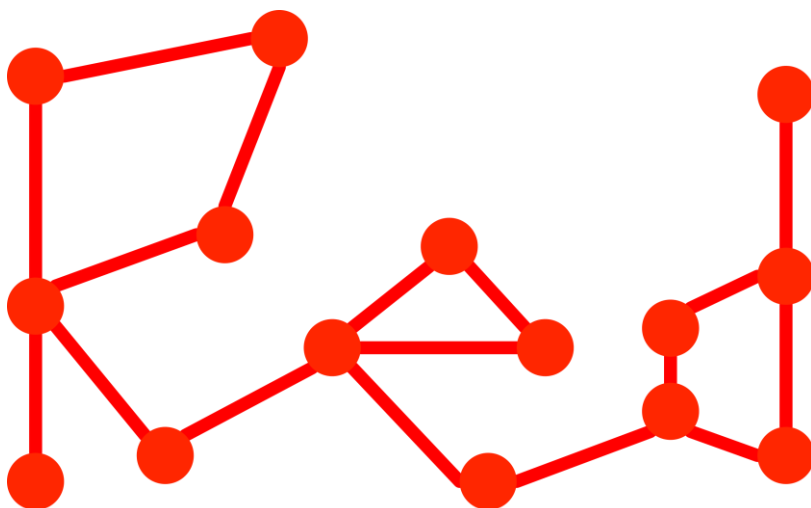




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Erasmus+ Programme  
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Reinforce Europeans' Digital  
literacy and numeracy skills

# RED PLATFORM SUSTAINABILITY STUDY

AZ Ljudska univerza Velenje

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## Introduction

*RED Platform is a result of Erasmus+ project carried out by 7 partners from 6 countries.*

*RED stands for Reinforce Europeans Digital, literacy and numeracy skills*

### About RED Platform

In Europe, one in five 16-65-year-olds have poor reading skills. Research shows that Europeans between ages 26-35 ranked highest in low literacy, followed by those aged from 16-25, then by those aged 36-45 concluded by 46 years and older.

People coping with these difficulties often also lack proficiency in digital skills. They already have problems with reading simple texts, retrieve simple facts, or make straightforward judgements and they are not able to deal with longer or more complex texts.

As a solution a modern and innovative platform - The RED platform ("Reinforce Europeans Digital, literacy and numeracy skills") was created which provides an individual baseline test which serve as orientation regarding literacy and numeracy. It also includes educational materials, materials to present the 'digital' services of social and public (governmental) organisations and provides roadmap, in which all social and public (governmental) organisations in the local region applicable for this target group are categorized, can be found and contacted.

RED platform serves as an innovative instrument, which teaches digital skills, tackles low literacy and low numeracy to finally increase social participation and empower the target group!

### About this document

The aim of sustainability study was to assess, plan and initiate the continuation of the RED project results after the project lifetime. The goal of this document is to present in what way the platform and supporting results can and will exist after the project has ended.

There are several outputs that were developed during the RED project. Some were developed to support partners in project implementation, others to support our target group. But results are not the only thing – there is also partnership and cooperation which has potential to be maintained and further exploited in the future (between project partners but also between partners and stakeholders on national level). This document focuses presents both aspects.

To ensure sustainability the RED platform needs to be transferred from an Erasmus+ project to an organisation's tool which will be updated, used and eventually will continue to exist as an important tool which can be used to provide help, guidance and support for people with low literacy and low numeracy skills.

The purpose of this document is to present ideas, plans and discuss potential issues regarding RED Platform sustainability in partner countries. The report includes information provided by partners and serves as guidelines to ensure sustainability of RED project results and established partnership.



## Methodology

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The purpose of the O5 - RED platform sustainability study was to collect ideas, plans and discuss potential issues regarding RED Platform sustainability in partner countries.

The process was divided in several steps:

- **Step 1 – preparation of the templates**

The document consisted of 2 parts:

PART A - Questionnaire where partners provided feedback and share future plans regarding integration of RED platform in their strategies

PART B - Business model canvas for partners to fill out. This part focused on funding schemes and opportunities to ensure RED Platform sustainability.

- **Step 2 – Gathering the information**

Each partner contributed by filling out the template. It was suggested, to do it in a group and discuss and assess the current situation in their organisation and evaluate the likelihood of integrating RED outputs in organisation's activities and offer. Once done the information was sent to LUV.

- **Step 3 – preparation of the report**

The information provided by partners is presented in the common sustainability report which serves as guidelines to ensure sustainability of RED project results and established partnership.

The report is divided in 2 parts, just as template. Part a provides answers to questions and is organized per question. In this way partners can compare challenges and solutions/strategies among different organizations and adapt their approach if they find another approach more suitable.

Part B is collection of business canvases which presents a more complex plan for individual organisation. Here readers can get a bigger picture how RED platform or similar platform can be integrated in the system of a organisation.



### Part A - Questionnaire

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#### 1. What are the existing strategies, programmes and activities in your organisation that currently benefit from RED project results, especially from RED platform?

**NTCenter** from Bulgaria has presented the platform to all colleagues with whom they worked in determining the needs of the target group - NGOs, social centers, municipal temporary accommodation services, shelters. They found their feedback and the opinion of the target very useful.



**Fundación Siglo22** collaborates with “La Prospe” adult school and they are going to work with them during the corona season so that they start working online. So far, they are used to working with on-site training but now, because of the virus, it is not possible for them to continue with it. That is why they are going to collaborate with them in two levels. On one hand, they are going to provide them a Moodle platform to work with and, on the other side, they are going to provide them with digital resources of the network that they find useful for the adult population they work with. In addition, they are trying to establish a similar relationship with two other adult schools and with a women network.



**Euroface Consulting** says that the projects they are doing with the Operational Program Employment for Unemployed People and the low-skilled are now expanding the possibility of using the RED platform, especially in the field of career counselling.



Within **Pro Work** organisation project started to be written and frameworks for which target group and what purpose it concerns created. The RED project was realized through Pro Work's network, but also with all colleagues on different levels within the foundation itself. There were already ideas to write a project for the target group that has problems with language, arithmetic and digital skills, and the project was created as a platform through various conversations, creative sessions internally and externally. The project turned out to fit best in the Erasmus + project and as a result it was submitted for this subsidy process. Finally, the implementation of this project meant that local contacts have been made with all kinds of organizations that deal with this target group and want to achieve the same goal and new ideas are emerging to serve this target group. With the RED project (giving courses and possible future additions / changes to the sources on the platform) as well as new projects that serve the same purpose.





## Part A - Questionnaire

**New service** plans to start working relationships with the Associations interested in the Platform. In particular, they would like to sign protocols of understanding that will allow them to define other video/tutorial content to be uploaded to the platform based on the needs of their local partners. There are already three organizations that, during the multiplier event "The RED Day" (see event registration), have declared their willingness to collaborate to implement the platform by December 2020: a vocational training school (target "in school drop-out"), the Ghana Consulate in Palermo (target immigrants) and a civic association (target adult with low literacy).



