

Concerning the aspect of the authorizations needed for starting the activities, an open dialogue should be established with the port authorities and coastal guard, alongside with the Bodies in charge of the certification of the vessels (such as BureauVeritas or RINA).

### **COST STRUCTURE**

What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?

As mentioned in the revenue flow, the performing of the fishing tourism activity has relevant costs to be considered.

Concerning the fixed costs, we should consider the cost for the adaptation of the vessel or its

equipment (starting from the safety ones) and the costs of certification. For the vessels assisted through the project, part of those costs can be taken in charge of the project together with the production of the informative material. Moreover, among the fix costs we should consider the insurance of the vessel, annual maintenance of the vessels and of the fishing gears, mooring, and some administrative costs (such as the annual renewal of the licenses). Concerning the variable cost, we should start by the cost of the fuel. It depends by the type of the vessel, the length of the trip and the cost of the fuel in the Country. We should then consider the cost of the human resources. In case of crew embarked, the cost of the working day of the staff is to be considered. The cost of the fishermen should be also considered in terms of cost opportunity, under the perspective that for each fishing tourism day he has to renounce one fishing day, in particular in summer when there is an higher fish demand from local restaurants, hotel and fishmongers'.

Where external actors are involved in the ticketing and reservation (the cooperative itself and the tourist agencies and operators), a fare for the ticketing service (in percentage or in fixed amount) should be considered.

In spite of this rough overview of the main costs, a detailed analysis of the costs should be performed for each vessel involved, for contributing to assessing the viability and the correct pricing strategy of the activity.

**PICTURE 11: Business Model**

<b>KEY PARTNERS</b>	<b>KEY ACTIVITIES</b>	<b>VALUE PROPOSITION</b>	<b>CUSTOMER RELATIONSHIPS</b>	<b>CUSTOMER SEGMENTS</b>
<p>For the marketing: Tourism Agency and Tourism operators (Hotels &amp; Restaurants)</p> <p>For synergies: Fishermen Associations and Cooperatives; Public institutions (local department of tourism, FLAG);</p> <p>For authorizations: Public institutions (port authorities/coastal guard); Certification bodies (e.g. RINA/Bureauveritas)</p>	<p>Teaching professional fishing techniques</p> <p>Boat Trips</p> <p>Cooking (directly on board or on land or through agreements with restaurants)</p>	<p>Unique tourism experience</p> <p>Education on fishery and fishery cultural heritage</p> <p>Discover places accessible only by boat or known only by fishermen</p>	<p>Use of social media (our activity is high usable on social media for visibility).</p> <p>Info material in more languages.</p>	<p>Tourists looking for a different experience. They can be local or international tourism (some differentiation in terms of sale channels and customer relationships)</p> <p>Tourism operators/travel agency can become customers buying directly the packages.</p>
	<p><b>KEY RESOURCES</b></p> <p>Compulsory professional fishing license and fishing tourism license.</p> <p>Promotional material</p> <p>Itinerary guides</p> <p>Interpretation panels</p> <p>Info material on traditional fish receipts</p>		<p><b>CHANNELS</b></p> <p>Website/Web portal Travel agency/operators</p> <p>Cooperative office</p> <p>Direct selling from the fishermen.</p>	
<p><b>COST STRUCTURE</b></p> <p>Fuel</p> <p>Maintenance cost of the vessel and gears</p> <p>Crew of the vessel</p> <p>Insurances</p> <p>Vessels adaptation and equipment (safety equipment)</p> <p>Information material.</p>			<p><b>REVENUE STREAMS</b></p> <p>Ticket sale to tourists</p> <p>Sale of packages to travel agencies</p> <p>Potential integration with sale of fish conserves or even gadgets on the fishery tradition.</p> <p>Potential Sponsorships (local shops on fishery/restaurants).</p>	