# ENCORE

# ENCORE Business Model Canvas

## By Valuedo

UNIVERSITÀ DI PISA

VNiVERSiDAD Đ SALAMANCA

CHALMERS UNIVERSITY OF TECHNOLOGY

UNIVERSITÀ DEGLI STUDI DI PADOVA

HELLENIC OPEN UNIVERSITY

FONDAZIONE BRUNO KESSLER

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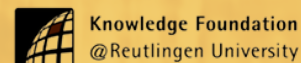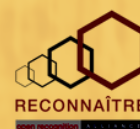
# ENCORE Business Model Canvas

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# Executive Summary

The document provides a comprehensive overview of the ENCORE Business Model Canvas (BMC), a strategic initiative designed to revolutionize the educational landscape by enhancing the delivery of pertinent skills and education. The ENCORE project is characterized by its innovative, data-driven pedagogical approach, aiming to transform the design, implementation, and assessment of training activities across various settings.

The ENCORE BMC is developed through a collaborative and iterative process, ensuring its comprehensive and accurate representation. The process includes preparation, canvas presentation, in-depth work by diverse partners, synthesis and iteration, and finalization. This approach guarantees that every aspect of the ENCORE BMC is thoroughly examined, refined, and aligned with the project's objectives, ensuring its effectiveness and adaptability to the specific needs and challenges within the education and training landscape. The BMC outlines key components including customer segments, value proposition, key resources, activities, cost structures, and revenue streams. These elements are crucial for visualizing and understanding the strategic roadmap for implementing and scaling the platform's operations effectively.

The document highlights the practical implications for the prototyping phase of the ENCORE enablers. Considerations include resource allocation, addressing technical challenges, user testing and feedback, training, and support, and ensuring data privacy and security. These aspects are vital for the project's success, ensuring it meets the technical, operational, and market-related needs, and remains compliant with global data protection standards.

The ENCORE BMC serves as a robust tool for visualizing and mapping the strategic and operational aspects of the ENCORE project. It ensures the project's alignment with the evolving demands of the global market, contributing to its sustainability and effectiveness in delivering high-quality education and training. The document emphasizes the continuous evolution of the ENCORE canvas, ensuring its ongoing alignment with the project and the broader educational sector, reflecting validated insights and feedback from all consortium members.

In the future, the ENCORE canvas will continue to evolve alongside the project, ensuring its sustained relevance, effectiveness, and contribution to enhancing educational and training outcomes. This evolution will reflect the continuous feedback and insights from consortium members and other stakeholders, ensuring the ENCORE project remains at the forefront of educational innovation.

# Table of contents

# 1 - Introduction

The following document outlines the development of the business model for the ENCORE project. This innovative initiative has been designed to transform the landscape of education, enhancing the delivery of skills pertinent to modern challenges including digitalisation, climate change, and economic recovery post-COVID. ENCORE's data-driven pedagogical approach, encapsulated in the ENCORE enablers (E4E and E4L), guidelines, and open recognition system, is expected to revolutionize the design, implementation, and assessment of training activities across a variety of settings.

While the ENCORE approach is intended to be fully open and free of charge, there is a need to explore viable avenues for sustainability and further exploitation of the project's output. This calls for a comprehensive examination of potential business models that could be adopted by stakeholders such as universities, vocational education, and training (VET) providers, and businesses with a focus on education.

To create a detailed and efficient business model for the ENCORE approach, we will utilize the Business Model Canvas (BMC), a strategic tool that facilitates the development of robust business models. The BMC helps to visualize and map the key factors that determine the feasibility and profitability of a business venture, including value propositions, customer segments, revenue streams, key resources, and more.

The development of the BMC will be a collaborative process led by Valuedo, leveraging their extensive expertise in business model development. Supported by Beam-me-up and the broader consortium of partners, the business model will be created through an iterative process comprising three stages. The initial model will be formulated at the end of the ENCORE tools development (M16). Subsequently, it will be refined after the internal testing of the ENCORE toolkit (M24), and finally validated following external validation (M33).

The goal is to create a sustainable and effective business model that can be adopted by universities, VET providers, and other educational businesses. This business model will leverage the unique advantages of the ENCORE approach, opening new opportunities for delivering high-quality education and training, thus meeting the evolving demands of the global market.

The document is structured as follows. Section 2 briefly describe what a Business Model Canvas is, and dives references for the reader interested in reading more about the tool. Section 3 introduce the ENCORE BMS and gives a description of each element of the BMC. Section 4 discuss about possible implications of the BMC on how the project will evolve. Section 5 conclude the report.

## 2 - The BMC in Brief

In the following section, we will embark on an exploration of the nine key components, or 'rooms', of the Business Model Canvas. These components form the building blocks of any business model, each containing a wealth of detail crucial for strategic planning and execution. This dynamic and visual tool, proposed by Alexander Osterwalder, helps to map out and understand your business model in a structured way.

However, these rooms are not isolated. They all interact and influence each other, creating a complex and interconnected system that drives the functioning of a business. Understanding each component is essential, but recognizing their interdependence is also crucial to grasp the full picture of a business model.

To make this abstract concept more relatable and concrete, we will provide specific examples from the field of education for each room. The aim is to demonstrate how a business model operates in a real-world sector, providing you a more practical understanding of the concept. From ed-tech startups to traditional educational institutions, the examples will illustrate how different businesses in the education sector can apply the Business Model Canvas to their operations.

The Business Model Canvas is a strategic management and lean startup template for developing new or documenting existing business models. It was proposed by Alexander Osterwalder based on his earlier work on the Business Model Ontology. The Canvas is divided into several 'building blocks' or 'rooms' as you put it, each representing a key aspect of a business.

Let's dive into each of these building blocks or 'rooms', their significance, and examples related to the field of education.

**Customer Segments**

This involves defining the different groups of people or organizations an enterprise aims to reach and serve. It's crucial to identify your target audience.

In education, customer segments could be students, parents, or educational institutions. For example, a company providing online tutoring services might target high school students, while a company developing school management software would target educational institutions.

**Value Propositions**

This refers to the bundle of products and services that create value for a specific customer segment. It answers the customer's question, "Why should I buy from you?"