At **LUV**, they offer vulnerable target groups (unemployed, older 45+, pensioners, dropouts, immigrants) various informal programs for raising basic literacy. For this reason, they see the great utility of the intellectual results of the RED project and its platform. The videos available as well as the tests will be of great help in teaching our participants as well as raising their self-confidence.



**JKVG** is co-organizer of the support centre for disability and labour. As a result, they work together with organizations that guide people with a disability, often also mentally, as a result of which reading and calculation problems and the use of digital channels are often an issue. From these organizations they often receive the demand for tools to support these people in their search for work, for example. The online application channels that can help them with this have been included on the RED platform.



### 2. In what way has the RED Platform improved the level and scope of services your organisation provides for the target group?

As far as **NTCenter** is concerned the resources and materials in RED platform have been reviewed many times. They feel confident that such initiatives are appropriate for the target group.



From **Fundación Siglo22's** point of view the platform gives access to a series of resources and aids that facilitate their integration into the LMS platforms.





## Part A - Questionnaire

**Euroface Consulting** aims to expand the field of contact in the area of reading and mathematical literacy, but we also discovered new opportunities and found out what the target group really needs.



**Pro Work** has served a target group with a distance to society before, but in this case, they focused on a specific target group that has difficulties with computing, reading, writing and math. This means that they have tapped new ground to appeal to new initiatives in the future. They have made new contacts and have entered into discussions with special departments in the local municipalities to serve these target groups and to realize new ideas in collaboration with the foundation for the future. A new niche has thus been raised through the implementation of this project and they are very excited about it.



From **New Service's** point of view, the added value of the platform is that it provides new, short-lived, easy-to-use video content, all grouped together in a single platform. The platform is a flexible tool that allows us to create content tailored to the needs of each specific target audience. It also allows us to enrich the roadmap, that is a complete and useful tool to support users. For example, the vocational training centre has already shown us the video tutorial that can be most useful to their target group when they need to enrol in training courses. And in the same way, the associations that support immigrants, who need a tutorial to browse the website of the Ministry of Interior for residence permit applications.



With the RED project and its results, the programs **LUV** offers to vulnerable target groups have gained added value and expanded the possibility of learning in key areas of our participants daily lives. They will definitely use RED platforms as well as tests in computer programs.



In Belgium, more and more services and facilities are offered through a digital platform (both by the government and by private organizations). This is impossible for many people in the target group. **JKVG** sees the power of the RED platform mainly as a tool for supervisors, to work with the target group, to teach them to work with online platforms and to practice in that way.





## Part A - Questionnaire

### 3. Would the development of additional content be helpful and useful? Do you plan to develop and update the content of the RED Platform once the project ends?

**NTCenter's** team plan to create and upload videos on new topics which are difficult for these people or renew the information if it is changed or have incorrect content. Their plan is also to plan to update the information on the Roadmap.



**Fundación Siglo22** is convinced that that is possible, depending on the needs. In July they created two new resources on the IMV (guaranteed economic income approved by the Spanish government) because the target group they work with needed it. These two resources were created to explain general information about the IMV and information to know how to apply for it.



**Euroface Consulting** believes that materials need to be checked regularly and gradually add more information and topics. Organizations with which we cooperate and work with illiterate people are already asking us to increase the list in the roadmap and add more regions.



From **Pro Work's** point of view As indicated in the submitted plan as well as later in the project phase, it must be refreshed and adapted in the future! That is why it is very useful to continue to add and / or adjust various things on the platform in the future. They are working with various parties who would like to add an explanation video (source) to the platform (online shopping, general practitioners, police, health insurance and dentists). In addition, the input from the target group are also relevant; what is the needed and what needs to be adjusted when it comes to usability? They will continue to work on this and in collaboration with the Taalhuis, the municipality, the library and various educational organizations they will make sure they will stay up to date.



**New Service** is convinced that it would certainly be useful to implement and optimize the platform (which for example should be optimized for viewing on mobile devices). The content should also be updated in accordance with the innovations introduced by the organizations and institutions that provide services, in order to avoid the platform's content becoming obsolete. At the moment they do not have any staff dedicated to possible developments of the platform outside the EU project, but







## Part A - Questionnaire

the RED project staff has given its willingness to produce some videos for free between now and December 2020.

From **LUV**'s point of view, the development of additional content would further contribute to raising the basic literacy of our participants. During the pilot implementation, the latter themselves suggested which content they were missing and could be added to the platforms. They wish that even after the end of the project, there would be the possibility of editing additional content on the platforms as well as new videos for different areas of everyday life.



The platform would quickly lose power if no new content is provided on it after a while. It would be ideal if the number of files could always be supplemented and if the number of themes could be further expanded. **JKVG** can partly try to guarantee this from our core activities, but they will also look for partners who work more on the core and target group to further expand this.



### 4. After the project lifetime – do you plan to disseminate the result to new stakeholders? In what way?

**NTCenter** believes that after project lifetime the colleagues and the organizations will continue to use the resources from the platform, as well as that they will share with their colleagues the benefits of the Platform. After project lifetime, its results can be used in the long term, through implementation in the practice of organisations. Dissemination of project results can serve to justify future policies and practices.



**Fundación Siglo 22** is trying to establish a similar relation with another two adult schools and with a women networking, so they can disseminate all the results of the RED project.



**Euroface Consulting** believes that the results of the project will continue to spread not only among the target group of people, but also organizations that work with the target group. If they manage to expand the list in the roadmap and on the platform itself, the project will continue to spread among more regions and more people will find a way to a platform that will help everyone. The Czech Republic is still at the beginning of digitization and they believe that in a few years new





## Part A - Questionnaire

services will be created, which would be appropriate to introduce on the platform. Cooperation with governmental organizations will be relevant in the future.

As far as **Pro Work** is considered, Despite the fact that they are now officially completing the project within the subsidy period, the project has actually just started. They notice that they are at the beginning of new developments, needs and target groups that also want to use our initiatives about helping with digitization, not only to make it useful for specific target groups who need help with this, but also to provide the right help to these target groups. Disseminating the project has contributed to this so far but will contribute to it in the future as well. By continuing to disseminate new developments, they hope to continue to explore new and different approaches to develop and to make the platform increasingly more and more complete. They use not only social media and our existing network (direct mail) but also important personal contacts that have already been made or will be made (think of our contacts with the Taalhuis, library, schools and municipality that were essential for this project to run it and for future possibilities).



**New Service** claims that it is a work carried out by the partner organizations of the project - and of great value - they plan to disseminate the results certainly to other stakeholders in the private and public sector. Their idea is to develop the first collaboration agreements with the individual associations and then wait for the word-of-mouth. To this they will also add a dissemination campaign through social networks and the New service website.



**LUV** is convinced that the idea as well as the results made are a good starting point for the expansion of the RED project. This is a current topic that will need to be followed in the future, and in this way they will mostly offer help to participants with low literacy.



A great deal of effort has already been made during the project through our own network of cooperation partners to make the platform known. **JKVG** also distributed it via twitter and website, but mainly used it for network contacts and organizations that work with the target group. They hope that they in turn also further feed their network with information via the platform, so that it will become increasingly known in this sector





## Part A - Questionnaire

### 5. Are there existing structures (programmes, initiative, actions) that would financially support the sustainability of the RED platform?

