

## D.4.5 Business Strategy Baseline



### Gamified Collaborative Platform for the Promotion of Sustainable Care and Independent Assisted Living

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## 1. INTRODUCTION

A solid, substantiated strategy baseline can be used as a starting point to define the future goals and metrics of the MyMate project. It allows for a fact-based analysis of the current situation, allowing the creation of a successful business plan. They also help declaring the assumptions made along with the plan, so they can be revisited later on when the need arises.

A baseline assessment provides information on the situation the MyMate aims to change. It provides a critical reference point for assessing changes and impact, as it establishes a basis for comparing the situation before and after an intervention, and for making inferences as to the effectiveness of the MyMate approach. Baseline assessments should be conducted **before** the actual MyMate intervention starts to serve as a benchmark for examining what change is triggered by the intervention. A baseline assessment is a crucial element in formative campaign research and planning, and in any monitoring and evaluation framework.

The type of data to be included in the baseline depends on the goals the MyMate project aims to achieve, the theory of change underlying it, and the change indicators that are defined in the monitoring and evaluation framework. Baseline information should be carried out in such a way that the same type of data can be collected after the intervention, in order to compare the results and assess the extent of change, or lack thereof. A PESTEL analysis can be useful to map legal and political external factors, especially in advocacy/institutional change campaigns.

## 2. MYMATE INFORMATION

MyMATE aims at generating a novel elderly (primary) user-centred care paradigm involving the development and testing of an ICT-based solution in real life situations, which will enable and support sustainable “care in the community” models for older adults. Given the complex challenges posed by current demographic trends, the development of ICT-solutions, whilst striving for improved cost effectiveness, must also strive to humanize, rather than dehumanize care provision.

### 2.1 Business Need

The MyMATE solution offers an approach to facilitating formal care by increasing the supply of informal carers and strengthening the collaboration between formal and informal carers so that formal care resources can be used more efficiently. By increasing informal care resources through building a network of healthy elderly volunteers, the MyMATE approach will contribute to active aging and in so doing ease the pressure in demand for formal care in the future.

### 2.2 Goals and Purpose

The MyMATE ICT solution is innovative in that it aims to apply a gamification approach to create a network of motivated, healthy, agile elderly volunteers who will act as “human sensors” in the implementation of “care in the community” programmes for elderly people. The aim in MyMATE is to develop a sustainable environment centered on an ICT-based solution that:

- Reconciles increased demand with limited resources
- Increases and facilitates the supply of formal and informal care for older adults
- Reduces the demand for care through prevention and self-management
- Supports the shift towards better care at home and in the community

### 2.3 Stakeholders

There are three (3) identified stakeholders in the MyMate solution:

1. ***Elderly (Primary User)***  
This user is the ultimate beneficiary of the targeted care in the community plan, which is designed and managed by the care center or care provider.
2. ***Informal Carer (Secondary User)***

This user is a fit and healthy, recently retired person who volunteers to act as a "human sensor" within the MyMATE network.

### 3. *Care Provider (Tertiary User)*

This user is the professional care provider/care manager.

## 2.4 System Scope

MyMATE environment's scope is to be recognised as a more effective and efficient approach to managing care in the community programmes.

## 2.5 High Level Functional Requirements

The MyMATE System comprises of the MyMate App and MyMate Dashboard. Both applications will work with a MyMATE central server where data and game mechanics will be stored. The MyMATE App will be free to download in any Android/IOs device but it will not work, if the system is not configured by the formal carers with access to the MyMATE Dashboard. The center will also acquire the tablets for use by the secondary user. It will install the App through which the secondary users will:

1. interact with the MyMATE virtual assistant,
2. receive notification of the daily missions proposed by the tertiary user,
3. Input the reports on missions and activities, points accumulated, prizes to obtain with different accumulated points, reporting during the missions, etc.