In the field of education, a value proposition could be personalized learning plans that an ed-tech company offers to its students. Another example might be the convenience of learning at home provided by online course platforms.

**Channels**

This block describes how a company communicates with and reaches its customer segments to deliver its value proposition.

In education, channels could include a platform's website, mobile app, email marketing, social media, or face-to-face interactions. For example, an online education platform might reach students through their website, app, and email notifications.

**Customer Relationships**

This is about the type of relationship a company establishes with specific customer segments. It could be personal assistance, self-service, automated services, etc.
An education business might build customer relationships through regular parent-teacher meetings, personalized feedback on assignments, or automated email updates on a student's progress.

**Revenue Streams**

This refers to how the company generates revenue from each customer segment.
For an educational institution, traditional revenue streams could be tuition fees or government funding. For an ed-tech company, it could be subscription fees for access to online resources, selling online courses, or offering premium services like personalized tutoring.

**Key Resources**

These are the most important assets required to make the business model work.
For an educational institution, key resources might be qualified teachers, a physical location (school building), and learning materials. For an ed-tech company, it could be a robust online platform, content creators (course creators, tutors), and technology infrastructure. **Key Activities**

These are the most important things a company must do to make its business model work. In education, key activities could include curriculum development, teaching, evaluating student performance, or maintaining the learning platform for an ed-tech company.

**Key Partnerships**

This block outlines the network of suppliers and partners that help the business model work. For an educational institution, partnerships could include other schools for student exchange programs, technology companies for ed-tech tools, or food service providers for school meals. For an ed-tech company, partners might be other tech firms for API integration, publishers for content, or schools for platform adoption.

**Cost Structure**

This describes all costs incurred to operate a business model. For educational institutions, the cost structure would include salaries for staff, maintenance of school facilities, and purchase of learning resources. For an ed-tech company, it could include development and maintenance of the platform, salaries for staff, and marketing expenses.

The next table, summarise the information to comprehend a business model canvas, with examples in the context of education.

| Room Name | Brief Description | Challenges in the Educational Field | Examples in the Educational Field |
|---|---|---|---|
| Customer Segments | Defines the different groups a business aims to reach and serve | Identifying specific needs and preferences of diverse segments like students, parents, teachers | Students, parents, educational institutions |
| Value Propositions | The bundle of products and services that create value for a specific customer segment | Creating unique and compelling offerings amidst an increasingly competitive ed-tech market | Personalized learning plans, online courses |
| Channels | How a business communicates with and reaches its customer segments to deliver value | Leveraging the right mix of offline and online channels to reach diverse stakeholders | Website, mobile app, email marketing, social media |
| Customer Relationships | The type of relationship a business establishes with specific customer segments | Balancing automation with personalization to manage relationships with large customer bases | Regular parentteacher meetings, personalized feedback on assignments |
| Revenue Streams | How the company generates revenue from each customer segment | Finding sustainable revenue models in an industry often impacted by policy changes and budget constraints | Tuition fees, subscription fees for online resources |
| Key Resources | The most important assets required to make the business model work | Balancing the need for quality human resources (teachers) with technology investments | Qualified teachers, a robust online platform |

| | | | |
|---|---|---|---|
| *Key Activities* | The most important things a company must do to make its business model work | Ensuring consistent quality of teaching and learning amidst changing educational trends | Curriculum development, teaching, maintaining the learning platform |
| *Key Partnerships* | The network of suppliers and partners that make the business model work | Establishing partnerships that comply with regulations and align with educational goals | Other schools for exchange programs, technology companies for edtech tools |
| *Cost Structure* | All costs incurred to operate a business model | Balancing budget constraints with the need for quality education delivery | Salaries for staff, maintenance of facilities or platform development |

# 3 - ENCORE BMC Development Process

The ENCORE Business Model Canvas (BMC) is a strategic framework that outlines the key elements and components of the ENCORE business model, ensuring alignment with the defined value proposition. The focus is on the sustainability of the project, and how to continue creating value after the project thanks to the work done by the consortium during ENCORE.

The development process involves multiple stages, including the use of the Value Canvas, collaborative efforts of key partners (BEAM ME UP, VALUEDO, and UNIPI), and validation by the ENCORE consortium during the Goteborg meeting. Here's an overview of the process:

1. Value Proposition Definition (Value Canvas): The process begins with a detailed analysis of the value proposition offered by the ENCORE products and services. This involves understanding the unique value that ENCORE provides to different customer segments, such as HEIs, VET providers, educators in companies.

This step has been done using the Value Proposition Canvas. The Value Proposition Canvas is a strategic tool that helps businesses and organizations define and refine their value proposition. It serves as a companion to the Business Model Canvas and focuses specifically on understanding and communicating the value a product, service, or solution offers to its customers.
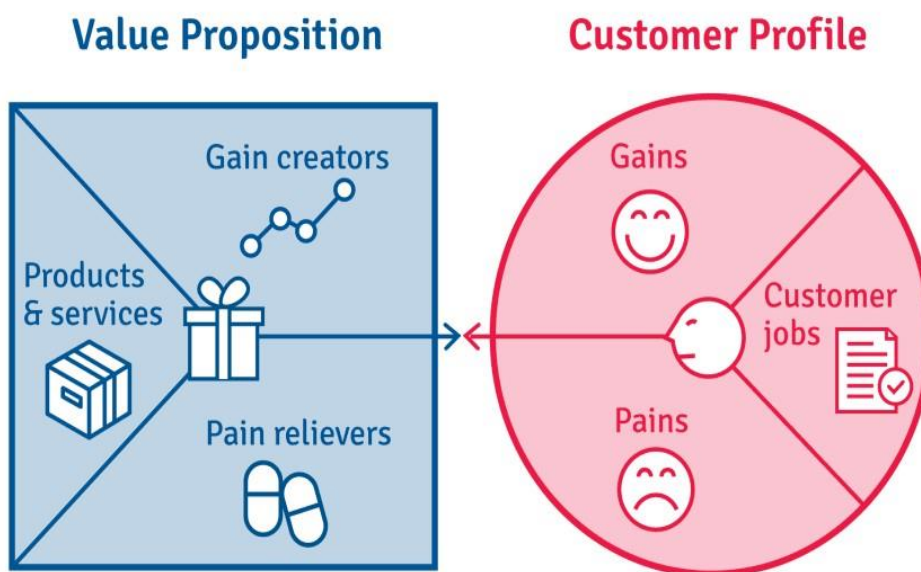


The Value Proposition Canvas helps clarify the unique benefits and outcomes that customers receive from engaging with a particular offering. The Value Proposition Canvas typically consists of two main components:

a) Customer Profile. This section focuses on gaining a deep understanding of the target customers. It includes details such as demographics, behaviors, pain points, needs, and aspirations. The goal is to create a comprehensive customer persona that highlights the specific characteristics and challenges of the ideal customer for the product or service.