From **NTCenter's** point of view, they are not aware of such funding lines at present, unless a fork of the project is planned in the future.



**Fundación Siglo 22** believes that the use of the platform in the adult schools with which they have contact ensures sustainability in the coming years.



**Euroface Consulting** is afraid that they are not familiar with any ways that would financially support the sustainability of the RED platform.



**Pro Work** is in discussion with the municipality (local; municipality Schouwen-Duiveland) to see whether so-called resources are still available to stimulate and support matters for low-literate people and people with low digital skills. This includes the municipal department for social work itself, but also sheltered workshops/social employment services and other bodies (social work) where this target group often comes to ask for help with digital questions and / or language skills issues. That is why they hope that in collaboration with the municipality, they may look at a follow-up to continue developing this platform in a successful way. In addition, they would like to offer courses (in addition to their existing offer) to use the platform in collaboration with the Taalhuis and the library. This includes language volunteers, language teachers, but also the target group itself, which they can use to provide more background information about the use of the platform. Unfortunately, current agreements have been cancelled due to the COVID-19 situation and no concrete plans have yet been made for a possible follow-up, but they hope to continue as soon as possible hopefully in the fall of 2020.





## Part A - Questionnaire

**New Service** is sure that there are European funds for projects to overcome the digital divide as well as social inclusion. In Italy there are many initiatives of the Government of the "Digital Agenda" program. Moreover, it is not to be excluded that there will be targeted government measures following the Covid-19 emergency, in particular on digital literacy. The Covid-19 emergency and the consequent Lockdown have brought to light the big digital gaps that exist in the school system and in the digital literacy of teachers and pupils. It is a national problem.



**LUV** is currently involved in several national programmes with main goal to increase basic and vocational literacy. RED platform was already introduced to staff members involved in the project and participants completed the tests. As Platform proved to be useful there will be some support (manhours) available. Within LUV there are also mentors who work within employment office programmes – they could be assigned the task to keep information up to date. For Platform to be upgraded and expanded in its functionality, partner would need to apply for additional funds.



The Belgian government is already investing in initiatives for people with a low literacy and limited digital skills. At a regional level, **JKVG** should certainly bring this to the attention of the OCMWs. At an umbrella level, this will create a better chance for organizations such as 'Samenlevingsopbouw Vlaanderen'





## Part A - Questionnaire

### 6. To maintain the RED project results partner cooperation and collaboration is required. Is your organisation willing to cooperate and support other partners to ensure RED platform sustainability?

**NTCenter** considers that a good partnership is the basis of a good and successful project. The NTCenter team would be happy to support a new venture and help make the platform sustainable. Dissemination of project results raises awareness of the opportunities offered by the project and emphasizes the European added value of the activities.



**Fundación Siglo22** claims to have a good relationship with the partners therefore they will continue to use the resources, do a good dissemination and investigate future options for possible improvements or developments.



From **Euroface Consulting** point of view, a good partnership is necessary in every successful project. They are very proud that the partners in the RED project worked great. They would be very happy if the project continued and they could support other partners who are willing to work on the platform.



From **Pro Work's** point of view, a good partnership is the basis for a successful project and will continue to be so in the future. They are open to new initiatives in the current form or in a new form in the future.



**New Service** considers networking as one of their organization's missions. It only remains to understand with the other partners how and when, to be defined together to evaluate the effort for the organization.





## Part A - Questionnaire

**LUV** thinks that the RED project and its results are well-designed and enable the individual to increase their knowledge and self-confidence. Despite the fact that the project is coming to an end, it would be good to consider expanding the work done so far and adding new content



**JKVG** is willing to provide support. As mentioned above, we will contact Samenlevingsopbouw Vlaanderen. They are an umbrella body for all local projects for people with low education, low income, few opportunities in society. Via this route, the platform can find its way to social workers, projects and the target group



### 7. In what way do you foresee this future collaboration?

**NTCenter** is convinced that the results of the project can be included in a new partnership initiative. After the project lifetime the connections with existing networks and transnational partners can be used, as well as information and know-how can be transferred to new partners who are interested in the goals and results of the project.



From **Fundación Siglo22's** point of view, a new proposal could be considered based on the results of the RED project.



**Euroface Consulting** believes that it is being considered whether to expand the project to more partner countries. Today, there are massive relocations of young people for work across the EU, and a target group of people could use the platform in more countries and help them in their ordinary lives. They see further possible cooperation with government organizations (The Czech Republic is still at the beginning of digitization).



**Pro Work** believes that this includes new subsidy programs at EU or national level. Other initiatives are also welcome, such as collaborations with other foundations and/or organisations working for the same purpose as a volunteer-based cooperation. Governmental contributions (municipal, provincial or national) are of course also an option to further roll out certain matters.





## Part A - Questionnaire

**New Service** believes that through the exchange of ideas, the sharing of good practices existing in our country. Moreover, it will be important to collect the feedback received from the stakeholders who have followed along the path of the RED project. It is then be easier to understand how to do a phase two of the RED project either as Erasmus plus or with national funds made available for the emergency by Covid 19.



**LUV** will try to cooperate and collaborate at the local as well as at the national level. In the past, the municipality has encouraged informal programs and workshops aimed primarily at vulnerable groups of people (the elderly and seniors). In addition, they see a good opportunity with projects at the national level, with the help of the Ministry of Education, Science and Sport.



**JKVG** plans to contact a number of important organizations that work with the target group and that are an overarching body. They want to convince one of them to take over the management and further development of the platform.



### 8. To keep platform up to date and to ensure its visibility and usability partners needed to establish local network and collaborate with relevant stakeholders. How do you plan to maintain this network once the project is completed?

**NTCenter** participates as a volunteer and consultant in a number of initiatives of non-governmental organizations and shelters workshops that work with low-literate people. This gives them confidence that we can maintain and update the relevant information in the Platform when it is necessary and after analysis in a specific situation.



**Fundación Siglo22** collaborates with "La Prospe", hopefully with other two adult schools and with a women networking, therefore they assure that the local group will exist and will be functioning.



**Euroface Consulting** has long-term good contacts with the library of the city of Kroměříž, with the city council, labour office, social services and other educational organizations with which they have been working for a long time and they believe that they will continue to cooperate in the future.





## Part A - Questionnaire

From **Pro Work's** point of view, the assurance of a good basis to continue working in the future is linked to their good contacts with the aforementioned Taalhuis, the library, the municipality and various educational organizations. The contacts have already been made in the project and will be preserved even after this project for whole new ideas and/or next steps for this project.



**New Service** claims that The RED project was an opportunity for us to network with different associations and organizations that share common goals. This will certainly allow them, as already explained before, to maintain a collaboration with them. In particular, the project has been very much appreciated also by the municipal administration, which has called them for a next meeting on the subject. The opportunity is to make the platform a widespread tool among all associations and educational institutions at local level, also thanks to the logistic support of the municipal administration.