By having the volunteer secondary users engaged and involved in the daily care activities, the centre will save the salary of one formal carer for every 10 volunteers. With a network of 50 volunteers, the care provider will save the cost equivalent of salaries for five formal carers who currently administer care in the community care plans to primary users.

With MyMate, the system will be more sustainable, there will be a clear decrease in cost by using the time, and resources of other retired elderly people who would like to act as volunteers in a gamified environment.

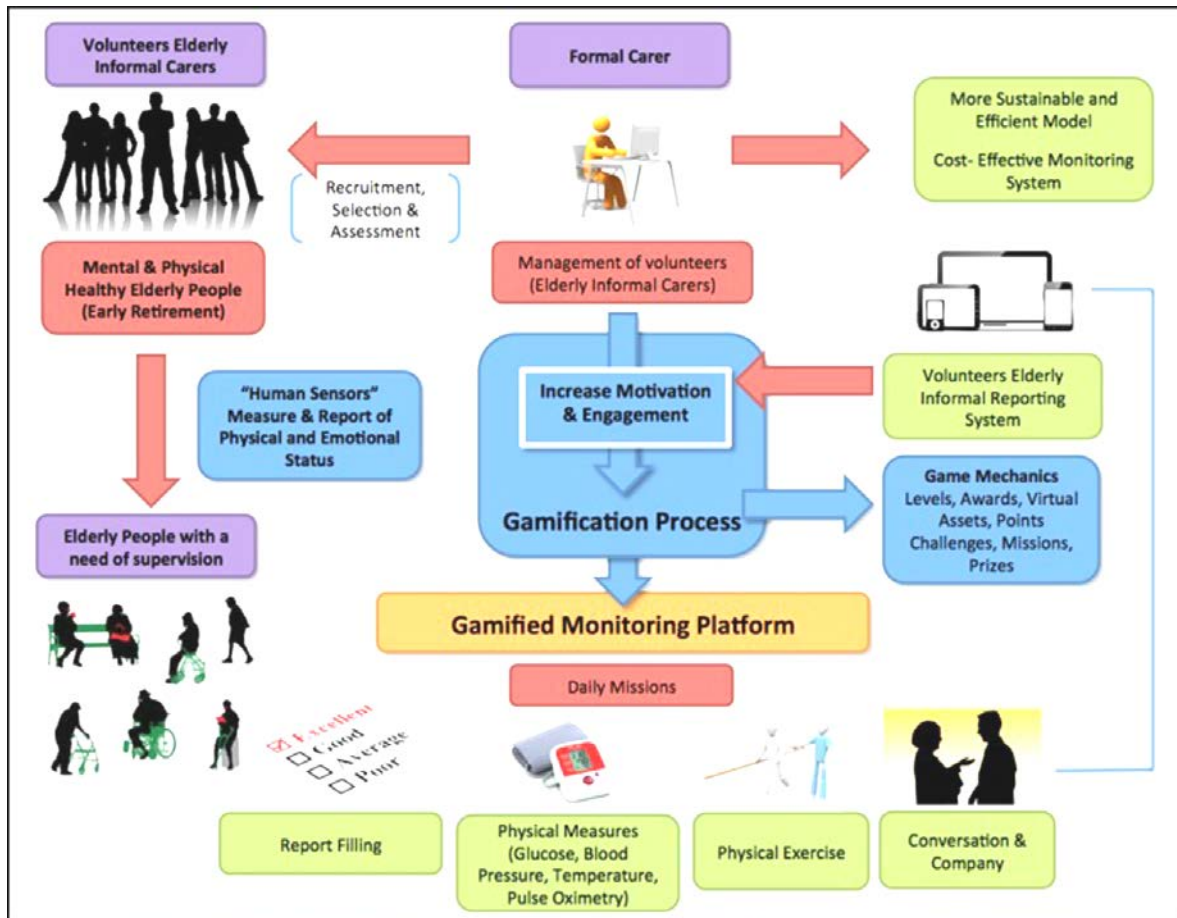


Figure 1. MyMate Functional Requirements

### 3. JOURNEY

Seniors represent one of the biggest potential markets for health apps, as they are the primary focus of the health industry and health care spending. Still, because of the perception that seniors are slow to adopt mobile technology, this potential market is largely untapped.