B) Value Proposition. In this section, the unique value that the product or service provides to the customer is defined. It consists of three key building blocks: Products and Services, that outlines the tangible and intangible elements that the offering provides to customers; Gain Creators, the positive outcomes, benefits, and solutions that customers experience by using the product or service, and; Pain Relievers, the challenges, pain points, and obstacles that customers encounter and that the product or service aims to alleviate.

2. Preliminary Business Model Canvas Drafting: The main partner responsible for drafting the ENCORE BMC, translated the identified value proposition into the various components of the Business Model Canvas. This includes defining key resources, activities, customer segments, channels, cost structures, and revenue streams. A forward looking approach has been followed, imagining how the work that the consortium is doing during the ENCORE project, can help generate value also after the project ends.

3. Validation by ENCORE Consortium (Goteborg Meeting): The revised preliminary version of the ENCORE BMC is presented to the entire ENCORE consortium during the Goteborg meeting. Consortium members, representing diverse perspectives and expertise, provide feedback and insights to refine the business model further. The "Validation by ENCORE Consortium" workshop is a collaborative event where the revised preliminary version of the ENCORE BMC is presented to the entire ENCORE consortium for feedback and refinement. The consortium members, each with their unique perspectives and expertise, play a crucial role in ensuring that all relevant information is present in the Canvas and linked to the expertise of the different partners. Here's how the workshop has been done:

- Preparation: Prior to the workshop, the main partner responsible for drafting the ENCORE BMC ensures that the preliminary canvas is comprehensive and accurate and develop the workshop methodology.
- Canvas Presentation: the main partner presents the preliminary version of the ENCORE BMC to all consortium members. This presentation outlines the key elements of the canvas, including customer segments, value proposition, key resources, activities, cost structures, and revenue streams.
- In-depth work (divided by partners roles): the partners are divided in group, leveraging the diverse expertise. Each partner's unique perspective and domain knowledge are harnessed to ensure that every aspect of the ENCORE BMC is thoroughly examined, refined, and aligned with the project's objectives. By involving partners with expertise spanning universities, VET providers, and companies, the validation workshop ensures a holistic examination of the ENCORE BMC. This approach not only enhances the accuracy and completeness of the canvas but also ensures that the platform's business model is effectively aligned with the specific needs, challenges, and opportunities within the education and training landscape. The collaborative effort leverages the consortium's collective knowledge to shape a business model that effectively serves a diverse range of customer segments.

4. Synthesis and Iteration: Based on the feedback received, the main partner, with input from all partners, iterates on the ENCORE BMC, making necessary adjustments and enhancements to reflect the validated insights.

5. ENCORE BMC Finalization: Finally, the iterative process continues until a final version of the ENCORE BMC is reached, which incorporates the feedback, suggestions, and expertise of all consortium members.

The ENCORE BMC now serves as a comprehensive visual representation of how the ENCORE platform creates, delivers, and captures value. It outlines the relationships between various components and provides a strategic roadmap for implementing and scaling the platform's operations effectively. The iterative and collaborative approach taken throughout the process ensures that the business model is well-informed, adaptable, and responsive to the needs of the target customers and the market.

# 4 - ENCORE BMC

The full presentation of the Business Model Canvas of the ECNORE approach has been used to brainstorm with all the partners about its content. Figure tot shows a picture of the working progress. The content of the BMC is described in the following paragraph, along with the practical implications of the decisions taken.
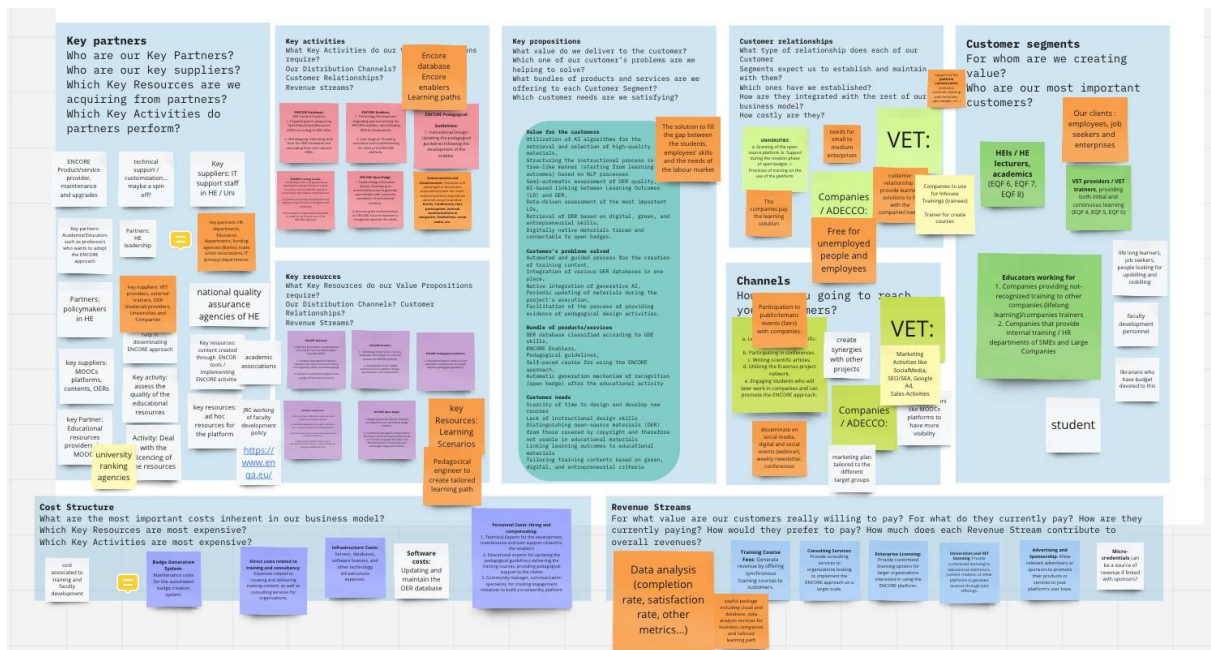


**Key Value Proposition**

AI-Enhanced Material Retrieval: Utilize AI to streamline the retrieval and selection of high-quality, digitally native materials.