In collaboration with the municipality, library, schools, NGOs and volunteers. **LUV** is already working with many of them and they have presented the RED project and its results to them. Since quite a few of them also provide informal forms of education for vulnerable groups (dropouts, low literacy, the elderly), they will use them to disseminate the results of the RED project and thus provide users with access to the platform.

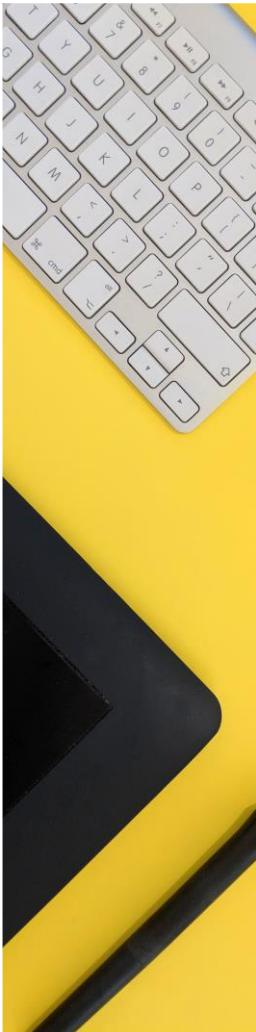


As mentioned above, in Flanders there are services that receive subsidies to support the target group. They can certainly benefit from the tool and can therefore use these resources to keep the platform online and to expand it further.



**JKVG** will be responsible for this in the run-up to this transfer





## Part B – Business models

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### About the Business Model Canvas

The business model canvas is a strategic planning tool used by managers to illustrate and develop their business model. The business model canvas template clearly identifies the key elements that make up a business. Additionally, it simplifies a business plan into a condensed form. In this way, the business model canvas template acts like an executive summary for the business plan. To make sure RED platform can be kept alive and results are sustainable carefully planned business model is required. Platform might not create Revenue in terms of money transactions but it can bring benefits for the organisation in terms of future collaboration on national, local and EU level, it can results in steady networks which can further on create revenue. But it can also present a space for adds, news etc, which can result in financial compensation.

### More information on Business Model

Link: <https://corporatefinanceinstitute.com/resources/knowledge/strategy/business-model-canvas-template/>

RED platform is a source of information, educational materials and contact information.

## NTCenter, Bulgaria

<p><b>Key Partners</b></p> <p><i>Identify your key partners. (stakeholders) What key resources will they provide you with? (data, information on courses, contacts, learning resources, etc)? What key activities do they perform? (counselling, providing courses, job search, support)</i></p> <p><b>Key partners:</b></p> <ul style="list-style-type: none"> <li>Municipal centres</li> <li>Local governmental centres</li> <li>NGO s</li> <li>Associations</li> <li>Health-social centres</li> </ul> <p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>social support,</li> <li>training,</li> <li>mentoring,</li> <li>job support,</li> <li>developing social skills</li> </ul>	<p><b>Key Activities</b></p> <p><i>What specific key activities are necessary to deliver your value proposition? What activities set your company apart from others?</i></p> <ul style="list-style-type: none"> <li>consulting,</li> <li>providing vocational training,</li> <li>job application training,</li> <li>participation in a network of non-governmental organizations related to education and training</li> </ul> <p><b>Key Resources</b></p> <p><i>What specific key resources or assets are necessary to deliver your value proposition? Consider what resources your distribution channels and revenue streams may require to function. Additionally, think about</i></p>	<p><b>Value Propositions</b></p> <p><i>What value do we deliver to the customer?</i></p> <p><i>Which of our customer's problems are we helping to solve?</i></p> <ul style="list-style-type: none"> <li>Easy access to various services and programs,</li> <li>improving the education of the target group,</li> <li>resources made in an accessible language,</li> <li>videos, roadmap with contacts and detailed information</li> </ul>	<p><b>Customer Relationships</b></p> <p><i>What type of relationship do you have with your customers? How do you interact with customers and how does this differ amongst customer segments? Do you communicate frequently with your customers? How much support does your company provide?</i></p> <p><i>We hold regular meetings with experts, social workers, psychologists and assistants working in NGOs, integration centres, associations and others. In these activities our team works pro-bono</i></p> <p><b>Channels</b></p> <p><i>How do you deliver your value proposition? How do you reach your customer segments? What channels are used? Consider your supply, distribution, marketing, and communication channels. Are they</i></p>	<p><b>Customer Segments</b></p> <p><i>For whom are we creating value(results)? <b>Who are our most important customers?</b></i></p> <p><i>Who can we serve better than anyone else?</i></p> <p><i>What are their Needs and Wants?</i></p> <p>Our organization works with social workers, occupational therapists, psychologists, and mentors. They share with us their professional challenges and difficulties; we analyse and offer a solution. Usually the tools we create and the data we collect help, unemployed, homeless, young people at risk, people from the Roma community, people with disabilities. Our organization works with social workers, occupational therapists, psychologists, and mentors. They share with us their professional challenges and difficulties</p>
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	<p><i>what resources are needed to maintain customer relationships. Does your company require a lot of capital or human resources?</i></p> <p>at least 1 staff with relevant contacts, 1 (shared) IT support for the platform, mobile devices to support access to the platform</p>		<p><i>well-integrated and cost efficient? Are they utilized effectively?</i></p> <p>We use:</p> <p>face-to-face meetings, social media messages, newsletter distribution, participation in trainings</p>	
<h2>Cost Structure</h2> <p><i>What are the most significant costs in our business model?</i></p> <p><i>Which Key Resources are most expensive?</i></p> <p><i>Which Key Activities are the most expensive to run?</i></p> <p><i>Which Key Resources and Activities are best outsourced to Partners?</i></p> <p>Payment of experts in the field</p> <p>advertising</p> <p>website technical support</p> <p>creating and conducting research</p>			<h2>Revenue Streams</h2> <p><i>Revenue Streams are the means by which customers reward us for the Value Propositions that we deliver to them. In what way your value proposition generates money for your business?</i></p> <p><i>Types of revenue model:</i></p> <p>1. Transaction (e.g physical product sale) 2. Recurring (subscription or license or lending/renting) 3. Project 4. Time &amp; materials 5. Usage fee (e.g. mobile minutes) 6. Grants (e.g. research grants from governments) 7. Brokerage 8. Advertising</p> <p><i>RED is not a revenue-generating service, it needs external funding to survive in the long run</i></p>	