In fact, 74% of seniors have cell phones and the number is growing steadily along with tablet adoption rates among older demographics. Therefore, providers should move rapidly to build health apps for the elderly and implement efficient patient engagement strategies.

The statistics are also daunting when it comes to home care for older persons. There are some 55 million adults taking care of their parents, with over 2 million caregivers. And close to 92% of adults when surveyed would rather live in their own home as opposed to a nursing home. The fact is that in a large percentage of cases, family members have difficulty caring for a senior relative, so searching for a caregiver is a necessity. While there are tens of thousands of agencies across the country that can match elderly people with a caregiver, there is no customization of the process.

The MyMate’s mission is to transform the in-home care and ageing experience by providing elderly clients with personalized care planning, expert caregiver matching, custom mobile technology, and proactive case management to improve older adults’ health and well-being.

The **MyMATE** solution will target from the outset, those Elderly Care Providers and Funding Bodies responsible for care in the community programmes. In many European countries, these organisations have agreements with the public authorities to provide such programmes but public authorities may also be managing such programmes directly.

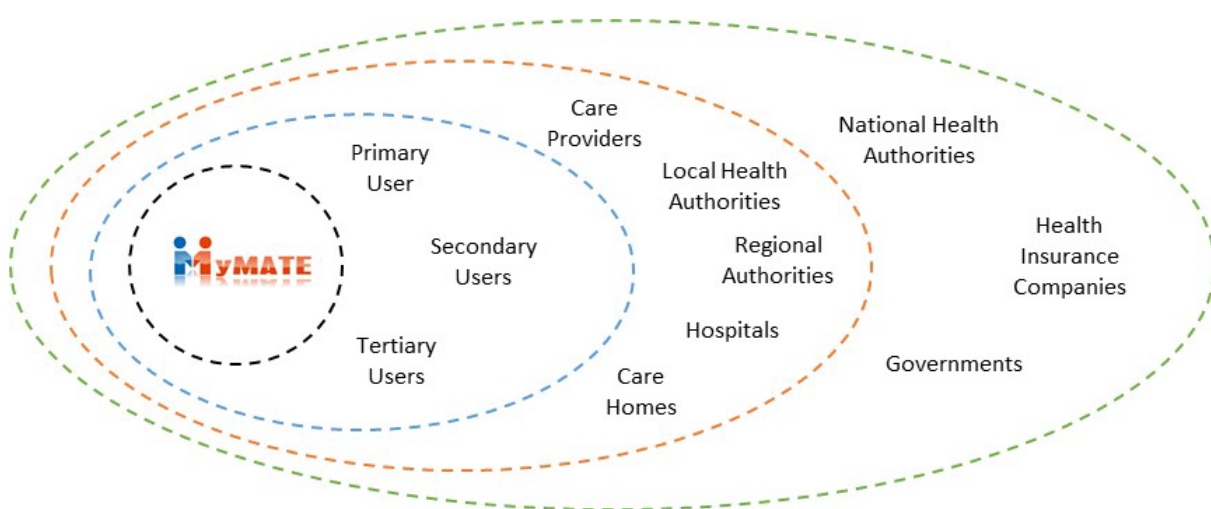


Figure 2. MyMate Future State

In accordance with good practice advice by the MyMate Advisory Service, including the online Mymate Manual, the MyMate Consortium considers the gathering of evidence as an iterative process which must be continued throughout the plan preparation process. The reason for this is because the evidence base is key to other aspects of plan production including, Sustainability Appraisal, Options Generation and Community Engagement. The figure below explains the linkages between these different areas.