Structured Instructional Process: Employ NLP for an organized, tree-like instructional process, simplifying the linkage between Learning Outcomes (LO) and Open Educational Resources (OER).

Automated Quality and Relevance Assessment: Ensure the relevance and quality of OERs and LOs with AI, prioritizing green, digital, and entrepreneurial skills.

Efficient OER Integration: Combine various OER databases, allowing for seamless access and updates to educational content.

In today's fast-paced educational environment, addressing customer problems with efficiency and innovation is at the forefront of our mission. We recognize the crucial need for streamlined content creation. To this end, we have automated and guided the process of creating training content. This approach not only saves valuable time but also ensures the pedagogical soundness of the educational materials generated.

Understanding the challenges faced by educators and institutions in navigating diverse Open Educational Resources (OER) databases, we've integrated these platforms to offer easier access and more effective management of resources. Our commitment does not end here. To maintain the

relevancy and timeliness of training materials, we ensure continuous updates throughout the project execution, allowing educators to always stay ahead with the most current and effective resources.

To further enhance our offering, a bundle of advanced products and services is made available. A comprehensive OER database aligned with Global Digital Education (GDE) skills is at your disposal, offering a vast and organized repository of learning materials. We offer ENCORE Enablers and practical pedagogical guidelines, empowering educational design and easing the navigation through educational resources.

In addition, a self-paced course on the proficient use of the ENCORE approach is accessible, allowing users to enhance their capability in utilizing the platform efficiently and effectively. To recognize and highlight the accomplishments, we have incorporated an automatic open badge recognition system post-educational activity, giving due credit to educational advancements and achievements.

But beyond solutions, we empathize with the real-world customer needs. Time is a scarce resource, and designing a comprehensive course can be a daunting task. Our platform addresses this by offering a time-efficient solution for course design and development, allowing educators and institutions to focus on delivery and impact.

We augment the instructional design skills of educators by providing robust support, ensuring discerning selection and integration of OER. Additionally, we facilitate the seamless linkage between learning outcomes and educational materials, ensuring each course or training program is tailored to specific skill criteria, meeting the diverse and dynamic needs of learners and the labor market.

In essence, we have crafted a comprehensive solution that not only solves the prevalent challenges in educational content creation and management but also anticipates and addresses the emerging needs of educators, learners, and the evolving labor market landscape. Join us in revolutionizing the educational journey, making it more accessible, relevant, and impactful for all involved.

The value proposition outlined for the project is ambitious and technologically advanced, positioning it at the cutting edge of educational tools and platforms. As you move into the prototyping phase of the ENCORE enablers, there are several practical implications to consider:

Resource Allocation: Given the breadth and depth of features and solutions offered, substantial resources—both in terms of technical manpower and financial backing—will be required. The prototyping phase will provide insights into the areas that need the most investment.

Technical Challenges: AI integration, continuous updates, and integration of diverse OER databases are complex undertakings. The prototyping phase is essential for uncovering any technical limitations or challenges that may arise, allowing the team to anticipate and prepare for these challenges in the final product.

User Testing and Feedback: As the prototype takes shape, it's crucial to engage potential end-users—educators, institutions, and learners—for feedback. This iterative feedback process will ensure the product aligns with user needs and can adapt to real-world classroom scenarios.

Training & Support: The range of features offered means that there will be a significant learning curve for new users. Based on the prototype's user experience, you may need to allocate resources for comprehensive training modules, tutorials, or customer support.

Adoption and Scalability: While the ENCORE enablers promise to revolutionize the educational space, potential adopters may be hesitant about the drastic change. The prototyping phase should also consider scalability and ease of adoption, ensuring that the platform can grow and adapt as more institutions and educators come on board.

Data Privacy and Security: AI and data-driven functionalities mean dealing with vast amounts of user data. During the prototyping phase, it's essential to establish robust data privacy and security protocols, ensuring the platform is compliant with global data protection standards.

Iterative Development: Given the ambitious nature of the project, there may be features or functionalities that might not be perfect in the initial roll-out. An agile and iterative development approach during prototyping will allow for refining the product over time, based on real-world feedback and usage.

Market Positioning and Outreach: The value proposition is strong, but communicating this to potential users will be key. The prototyping phase provides an opportunity to fine-tune marketing strategies and outreach campaigns, ensuring the project's unique selling points are clear and compelling.

Collaborations and Partnerships: Integrating various OER databases means collaborations or partnerships with existing platforms or institutions. This phase is an opportunity to establish these relationships and ensure seamless integration.

Cost and Pricing Strategy: The prototyping phase will provide insights into the costs involved in building, maintaining, and updating the platform. This will be essential for developing a sustainable and competitive pricing strategy.

In summary, the value proposition for the project presents a game-changing solution for the educational sector. The prototyping phase of the ENCORE enablers is a critical juncture, with implications ranging from technical development to market positioning. Approaching this phase with a holistic view of these practical implications will set the stage for a successful and impactful product roll-out.

**Customer Segments**

*Universities:*

Target Group: Higher Education lecturers and academics.

Qualification Levels: European Qualifications Framework (EQF) Levels 6, 7, and 8.

*Vocational Education and Training (VET) Institutions:*

Target Group: VET trainers who offer both initial and continuous learning.

Qualification Levels: EQF Levels 4, 5, and 6.