## Fundación Siglo22, Spain

<p><b>Key Partners</b></p> <p><i>Identify your key partners. (stakeholders) What key resources will they provide you with? (data, information on courses, contacts, learning resources, etc)? What key activities do they perform? (counselling, providing courses, job search, support)</i></p> <p><b>Key partners:</b></p> <p>Municipal centres</p> <p>Adult schools</p> <p>NGO s</p> <p><b>Key activities:</b></p> <p>social support,</p> <p>training,</p> <p>mentoring,</p> <p>developing digital skills</p>	<p><b>Key Activities</b></p> <p><i>What specific key activities are necessary to deliver your value proposition? What activities set your company apart from others?</i></p> <p>consulting,</p> <p>training,</p> <p>networking</p> <p><b>Key Resources</b></p> <p><i>What specific key resources or assets are necessary to deliver your value proposition? Consider what resources your distribution channels and revenue streams may require functioning. Additionally, think about</i></p>	<p><b>Value Propositions</b></p> <p><i>What value do we deliver to the customer?</i></p> <p><i>Which of our customer's problems are we helping to solve?</i></p> <p>Easy access to various services and programs,</p> <p>improving the education of the target group,</p> <p>resources made in an accessible language,</p> <p>videos, roadmap with contacts and detailed information</p>	<p><b>Customer Relationships</b></p> <p><i>What type of relationship do you have with your customers? How do you interact with customers and how does this differ amongst customer segments? Do you communicate frequently with your customers? How much support does your company provide?</i></p> <p><i>We have regular collaboration with adult schools</i></p> <p><b>Channels</b></p> <p><i>How do you deliver your value proposition? How do you reach your customer segments? What channels are used? Consider your supply, distribution, marketing, and communication channels. Are they</i></p>	<p><b>Customer Segments</b></p> <p><i>For whom are we creating value(results)? <b>Who are our most important customers?</b></i></p> <p><i>Who can we serve better than anyone else?</i></p> <p><i>What are their Needs and Wants?</i></p> <p>Psychologists, coaches, IT staff and educational experts to provide comprehensive support to the associations which we collaborate with.</p>
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	<p><i>what resources are needed to maintain customer relationships. Does your company require a lot of capital or human resources?</i></p> <p>IT staff for technical maintenance, coaching staff</p>		<p><i>well-integrated and cost efficient? Are they utilized effectively?</i></p> <p>We use:</p> <p>face-to-face meetings, facebook and twitter online trainings</p>	
<h3>Cost Structure</h3> <p><i>What are the most significant costs in our business model?</i></p> <p><i>Which Key Resources are most expensive?</i></p> <p><i>Which Key Activities are the most expensive to run?</i></p> <p><i>Which Key Resources and Activities are best outsourced to Partners?</i></p> <p>Experts and technical resources</p>			<h3>Revenue Streams</h3> <p><i>Revenue Streams are the means by which customers reward us for the Value Propositions that we deliver to them. In what way your value proposition generates money for your business?</i></p> <p>RED is not a revenue-generating service, it needs external help from partners to fudn to survive in the long run</p>	

## Euroface Consulting, Czech Republic

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<p><b>Identify your key partners.</b> (stakeholders) What key resources will they provide you with? (data, information on courses, contacts, learning resources, etc)? What key activities do they perform? (counselling, providing courses, job search, support)</p> <p><b>Key partners:</b></p> <ul style="list-style-type: none"> <li>Health - Social department and services</li> <li>Municipality</li> <li>Sheltered workshops</li> <li>Libraries/Language educational organisations</li> <li>Labour office</li> <li>Psychological and psychiatric counselling</li> <li>Schools</li> </ul> <p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>social support,</li> <li>training,</li> <li>mentoring,</li> <li>job support,</li> <li>developing social skills</li> <li>courses</li> </ul>	<p><b>What specific key activities</b> are necessary to deliver your value proposition? What activities set your company apart from others?</p> <ul style="list-style-type: none"> <li>Consulting,</li> <li>Vocational training</li> <li>It services</li> <li>Job application training</li> </ul> <p><b>Key Resources</b></p> <p>What specific key resources or assets are necessary to deliver your value proposition? Consider what resources your distribution channels and revenue streams may require to function. Additionally, think about what resources are needed to maintain customer relationships. Does your</p>	<p><b>What value</b> do we deliver to the customer?</p> <p>Which of our customer's problems are we helping to solve?</p> <ul style="list-style-type: none"> <li>Easy access to various services and programs</li> <li>improving the education of the target group,</li> <li>resources made in an accessible language</li> <li>videos, roadmap with contacts and detailed information</li> </ul>	<p><b>What type of relationship do you have</b> with your customers? How do you interact with customers and how does this differ amongst customer segments? Do you communicate frequently with your customers? How much support does your company provide?</p> <ul style="list-style-type: none"> <li>Personal contacts with social workers, psychologist, stakeholders and target group</li> </ul> <p><b>Channels</b></p> <p>How do you deliver your value proposition? How do you reach your customer segments? What channels are used? Consider your supply, distribution, marketing, and communication channels. Are they well-integrated and cost efficient? Are they utilized effectively?</p>	<p>For whom are we creating value(results)? <b>Who are our most important customers?</b></p> <p>Who can we serve better than anyone else?</p> <p>What are their Needs and Wants?</p> <p>Euroface cooperates with Health-social services, with psychologists and psychiatrists, job centres, we provide a help to unemployed people, people with disabilities.</p>

## Euroface Consulting, Czech Republic

	<p><i>company require a lot of capital or human resources?</i></p> <ul style="list-style-type: none"> <li>• 1 IT staff – IT support</li> <li>• 1 Staff – platform content</li> <li>• Computers</li> <li>• Mobile phones</li> </ul>		<ul style="list-style-type: none"> <li>• Personal meetings with different stakeholders and target group</li> <li>• Social media dissemination</li> <li>• Emails</li> </ul>	
<p><b>Cost Structure</b></p> <p><i>What are the most significant costs in our business model?</i></p> <p><i>Which Key Resources are most expensive?</i></p> <p><i>Which Key Activities are the most expensive to run?</i></p> <p><i>Which Key Resources and Activities are best outsourced to Partners?</i></p> <p>Payment of experts in the field</p> <p>advertising</p> <p>website technical support</p>			<p><b>Revenue Streams</b></p> <p><i>Revenue Streams are the means by which customers reward us for the Value Propositions that we deliver to them. In what way your value proposition generates money for your business?</i></p> <p><i>Types of revenue model:</i></p> <p>1. Transaction (e.g physical product sale) 2. Recurring (subscription or license or lending/renting)</p> <p>3. Project 4. Time &amp; materials 5. Usage fee (e.g. mobile minutes) 6. Grants (e.g. research grants from governments) 7. Brokerage 8. Advertising</p> <p><i>RED is not a revenue-generating service, it needs external fudnign to survive in the long run</i></p>	