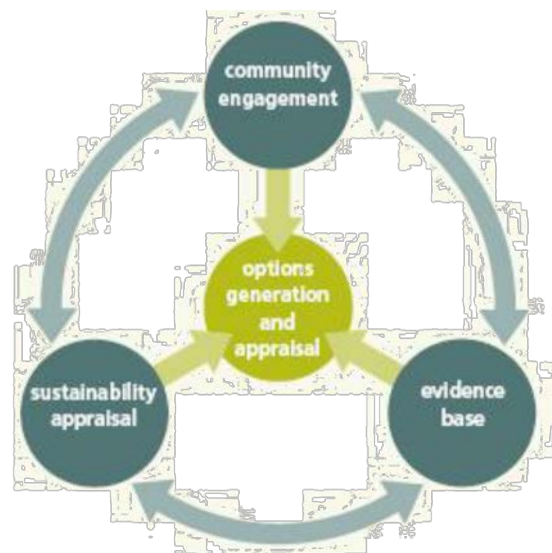


Figure 3. MyMate Sustainability Appraisal, Options Generation and Community Engagement



## 4. POINT-OF-ORIGIN AND MILESTONES

Recent Studies show that in 2014, 70% of the 50-65 age bracket use the internet, while 38% of those over 65 years old go online. Of the "wired" seniors:

- 94% use the internet for e-mail
- 77% shop online
- 71% are looking for health information
- 70% use the internet to read news<sup>1</sup>

It is vital for the success of MyMate to understand and target its main consumer. In order to do so, we must fully understand the demographic at hand.

### 4.1 Sustainable Development

The MyMate Consortium states that sustainable development regarding its nature can play two critical roles:

1. An **economic** role – in contributing to a strong, responsive, competitive economy; and
2. A **social** role – in supporting vibrant and healthy communities;

### 4.2 Core Planning Principals

Planning should:

- be plan-led with local plans setting out a positive vision for the future of the MyMate application.
- be a creative exercise in finding ways to enhance and improve features.
- drive and support sustainable economic development and identify and meet the caring, business and other development needs of MyMate.
- secure high quality design and a good standard of amenity for all existing and future users.
- promote the vitality of caring organisms and support thriving rural and urban communities
- support local strategies to improve health, social and cultural wellbeing for all, and deliver sufficient community and cultural facilities and services to meet local needs.

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<sup>1</sup> <http://www.bluefountainmedia.com/blog/reach-older-audience-online/>

### 4.3 Building a strong, competitive economy

The MyMate states that significant weight should be placed on the need to support economic growth. This means Related Authorities (RAs) should plan proactively to meet the development needs of business.

In drawing up MyMate should:

- set out an economic vision and strategy, which encourages sustainable economic growth;
- set criteria, or identify strategic sites to meet anticipated needs over the plan period;
- support existing business sectors, and identify and plan for new or emerging sectors. Policies should be flexible to accommodate unanticipated needs and allow a quick response to changing economic circumstances;
- plan positively for the location/promotion/expansion of clusters or networks of knowledge driven, creative or high tech industries;
- identify priority areas for economic regeneration, infrastructure provision and environmental enhancement;
- facilitate flexible working practices.

Policies should avoid the long term protection of employment sites where there is no reasonable prospect of a site being used for employment and employment allocations should be regularly reviewed.

### 4.4 Promoting Competiveness

MyMate should also:

- Pursue policies to support viability and vitality of caring centres;
- define a network and hierarchy of centres;
- define the extent of centres and Healthcare Organisations, primary/secondary frontages, and set policies on permitted uses;
- retain/enhance existing health-related markets and, where appropriate, reintroduce or create new ones;
- allocate sites to meet need. Needs should be fully met and caring centre uses not compromise by limited site availability;
- where suitable/viable caring centre sites are not available, allocate appropriate edge of centre sites. If sufficient sites cannot be identified, set policies for meeting the needs in other accessible locations;
- set policies for considering proposals which cannot be accommodated in centre or edge of centre;
- set out policies to encourage development on appropriate sites.