*Companies:*

Target Group: Companies that offer non-accredited training to other organizations, focusing on lifelong learning. Companies' trainers dedicated to this role. Businesses that manage internal training programs. Human Resource departments within Small and Medium Enterprises (SMEs) and Large Corporations.

By categorizing and detailing the customer segments in this structured manner, the platform can ensure a targeted and tailored approach to meeting the diverse needs of each segment, enhancing service delivery, customer satisfaction, and overall impact.

Analyzing the outlined customer segments uncovers a wealth of insights and possible practical implications for the project, playing a crucial role in its overall success and effectiveness. Let's delve into each segment to uncover the nuances that can shape the project's direction.

Higher Education Institutions (HEIs), including lecturers and academics, are in pursuit of robust and academically resonant platforms. The emphasis here lies in aligning with academic standards and enhancing the educational delivery and management process. Practicality mandates the project to uphold academic integrity and facilitate seamless collaboration within academic environments. Ensuring the platform's credibility and reliability will resonate well with this segment, fostering a healthy and lasting relationship.

Shifting the lens to Vocational Education and Training (VET) providers, the essence is in practicality and industry relevance. The platform must don the role of a versatile companion, seamlessly integrating into various vocational training contexts. It's paramount to maintain an industry-focused approach, delivering content and features that are not just theoretically sound but practically impactful. Engaging with industry stakeholders to keep the platform in tune with current and emerging industry requirements will solidify its position and effectiveness in this segment.

For Corporate Training Providers, the path is carved with efficiency and customization. As they seek to deliver training solutions to external entities, the platform must exude ease of use and offer extensive customization capabilities. Streamlining the interface for effortless course creation and management and ensuring the platform adapts to diverse training needs are pivotal. Supporting these companies in their quest to efficiently deliver external training programs will bolster the project's standing and reliability in this segment.

Delving into Internal Corporate Training, the spotlight is on enhancing the internal training landscape for companies, especially within HR departments. The platform must emerge as a tool that simplifies, amplifies, and refines the process of employee training and development. Integrating with existing HR systems for a seamless operational flow and ensuring scalability to accommodate diverse company sizes is essential. Offering these tailored solutions will not only meet the specific needs of this segment but also elevate the overall impact of the project.

Summing up, the project stands at the confluence of diverse needs and expectations, each customer segment bringing forth its unique requirements and aspirations. Balancing these varied needs, while maintaining a steadfast focus on delivering value, relevance, and excellence, will pave the way for the project's enduring success and impactful presence across all segments. Continuous refinement based on iterative feedback will further ensure the platform's evolution, keeping it relevant, adaptable, and invaluable for all users.

**Customer Relationship**

*Universities:*

Open-Source Platform Access: Grant complimentary access to the open-source platform, enabling universities to explore and utilize the platform's functionalities effortlessly.

Dedicated Support for Badge Creation: Offer specialized support during the open badges' creation phase, ensuring a smooth and efficient process for universities to recognize and reward educational achievements.

Comprehensive Platform Training: Provide exhaustive training sessions on effective platform usage, empowering universities to harness the platform's full potential for superior educational delivery and management.

*Vocational Education and Training (VET) Institutions:*

Customized Learning Solutions: Deliver tailored learning solutions in alignment with the specific needs of companies, enhancing the relevance and impact of vocational training and ensuring it aligns perfectly with corporate requirements.

*Companies:*

In-House Training Solutions: Facilitate the use of the platform for in-house training programs, allowing companies to seamlessly train their employees with high-quality, relevant content.

Empowerment for Trainers: Enable trainers to create and manage courses effectively, fostering an environment of continuous learning and development within companies.

By establishing these refined customer relationships, the platform is set to not only meet the unique needs of each segment – universities, VET institutions, and companies including ADECCO – but also to exceed their expectations, ensuring robust, supportive, and productive collaborations for enhanced educational and training outcomes.

**Channels**

*Existing Scientific-Disciplinary Networks:* Utilize established networks within scientific and disciplinary communities to promote and disseminate information about the ENCORE approach.

*Participating in Conferences:* Engage with academic and industry professionals by participating in relevant conferences, providing a platform to showcase the benefits and features of the ENCORE approach.

*Writing Scientific Articles:* Contribute articles to scientific journals and publications to highlight the research and innovation behind the ENCORE approach, reaching a wide academic audience.

*Utilizing the Erasmus Project Network:* Leverage the extensive Erasmus project network to connect with educational institutions and organizations across Europe, enhancing the visibility and reach of the ENCORE approach.

*Engaging Students:* Involve students who will later work in various companies, turning them into ambassadors who can promote the ENCORE approach within the corporate sector.

*Collaborating with MOOC Platforms:* Partner with Massive Open Online Course platforms to increase visibility among a global audience of learners and educators.

In the context of the ENCORE project, the consideration of diverse channels brings forth a range of practical implications, enriching the approach to outreach and engagement. Leveraging existing scientific-disciplinary networks serves as a potent channel, offering a ready audience familiar with the academic rigor and innovation that ENCORE embodies. This pre-established credibility can enhance the adoption rate, allowing the project to gain momentum quickly.

The participation in conferences stands as another robust channel, fostering direct interaction with relevant stakeholders. The live feedback and queries addressed during these events can provide invaluable insights, enabling the continual refinement of the ENCORE approach. This direct engagement can also amplify the project's visibility, forming collaborations and partnerships that can further propel its reach and impact.

Writing scientific articles is a channel that provides academic validation and dissemination within scholarly circles. It enriches the project with a layer of academic credibility and authority, essential for garnering trust and interest from educational institutions and academia-oriented organizations. This channel also facilitates a ripple effect, as scholarly articles are often cited and referenced, continuously expanding the reach of the project.

Utilizing the Erasmus project network is a significant channel that can connect the ENCORE approach with diverse educational institutions across Europe. The vast and varied audience within this network can offer opportunities for pilot implementations, collaborations, and feedback, laying a solid foundation for iterative improvement and enhancement of the project.

Engaging students and collaborating with MOOC platforms are channels that intersect the educational and corporate sectors. Students, as future corporate employees, can carry forward the knowledge and advocacy of the ENCORE approach into the business world, creating a network of corporate allies. Similarly, the visibility garnered through MOOC platforms can attract both individual learners and organizations, expanding the project's audience base substantially.