## Pro Work, the Netherlands

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<p><b>Identify your key partners.</b> (stakeholders) What key resources will they provide you with? (data, information on courses, contacts, learning resources, etc)? What key activities do they perform? (counselling, providing courses, job search, support)</p> <p><b>KEY PARTNERS</b></p> <ul style="list-style-type: none"> <li>• Social department Municipality</li> <li>• Different NGO's</li> <li>• Social work</li> <li>• Sheltered workshops</li> <li>• Libraries/Language educational organisations</li> <li>• (Adult) educational institutes</li> </ul> <p><b>KEY ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>• Courses/workshops</li> <li>• Trainings</li> <li>• Development new materials/adaptions materials – resources platform</li> <li>• Social support</li> </ul>	<p><b>What specific key activities</b> are necessary to deliver your value proposition? What activities set your company apart from others?</p> <ul style="list-style-type: none"> <li>• Contact target group / network</li> <li>• Training facilities</li> <li>• IT services for providing new resources platform + adaptations</li> <li>• Network with all parties involved</li> </ul>	<p><b>What value</b> do we deliver to the customer? Which of our customer's problems are we helping to solve?</p> <ul style="list-style-type: none"> <li>• Training how to use and work with platform</li> <li>• Better individual adapted training/education for the target group (low literate elderly, youngsters with low digital skills, immigrants with both problems etc.)</li> <li>• Platform with all kind of materials (resources / roadmap etc).</li> </ul>	<p><b>What type of relationship do you have</b> with your customers? How do you interact with customers and how does this differ amongst customer segments? Do you communicate frequently with your customers? How much support does your company provide?</p> <ul style="list-style-type: none"> <li>• Online contact with interested parties</li> <li>• Personal contacts with stakeholders (see key partners), target group institutes + target group</li> </ul>	<p>For whom are we creating value(results)? <b>Who are our most important customers?</b> Who can we serve better than anyone else? What are their Needs and Wants?</p> <p>We have different contacts with different levels of stakeholders, both at government level and at social practical level. Stakeholders mainly look at the implementation of the activities on the platform and how to best reach the target group.</p> <p>The other customers are the target group itself where the platform need to be linked to. Does it fit their needs and level?</p>
	<p><b>Key Resources</b></p> <p>What specific key resources or assets are necessary to deliver your value proposition? Consider what resources your distribution channels and revenue streams may require functioning. Additionally, think about what resources are needed to maintain customer relationships. Does your</p>		<p><b>Channels</b></p> <p>How do you deliver your value proposition? How do you reach your customer segments? What channels are used? Consider your supply, distribution, marketing, and communication channels. Are they well-</p>	



## Pro Work, the Netherlands

	<p><i>company require a lot of capital or human resources?</i></p> <ul style="list-style-type: none"> <li>• Staff (1 pers.) working on platform content (IT based)</li> <li>• Staff (1 pers.) working on networking/communication</li> <li>• Computers/ipads etc.</li> </ul>		<p><i>integrated and cost efficient? Are they utilized effectively?</i></p> <ul style="list-style-type: none"> <li>• Social media dissemination</li> <li>• Direct mails network with information</li> <li>• Personal meetings with different stakeholders</li> <li>• Training sessions how to use the platform with the target group</li> <li>• How to use the platform workshops with the target group</li> </ul>	
<p><b>Cost Structure</b></p> <p><i>What are the most significant costs in our business model?</i>  <i>Which Key Resources are most expensive?</i>  <i>Which Key Activities are the most expensive to run?</i>  <i>Which Key Resources and Activities are best outsourced to Partners?</i></p> <ul style="list-style-type: none"> <li>• Find new channels for the implementation of new resources on the platform</li> <li>• Marketing</li> <li>• Technical costs for website maintenance and new applications</li> <li>• Possible research costs</li> </ul>		<p><b>Revenue Streams</b></p> <p><i>Revenue Streams are the means by which customers reward us for the Value Propositions that we deliver to them. In what way your value proposition generates money for your business?</i></p> <p><i>Types of revenue model:</i>  1. Transaction (e.g physical product sale) 2. Recurring (subscription or license or lending/renting)  3. Project 4. Time &amp; materials 5. Usage fee (e.g. mobile minutes) 6. Grants (e.g. research grants from governments) 7. Brokerage 8. Advertising</p> <p>The RED project originated from a subsidy EU program and does not serve commercial purposes. In order to survive in the future, new financing structures will have to be considered.</p>		

### New Service, Italy

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<p><b>Identify your key partners.</b> (stakeholders) What key resources will they provide you with? (data, information on courses, contacts, learning resources, etc)? What key activities do they perform? (counselling, providing courses, job search, support)</p> <p>- <b>KEY PARTNERS:</b> Local institutions such as municipal councils and employment centres, educational institutions such as schools, vocational training bodies and public and private universities, associations.</p> <p>- <b>DATA:</b> data on the training needs of the target group; contents for the development of the platform; requests from users; updated protocols and new procedures for the implementation of the services offered by the platform.</p> <p>- <b>FOLLOWING ACTIVITIES:</b> second level and university education; active job search; active citizenship; social assistance.</p>	<p><b>What specific key activities</b> are necessary to deliver your value proposition? What activities set your company apart from others?</p> <p><b>The added value of the RED platform is that it provides new, short-lived, easy-to-use video content, all grouped together in a single platform! The platform is a flexible tool that allows to create content tailored to the needs of each specific target audience.</b></p>	<p><b>What value</b> do we deliver to the customer?</p> <p>Which of our customer's problems are we helping to solve?</p> <p><b>We offer cooperation through Memoranda of Understanding to the stakeholders with whom we network in support of the target audience. In this way we make arrangements with them for:</b></p> <ul style="list-style-type: none"> <li>- create content useful to the needs of the people they help;</li> <li>- outline a development path for project tools that is specific to their sector;</li> <li>- networking among them the organizations that deal with the same purpose (e.g. social inclusion) but for different targets (e.g. for illiterate immigrants or Italians but without schooling).</li> </ul>	<p><b>What type of relationship do you have</b> with your customers? How do you interact with customers and how does this differ amongst customer segments? Do you communicate frequently with your customers? How much support does your company provide?</p> <p><b>Our organization does not have direct relationships with people who have difficulties in literacy, numeracy and digital skills because we are a private company and not an association with social aims. But we have direct relationships with the institutions and organizations that deal with this because we have been working in Sicily for several years and now also all over Italy. We constantly dialogue with stakeholders thanks to an intense public relations activity that allows us to intercept in real time their needs and those of their target.</b></p>	<p>For whom are we creating value(results)? <b>Who are our most important customers?</b> Who can we serve better than anyone else? What are their Needs and Wants?</p> <p><b>Our most important customers are:</b></p> <ul style="list-style-type: none"> <li>- participants in VET courses for young people (and adult too) from disadvantaged neighborhoods, who are often low in literacy and digital skills;</li> <li>- immigrants, who need to have support for administrative practice and procedure to obtain residence permit or other documents.</li> </ul> <p>Above all we can serve better young people and adult of VET courses because in Sicily we have lots of this target groups. They need to be integrated into society (social inclusion) and have the basic skills to find a job.</p>
	<p><b>Key Resources</b></p> <p>What specific key resources or assets are necessary to deliver your value proposition? Consider what resources your distribution</p>		<p><b>Channels</b></p> <p>How do you deliver your value proposition? How do you reach your customer segments? What channels are used? Consider your supply, distribution,</p>	