## 5. INTERNAL FACTORS ASSESSMENT

At the time the Business Strategy Baseline Assessment was prepared, the five detailed MyMate internal factors/milestones included:

- Encouraging a Brighter Future– development of contemporary MyMate application
- Bringing People Together– opportunity to create an attractive place to meet, sit and stage small scale events through the creation of an active, engaging healthcare community.
- Raising the Quality of Life –redevelopment of caring centres to provide high quality and renewed community facilities.
- Development - development of a new mixed use technological scheme on this corner to replace the existing ones.

In order to update these factors and take account of current economic conditions and the impact on the property market, the MyMate Consortium should commission a follow up piece of work. Rather than seek to replace the initial plan, MyMate should build upon the achievements of it and seeks to provide a delivery framework for regeneration, focusing upon identifying caring, user and community-related interventions with current potential to deliver in the immediate term, short terms and longer term. This should not address the enterprise and skills agenda.

## 6. EXTERNAL FACTORS ASSESSMENT

As far as healthcare is concerned, quality is a production of cooperation between the patient and the healthcare provider in a supportive environment (as the one in MyMate ecosystem). Healthcare service quality depends on personal factors of the healthcare service provider and the patient and factors pertaining to the healthcare organisation and broader environment. Differences in internal and external factors such as availability of resources and collaboration and cooperation among providers affect the quality of care and patient outcomes. A number of theoretical relationships can be seen in Figure 4.

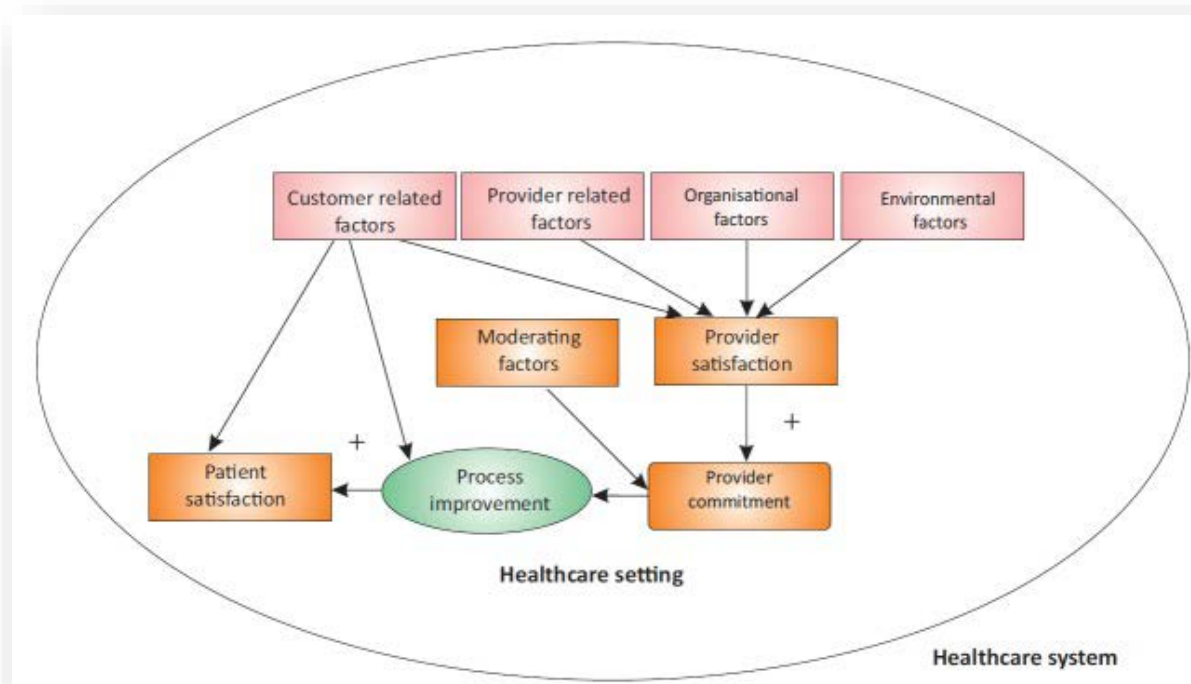


Figure 4 A proposed model of factors affecting the quality of healthcare services<sup>2</sup>