The marketing and sales activities channels fortify the project's visibility and customer conversion pathways. A strategic blend of social media marketing, SEO, SEA, and Google Ads can amplify the online presence of the project, making it easily discoverable for interested parties. This enhanced visibility, paired with a robust sales strategy, can ensure a steady influx of engagements and conversions, contributing to the project's sustainability and growth.

In essence, each channel brings its unique strength and reach, collectively weaving a robust and resilient network for the ENCORE project. Effectively navigating and optimizing these channels will be pivotal in ensuring the project's expansive reach, impactful engagement, and sustained growth, ultimately leading to the widespread adoption and success of the ENCORE approach.

**Key Partners**

*HR Departments:* Collaborate to understand and meet the training and development needs of various organizations.

*Education Departments:* Work together to ensure the ENCORE approach meets educational standards and complements existing educational frameworks.

*Funding Agencies:* Secure financial support and investment for the project.

*Trade Union Associations:* Collaborate to understand and incorporate the needs and expectations of various labor unions.

*IT (Privacy) Departments:* Work together to ensure the project's compliance with IT and privacy standards.

*Policymakers in Higher Education (HE):* Engage to ensure the ENCORE project aligns with current educational policies and contributes to the formulation of future policies.

*VET Providers:* Supply vocational education and training resources and expertise.

*External Trainers:* Provide additional training resources and expertise to complement the project.

*Universities:* Contribute academic and practical insights, resources, and collaboration opportunities.

Each key partner and supplier play a crucial role in the holistic development and success of the ENCORE project. The collaboration with HR Departments ensures the ENCORE project aligns seamlessly with the practical requirements and expectations of various organizations, enhancing its real-world applicability and relevance. Interaction with Education Departments guarantees that the educational standards are upheld, contributing to the project's credibility and effectiveness in educational settings.

Securing financial backing from Funding Agencies is instrumental for the financial health and sustainability of the project, ensuring it has the monetary resources for development, launch, and sustained operations. Incorporating insights from Trade Union Associations and Policymakers in Higher Education ensures the project's alignment with workforce and policy standards, fostering its broader acceptance and integration across various sectors.

The engagement with IT departments is pivotal for ensuring the project's adherence to stringent IT and privacy standards, building a solid foundation of trust and confidence among users and stakeholders. This compliance is non-negotiable for ensuring the protection of user data and privacy, making the project a reliable and secure platform for all its stakeholders.

On the supplier front, the ENCORE project is enriched by the diverse resources and expertise made available by VET providers, external trainers, and OER providers. These collaborations ensure the project has access to a vast and varied pool of educational materials and training resources, making it a comprehensive and valuable platform for its users.

Partnerships with universities and companies further augment the project with academic credibility and practical relevance, broadening its appeal to a more extensive audience spanning educational and corporate sectors. This multi-faceted collaboration landscape lays a solid foundation for the ENCORE project, setting it on a path for sustained growth, impact, and success in enhancing educational and training outcomes.

**Key Resources**

*ENCORE Database:*

1. GDE Skill Framework: Comprehensive list of skills from the Global Digital cosystem (GDE).

2. Database Management System: Software and infrastructure for storing and organizing OERs and skill mappings.

3. System of automated analysis of the quality of Educational Content

*ENCORE Training Course:*

1. Self Paced Course: Educational materials, videos, quizzes, and interactive content

2. Learning Management System (LMS): Software to host, manage, and deliver the self-paced course.

3. Synchronous training: content of advanced courses for specific customers

4. Educational/Consultant Team: Team of educators/consultant experts in using, teaching and selling the ENCORE approach

*ENCORE Enablers:*

1. Technology Infrastructure: Servers, databases, and software to host and operate the ENCORE platform.

2. Development Team: Skilled professionals for platform design, development, and maintenance.

*ENCORE Open Badge:*

1. Badge Generation System: Software and algorithms for automated badge creation.

2. Community Manager/Communication Specialist: Communication professionals a let to foster engagement within the ENCORE platform community and encourage badge participation.

*ENCORE Pedagogical Guidelines:*

Educational Experts: Subject matter specialists and educators to design effective pedagogical guidelines.

In the realm of the ENCORE project, key resources play a pivotal role in bolstering the project's impact and efficiency. Analyzing each segment yields a detailed understanding of the substantial practical implications that these resources introduce to the landscape of this initiative.

Starting with the ENCORE Database, the integration of the Global Digital Ecosystem (GDE) Skill Framework offers a thorough list of skills that augments the depth and breadth of the database. This expansive list of skills ensures a comprehensive and detailed mapping of skills, augmenting the ability to associate them effectively with relevant Open Educational Resources (OERs). The incorporation of a robust Database Management System enhances the organization, storage, and retrieval of these resources, significantly enhancing the user experience by ensuring timely and efficient access to necessary materials. Additionally, the system of automated analysis of educational content adds another layer of quality assurance, ensuring that the educational materials housed within the database meet stringent standards of quality and relevance, thereby enhancing the overall educational experience.

The ENCORE Training Course resources also play a crucial role in reinforcing the practicality and efficiency of the project. The provision of a self-paced course, complete with educational materials,

videos, quizzes, and interactive content, ensures a robust and comprehensive learning experience. This is further bolstered by the Learning Management System, which seamlessly hosts, manages, and delivers the self-paced course, ensuring a smooth and efficient learning journey for users. The availability of synchronous training and a dedicated educational or consultant team enhances the depth and breadth of learning, ensuring that users have access to advanced knowledge and expert insights, further enriching the learning experience.

Examining the ENCORE Enablers, the importance of a solid technology infrastructure cannot be overstated. A robust infrastructure comprising servers, databases, and essential software ensures the seamless operation of the ENCORE platform, ensuring reliability and efficiency in service delivery. The presence of a dedicated development team, skilled in various facets of platform design, development, and maintenance, guarantees the continuous improvement and upkeep of the platform, ensuring it remains at the forefront of technological innovation.