	<p><i>channels and revenue streams may require to function. Additionally, think about what resources are needed to maintain customer relationships. Does your company require a lot of capital or human resources?</i></p> <p>The specific key assets to realise the RED value proposition are the platform and the roadmap. Thanks to these tools and the skills developed by the staff during the RED project, it is now possible to create video tutorials in a quick and targeted way on the needs of the target audience. The web and the platform itself are the main distribution channels for products and services, which today can be disseminated through social networks and word of mouth.</p> <p>From an initial analysis of the resources needed to implement the platform and to enrich the network of relationships with institutions and associations, it is clear that the budget can be limited to the man days of the staff involved. One hypothesis is to ask for a minimum budget from organizations and institutions that require tutorials. In the medium and long term it is necessary to make a project to draw on European or national funds because it will be necessary to pay for the optimization of the platform, the updating of Camtasia licenses or other programs that you will want to use and therefore the computer technicians.</p>		<p><i>marketing, and communication channels. Are they well-integrated and cost efficient? Are they utilized effectively?</i></p> <ul style="list-style-type: none"> <li>• Existing courses</li> <li>• Direct mailing (newsletters too)</li> <li>• Personal meetings with different stakeholders</li> <li>• Training sessions how to use the platform with the target group</li> </ul>	
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### Cost Structure

*What are the most significant costs in our business model?*

*Which Key Resources are most expensive?*

*Which Key Activities are the most expensive to run?*

*Which Key Resources and Activities are best outsourced to Partners?*

**The most significant costs are those for personnel: platform technicians (who have to make the videos and optimize the platform) and managers who have to do networking and public relations activities with stakeholders. These costs should certainly be kept internal to the partner organisations.**

**On the contrary, it could be useful to outsource social media management activities, for dissemination on the web and in information channels. In this way only one external body (agency, counsellor or other) would guarantee the maximum dissemination of the project through the most suitable channels for the target group to be reached.**

**The most expensive activities are certainly the latter and the man days for the implementation of the platform.**

**Equally important are the costs of seeking funding, i.e. the screening of calls for proposals and sources of funding for the project.**

### Revenue Streams

*Revenue Streams are the means by which customers reward us for the Value Propositions that we deliver to them. In what way your value proposition generates money for your business?*

*Types of revenue model:*

*1. Transaction (e.g. physical product sale) 2. Recurring (subscription or license or lending/renting) 3. Project 4. Time & materials 5. Usage fee (e.g. mobile minutes) 6. Grants (e.g. research grants from governments) 7. Brokerage 8. Advertising*

**Our value proposition generates money by creating networking around the platform. The more stakeholders will be interested in the platform for their target group the easier it will be to find funds. For example if all immigrant associations know that there is a platform that:**

**1) makes it clear how to book an appointment at the police headquarters to apply for a residence permit;**

**2) which helps to learn Italian;**

**then we can submit a project and apply for funds to the Ministry of the Interior (1) or the local Department of Social Services (2).**

**Surely it could be useful to insert the platform in a circuit of web agencies that manage the advertising spaces to implement our YouTube RED channel, where the views generate profit**

## LUV, Slovenia

<p><b>Key Partners</b></p> <p><i>Identify your key partners. (stakeholders) What key resources will they provide you with? (data, information on courses, contacts, learning resources, etc)? What key activities do they perform? (counselling, providing courses, job search, support)</i></p> <p>Our key partners are:</p> <ul style="list-style-type: none"> <li>- <b>Employment service</b> (they send us target group)</li> <li>- <b>Different NGO's</b> (providing similar informal programmes, providing courses, counselling, etc.)</li> <li>- <b>Municipality</b> (supporting informal programmes)</li> </ul>	<p><b>Key Activities</b></p> <p><i>What specific key activities are necessary to deliver your value proposition? What activities set your company apart from others?</i></p> <p>Key activities are:</p> <ul style="list-style-type: none"> <li>- Informal programs for target group</li> <li>- Offering different courses,</li> <li>- Spreading/informing about platform and results</li> </ul>	<p><b>Value Propositions</b></p> <p><i>What value do we deliver to the customer?</i></p> <p><i>Which of our customer's problems are we helping to solve?</i></p> <p><b>For the stakeholders as well for target group we provide information about existing results and informal programs for low literate (elderly, dropouts, migrants, etc.)</b></p>	<p><b>Customer Relationships</b></p> <p><i>What type of relationship do you have with your customers? How do you interact with customers and how does this differ amongst customer segments? Do you communicate frequently with your customers? How much support does your company provide?</i></p> <p><b>Mostly by using social media, local radio and TV. In case of specific needs of participant/customers we organize face to face meeting. We stay in touch with customers even after ending of the programmes.</b></p>	<p><b>Customer Segments</b></p> <p><i>For whom are we creating value(results)? <b>Who are our most important customers?</b> Who can we serve better than anyone else? What are their Needs and Wants?</i></p> <p>It depends, but there are two main groups:</p> <ul style="list-style-type: none"> <li>- <b>Different stakeholders</b> (organisations who wants to raise up the level of skills their employees).</li> <li>- <b>Target group</b> (from different working area, but with the same goal/need . for example improving computer skills, communication skills, etc.)</li> </ul>
	<p><b>Key Resources</b></p> <p><i>What specific key resources or assets are necessary to deliver your value proposition? Consider what resources your distribution channels and revenue streams may require to function. Additionally, think about what resources are needed to maintain customer relationships. Does your</i></p>		<p><b>Channels</b></p> <p><i>How do you deliver your value proposition? How do you reach your customer segments? What channels are used? Consider your supply, distribution, marketing, and communication channels. Are they well-integrated and cost efficient? Are they utilized effectively?</i></p>	

	<p><i>company require a lot of capital or human resources?</i></p> <p>At least one staff member who will be able to maintain the platform and expanding/updating the videos for different areas. Besides that it is important to implement RED results into existing programs as one of the module.</p>		<p>We contact our customers/participants with face to face meeting, by e-mailing, spreading the information on local radio and TV, by using social media (channels). We adapt programmes to the needs of participants.</p>	
<h3>Cost Structure</h3> <p><i>What are the most significant costs in our business model?</i>  <i>Which Key Resources are most expensive?</i>  <i>Which Key Activities are the most expensive to run?</i>  <i>Which Key Resources and Activities are best outsourced to Partners?</i></p> <ul style="list-style-type: none"> <li>- How to maintain website and the platform alive (technical support for next years),</li> <li>- Find new possibilities (funding) for implementing our results,</li> <li>- Dissemination to different stakeholders, who will see usefulness in this.</li> </ul>			<h3>Revenue Streams</h3> <p><i>Revenue Streams are the means by which customers reward us for the Value Propositions that we deliver to them. In what way your value proposition generates money for your business?</i></p> <p><i>Types of revenue model:</i>  1. Transaction (e.g. physical product sale) 2. Recurring (subscription or license or lending/renting)  3. Project 4. Time &amp; materials 5. Usage fee (e.g. mobile minutes) 6. Grants (e.g. research grants from governments) 7. Brokerage 8. Advertising</p> <p>Regarding that our results are user friendly, transparent, we should focus more in advertising/disseminating of them. On the other hand there are possibilities for implementation in national and international levels.</p>	

## JKVG, Belgium

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<p><b>Identify your key partners.</b> (stakeholders) What key resources will they provide you with? (data, information on courses, contacts, learning resources, etc)? What key activities do they perform? (counselling, providing courses, job search, support)</p> <p><b>KEY PARTNERS</b></p> <ul style="list-style-type: none"> <li>• Social department Municipality</li> <li>• Different NGO's</li> <li>• Social work</li> <li>• Sheltered workshops</li> <li>• Libraries/Language educational organisations</li> <li>• (Adult) educational institutes</li> </ul> <p><b>KEY ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>• Courses/workshops</li> <li>• Trainings</li> <li>• Development new materials/adaptions materials – resources platform</li> <li>• Social support</li> </ul> <p>(eg. educational institutions, employment service, schools...)</p>	<p><b>What specific key activities</b> are necessary to deliver your value proposition? What activities set your company apart from others?</p> <ul style="list-style-type: none"> <li>• Contact target group / network</li> <li>• Training facilities</li> <li>• IT services for providing new resources platform + adaptations</li> <li>• Network with all parties involved</li> </ul> <p>(eg. counselling, offering literacy courses, support, information, guidance...)</p>	<p><b>What value</b> do we deliver to the customer?</p> <p>Which of our customer's problems are we helping to solve?</p> <ul style="list-style-type: none"> <li>• Training how to use and work with platform</li> <li>• Better individual adapted training/education for the target group (low literate elderly, youngsters with low digital skills, immigrants with both problems etc.)</li> <li>• Platform with all kind of materials (resources / roadmap etc).</li> </ul> <p>(information, tests as orientation, roadmap, coacts)</p>	<p><b>What type of relationship do you have</b> with your customers? How do you interact with customers and how does this differ amongst customer segments? Do you communicate frequently with your customers? How much support does your company provide?</p> <ul style="list-style-type: none"> <li>• Online contact with interested parties</li> <li>• Personal contacts with stakeholders (see key partners), target group institutes + target group</li> </ul> <p>(our participants, partners, regular communication)</p>	<p>For whom are we creating value(results)? <b>Who are our most important customers?</b> Who can we serve better than anyone else? What are their Needs and Wants?</p> <p>We have different contacts with different levels of stakeholders, both at government level and at social practical level. Stakeholders mainly look at the implementation of the activities on the platform and how to best reach the target group.</p> <p>The other customers are the target group itself where the platform need to be linked to. Does it fit their needs and level?</p> <p>Participants in low literacy courses, migrants, unemployed people, people seeking counselling)</p>
	<p><b>Key Resources</b></p> <p>What specific key resources or assets are necessary to deliver your value proposition? Consider what resources your distribution channels and revenue streams may require functioning. Additionally, think about what resources are needed to maintain</p>		<p><b>Channels</b></p> <p>How do you deliver your value proposition? How do you reach your customer segments? What channels are used? Consider your supply, distribution, marketing, and communication channels. Are they well-</p>	

	<p>customer relationships. Does your company require a lot of capital or human resources?</p> <ul style="list-style-type: none"> <li>• Staff (1 pers.) working on platform content (IT based)</li> <li>• Staff (1 pers.) working on networking/communication</li> <li>• Computers/ipads etc.</li> </ul> <p>(staff, existing programmes, tools, equipment, know how...)</p>		<p>integrated and cost efficient? Are they utilized effectively?</p> <ul style="list-style-type: none"> <li>• Social media dissemination</li> <li>• Direct mails network with information</li> <li>• Personal meetings with different stakeholders</li> <li>• Training sessions how to use the platform with the target group</li> <li>• How to use the platform workshops with the target group</li> </ul> <p>(existing courses, workshops, Facebook, newsletter)</p>	
<h2>Cost Structure</h2> <p>What are the most significant costs in our business model? Which Key Resources are most expensive? Which Key Activities are the most expensive to run? Which Key Resources and Activities are best outsourced to Partners?</p> <ul style="list-style-type: none"> <li>• Find new channels for the implementation of new resources on the platform</li> <li>• Marketing</li> <li>• Technical costs for website maintenance and new applications</li> <li>• Possible research costs</li> </ul> <p>(Staff costs, technology support, marketing)</p>		<h2>Revenue Streams</h2> <p>Revenue Streams are the means by which customers reward us for the Value Propositions that we deliver to them. In what way your value proposition generates money for your business?</p> <p>Types of revenue model:</p> <ol style="list-style-type: none"> <li>1. Transaction (e.g. physical product sale)</li> <li>2. Recurring (subscription or license or lending/renting)</li> <li>3. Project</li> <li>4. Time &amp; materials</li> <li>5. Usage fee (e.g. mobile minutes)</li> <li>6. Grants (e.g. research grants from governments)</li> <li>7. Brokerage</li> <li>8. Advertising</li> </ol> <p>The RED project originated from a subsidy EU program and does not serve commercial purposes. In order to survive in the future, new financing structures will have to be considered.</p> <p>(participation in further courses, networking and cooperation with stakeholders, enrolment – tuition for courses, advertisement, ...)</p>		



## Conclusions

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All partners already have programmes, cooperation and initiatives that benefit from RED platform, in some cases new connections were formed with local authorities.

Most partners find it useful, reasonable, and doable to update new materials especially in the corona crisis, as this proves to be of big help to end users.

All partners plan to disseminate the and results after the project lifetime. This will not only keep it alive but also useful and will encourage the updates.

Regarding the funding partners are divided – some have no current programmes or finding that would allow the financing, others have existing initiative or corporations that could provide some funding. Partners see another collaboration within EU project as one of the solutions. This could be done as another project – expanded to new partner countries or to plan more collaboration with national organisations.

All partners also plan to collaborate with local stakeholders, involved in RED, in the future.

In business plans we can also see that partner thought about all aspects of RED platform sustainability, planned its future existence, usability, and maintenance. The plans will ensure that results remain in use and are updated to the extent possible.

### Project partnership

Če želite fotografijo zamenjati s svojo, jo kliknite z desno tipko miške in nato izberite »Spremeni sliko«.



### Information about partners

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The partnership consists of organizations from 6 countries within the EU.

**1 Pro Work (Netherlands)**, main partner of the project. Foundation Knowledge Center PRO WORK promotes the (career) development of people with a (significant) distance to the labor market and the society as a whole.

**2 Foundation Siglo22 (Spain)** develops programs and projects related to learning, improve the conditions of daily life for people with problems: unemployment, gender differences, etc.

**3 National Training Centre (Bulgaria)** is a privately owned training organisation established in 1999. It is actively engaged in research and development of training innovation.

**4 JKVG (Belgium)** helps young people with a distance to the labour market searching for a job or training. JKVG vzw has built up expertise in developing and organising trainings in the area of disability and employment on an individual or school-level.

**5 Euroface Consulting (Czech Republic)** is a consulting and training centre fostering links between the education and production sectors, regionally and with some international outreach.

**6 Ljudska univerza Velenje (Slovenia)** is public non-profit adult education institution providing education and support to various target groups.

**7 New service (Italy)** mission is to carry out activities in the field of social promotion Relief, Social Health, Cultural, Educational, Orientation and Professional Training addressed to our compatriots abroad as well as immigrants.