In the sphere of the ENCORE Open Badge, the badge generation system and the inclusion of a community manager or communication specialist play a significant role. The automated badge creation system ensures efficient and timely recognition of learning achievements, enhancing the attractiveness of the ENCORE platform for prospective learners. The role of a communication specialist further augments engagement within the ENCORE platform community, fostering a sense of community and collaboration that enhances the overall user experience.

Lastly, the ENCORE Pedagogical Guidelines resource brings in educational experts who contribute significantly to the design and effectiveness of pedagogical guidelines. Their expertise ensures that the instructional design remains relevant, effective, and aligned with contemporary educational standards, ensuring that learners and educators on the ENCORE platform have access to top-tier educational guidance.

In conclusion, the practical implications of these key resources within the ENCORE project are profound and multifaceted. Each resource, from the GDE Skill Framework to the educational experts, plays a significant role in enhancing the efficiency, reliability, and overall impact of the ENCORE project. By ensuring that each of these resources is meticulously managed and optimized, the ENCORE project stands to deliver exceptional value and innovation to its users, reinforcing its position as a leader in the educational landscape.

**Key activities**

*ENCORE Database:*

1. Organizing and categorizing Open Educational Resources (OERs) according to GDE skills.

2. Skill Mapping: Identifying skills from the GDE framework and associating them with relevant OERs.

*ENCORE Training Course:*

1. Availability of the self-paced course: Updating the self-paced course content on how to use the ENCORE approach according to the Enablers improvements

2. Synchrnous training: development and delivery of synchronous training for new customers

3. Consulting for organizations that want to scale-up the internal use of the ENCORE approach

*ENCORE Enablers:*

1. Technology Development: Upgrading and maintaining the ENCORE enablers, also following GEN-AI development.

2. User Support: Providing assistance and troubleshooting for users of the ENCORE platform.

*ENCORE Open Badge:*

1. Update Badge Generation System: Developing an automated process to generate open badges after successful completion of instructional activities.

2. Increasing the trustworthiness of ENCORE, so as to represent a recognized value for the clients

*ENCORE Pedagogical Guidelines:*

1. Understand evolving educational needs of instructor: avtivelly monitor the needs of educational designer to support them towards the use of ENCORE enablers

2. Instructional Design: Updating the pedagogical guidelines following the development of the enables.

In discussing the practical implications of the key activities in the ENCORE project, it is paramount to look at the overarching impact each component holds for the educational landscape. Beginning with the ENCORE Database, the endeavor of aligning Open Educational Resources with GDE skills remarkably eases the task of accessing pertinent learning materials. This seamless integration ensures that learners and educators can effortlessly locate resources that are most aligned with skill requirements, enhancing the learning process by making it more efficient and relevant to real-world needs.

Further enhancing the ENCORE experience is the consistent availability and updating of the selfpaced training course. This initiative ensures that users are always in tune with the latest information and methodologies regarding the ENCORE approach. The additional layer of synchronous training and organizational consulting significantly amplifies the support system, bolstering organizational knowledge and insight into the effective application of the ENCORE approach. This continuous influx of current knowledge and robust support underscores the project's commitment to fostering an enriched and informed user base.

Delving into the realm of ENCORE Enablers, the meticulous attention to technology development and user support stands out as a beacon of reliability and innovation. Ensuring that the ENCORE platform remains at the pinnacle of technological advancement affords users a highly reliable and cuttingedge educational experience. This ongoing technological enhancement, paired with unwavering user support, crafts a seamless and enriching user experience, solidifying user trust and satisfaction.

In the sphere of recognition, the ENCORE Open Badge initiative holds substantial practical implications. The automated generation of open badges post successful instructional activities epitomizes ENCORE's dedication to acknowledging and validating learning accomplishments. This strategic move augments the overall allure of the ENCORE badges, imbuing them with enhanced

credibility and value for clients, reinforcing ENCORE's position as a compelling and credible educational solution provider.

Moreover, the ENCORE Pedagogical Guidelines are not left bereft of practical enhancements. The active and responsive approach to understanding and meeting educational designers' evolving needs ensures the platform's agility and adaptability in the face of changing educational dynamics. This commitment to continuous improvement guarantees that the platform's instructional design remains fresh, effective, and in harmony with emerging educational trends and standards.

The holistic management and enhancement of these key ENCORE activities collectively construct a robust and efficient educational platform. Each segment, from resource organization to user support and recognition, plays a crucial role in fortifying the project's position in the educational landscape. The comprehensive attention to detail, commitment to continuous improvement, and resolute focus on delivering value and innovation underscore the ENCORE project's substantial practical impact and its unwavering commitment to fostering educational excellence and innovation.

**Cost Structure**

*Infrastructure Costs:* Servers, databases, software licenses, and other technology infrastructure expenses.

*Personnel Costs:* Hiring and compensating: Technical Experts for the development, maintenance and user support related to the enablers; Educational experts for updating the pedagogical guideline,s delivering the training courses, providing pedagogical support to the clients; Community manager, communication specialists, for creating engagement initiatives to build a trustworthy platform

*Direct costs related to training and consultancy:* Expenses related to creating and delivering training content, as well as consulting services for organizations.

Examining the cost structure of the ENCORE project offers substantial insights into the financial considerations and commitments required to realize the project's goals. Each aspect of the cost structure plays a pivotal role in determining the financial sustainability and efficiency of the project, impacting its long-term viability and success.

Delving into infrastructure costs, substantial investments in servers, databases, software licenses, and other technological infrastructure are imperative. These expenses lay the foundational backbone for the ENCORE project, ensuring that the platform has the necessary technological robustness to deliver seamless and efficient services. The allocation of funds to infrastructure underpins the project's commitment to delivering a technologically advanced and reliable platform, demonstrating the emphasis on ensuring that users have a smooth and efficient experience. However, it's also a significant financial commitment that demands meticulous financial planning and management to ensure cost efficiency and a return on investment.

Personnel costs also present significant financial implications for the ENCORE project. Hiring and compensating diverse experts, including technical experts for development, maintenance, and user support, as well as educational experts for updating pedagogical guidelines, delivering training courses, and providing pedagogical support, entail a considerable financial outlay. Furthermore, the inclusion of community managers and communication specialists for fostering engagement further augments personnel costs. These expenses, while substantial, represent an investment in human capital, a crucial element for ensuring the project's success. The expertise, skills, and insights brought in by these professionals are invaluable, contributing significantly to the project's quality, relevance,

and impact. Adequate compensation is vital to attract and retain top-tier talent, reinforcing the project's commitment to excellence and innovation.

Lastly, the direct costs related to training and consultancy further add to the financial commitments of the ENCORE project. Expenses associated with creating and delivering training content, as well as providing consulting services for organizations, need to be factored into the budget. These costs directly impact the project's ability to deliver high-quality, relevant, and impactful training and consulting services, ensuring that users and organizations derive maximum value from their engagement with the ENCORE platform. However, these costs, like others, necessitate prudent management and budget allocation to ensure financial sustainability and efficiency.

In summation, the various costs associated with the ENCORE project – infrastructure, personnel, and direct training and consultancy costs – each bring their set of financial implications. Effective management, budget allocation, and financial oversight are paramount to ensuring that these costs do not overshadow the project's financial health, ensuring that the ENCORE project remains financially sustainable, efficient, and positioned for long-term success and impact. Balancing these expenses with revenue generation and other funding sources is essential to maintain the project's momentum, delivering exceptional value and impact to all stakeholders involved.

**Revenue Stream**

*Training Course Fees:* Generate revenue by offering synchronous training courses to customers.

*Consulting Services:* Provide consulting services to organizations looking to implement the ENCORE approach on a larger scale.

*Enterprise Licensing:* Provide customized licensing options for larger organizations interested in using the ENCORE platform.

*Universities and VET licensing:* Provide customized licensing to educational institutions, content creators, or other platforms to generate revenue through joint offerings.

*Advertising and Sponsorship:* Allow relevant advertisers or sponsors to promote their products or services to your platform's user base.

Examining the projected revenue streams for the ENCORE project is pivotal in understanding the financial potential and sustainability of the endeavor. The multiple revenue avenues outlined in the plan play a substantial role in bolstering the project's financial health, enabling it to sustain its operations, continue its growth trajectory, and expand its impact over time.

Firstly, the generation of revenue through training course fees stands as a direct and immediate source of income. Offering synchronous training courses to customers not only enhances the value provided to users but also contributes to the financial stability of the project. This revenue stream underscores the project's commitment to delivering high-quality, impactful training to individuals and organizations, positioning ENCORE as a valuable and trusted resource for learning and development.

Further amplifying the revenue model is the provision of consulting services. Organizations keen to adopt the ENCORE approach on a larger scale represent a significant market, and the revenue generated from this stream underlines the project's commitment to supporting organizations in their journey. This service not only augments the project's revenue but also reinforces its role as a valuable partner for organizations in the educational and corporate sectors, establishing long-term, mutually beneficial relationships.

The enterprise licensing model, wherein customized licensing options are provided to larger organizations, creates another robust revenue channel. It reflects the adaptability and flexibility of the ENCORE platform to meet the diverse needs of different organizations. This model allows for scalability and customization, ensuring that organizations of various sizes and sectors can effectively utilize the platform, contributing to consistent revenue inflow and enhanced market penetration.

Licensing to universities and VET institutions offers a targeted revenue stream, capitalizing on the specific needs of educational institutions and content creators. This revenue stream emphasizes the project's commitment to supporting educational endeavors and collaborations, fostering partnerships that enhance both financial and impact metrics. Joint offerings could result in innovative educational solutions, broadening the reach and impact of ENCORE.

Lastly, advertising and sponsorship provide additional revenue avenues, expanding the project's financial landscape. By allowing relevant advertisers or sponsors to promote their products or services on the platform, the ENCORE project can generate additional income while possibly enhancing value to its user base through curated, relevant offerings. This stream, though potentially lucrative, should be managed judiciously to ensure that the platform maintains its primary focus and does not alienate its user base.

The diverse revenue streams projected for the ENCORE project collectively contribute to forming a robust and resilient financial model. Each revenue stream plays a specific role in enhancing the project's financial health, allowing it to sustain and expand its operations and impact. Careful management, strategic planning, and ongoing evaluation of these revenue channels are crucial to ensure their effectiveness and alignment with the project's overarching goals and values, ensuring that the ENCORE project remains a financially vibrant, impactful, and valuable endeavour for all its stakeholders.

# 5 - Conclusions

The document discusses the development and implementation of the ENCORE Business Model Canvas (BMC), a strategic framework designed to enhance the delivery of relevant skills and education. The ENCORE project aims to revolutionize the educational landscape by providing a datadriven pedagogical approach, encapsulated in the ENCORE enablers, guidelines, and open recognition system. The document outlines the process of developing the ENCORE BMC, including preparation, canvas presentation, in-depth work by partners, synthesis and iteration, and finalization. The BMC includes elements such as customer segments, value proposition, key resources, activities, cost structures, and revenue streams. The document emphasizes the importance of a collaborative and iterative approach to ensure the business model is effectively aligned with the specific needs, challenges, and opportunities within the education and training landscape.

In terms of practical implications, the document highlights several considerations for the prototyping phase of the ENCORE enablers, including resource allocation, technical challenges, user testing and feedback, training and support, adoption and scalability, data privacy and security, iterative development, market positioning and outreach, collaborations and partnerships, and cost and pricing strategy. These aspects are crucial for ensuring the success and sustainability of the ENCORE project, addressing technical development, market positioning, and other practical implications.

In conclusion, the ENCORE BMC is a comprehensive and strategic tool that provides a visual representation of how the ENCORE platform creates, delivers, and captures value. It is designed to evolve alongside the project, ensuring continuous alignment with the evolving needs of the educational sector. The document underscores the importance of collaboration, iteration, and validation in the development process, ensuring that the ENCORE BMC remains adaptable, responsive, and well-informed to effectively serve a diverse range of customer segments. The ENCORE canvas will continue to evolve in the future together with the project, reflecting the validated insights and feedback from all consortium members, and ensuring its continued relevance and effectiveness in enhancing educational and training outcomes.