This model illustrates a variety of individual, organisational, and environmental factors that influence a caregiver's job satisfaction and consequently commitment in providing high-quality services. Individual factors include age, personality, education, abilities, and experience. Organisational factors include management style, working conditions, and relationships with co-workers. Environmental factors consist of economic and social influences. Furthermore, customer related factors such as socio-demographic variables, attitude, and cooperation influence the quality of care provided. The provider's subjective attributes, including the priority they give to care, would have a moderating influence on the

<sup>2</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4122083/>

delivery of care. MyMate should take into consideration all of the aforementioned parameters in order to assess its status throughout its launch and application.

Findings suggest that healthcare quality can be improved by supportive leadership, proper planning, education and training, and effective management of resources, employees, and processes. If policy-makers and managers intend to improve healthcare services quality, they should apply techniques and tools to operationalise these quality management constructs. However, there are some obstacles that prevent the successful introduction of quality management models. Some of these organisational morbidities are explained below.

## 7. TAILORED AGILITY TO MARKET CONDITIONS

Agile marketing is the ability to adapt or refocus marketing effort quickly and successfully in response to changes in customer behaviour, market conditions and business direction to benefit market share or share of wallet. It sounds simple, yet the means of achieving this agility are more complex.

True marketing agility is predicated on the following requirements:

1. Joining up customer insight, product and channel
2. Having a single customer view
3. Combining customer insight with the ability to action this insight

Underplaying one of these elements and the speed and success of response that characterises marketing agility will be diminished. In addition there are two further components that contribute to agile marketing, namely:

4. Automating elements of the marketing process
5. Getting customer insight onto the boardroom agenda

Addressing each of these steps for MyMate includes:

### 1. **Joining up customer insight, product and channel**

Agility means being able to make a change quickly and in the marketing sphere this can often come down to the speed at which approval can be gained to adapt a campaign focus or launch a new offer. A siloed structure with little overlap between the key disciplines within insight, product and channel is a major inhibitor to a rapid response. MyMate should understand where the beneficial overlaps in its business are and maximise these to be able to move quickly.

*To achieve that*, marketing consultants could be employed by MyMate to analyse the ability to be agile in terms of a joined up structure to offer best practice advice. Joining up may not mean changes to MyMate organisation's structure, for example by adding Marketing Resource Management (MRM) systems that can quickly identify which channels, products and decision makers need to be involved in a campaign and at what stage, creating step-by-step activity plans and sign off programmes.

### 2. **Creating a single customer view (SCV)**

Obtaining a single view of MyMate's customers (users) is a vital step in becoming agile. The benefits of a SCV are obvious:

- Improved knowledge of customer behaviours to enhance experience, relationships, retention and cross sell strategies and activities

- Valuable customer insight across all channels, locations and addresses to take better customer management decisions
- Better analytics to drive decision making and relevant customer interactions.

*To achieve that*, a first critical step is to use an additional software tool to cleanse and standardise address data to the highest possible standard. The next stage is to apply a unique person ID to create a consistent identifier of the individual regardless of address moves. The next stage usually involves bringing in a team of data migration, integration and analytical experts to help plan and execute the SCV database.

### 3. Getting customer insight

Insight into customers – previous habits, channel interactions, geodemographic data, lifestyle preferences, modelled propensities and so on - enables organisations to create targeted campaigns that deliver real results, whilst improving the efficiency of MyMate’s marketing spend. Customer location is a valuable factor in gaining this insight.

*To achieve that*, MyMate should involve marketing to turn insight into ‘actionable’ strategy that can be used to drive and shape marketing activity. To maximise the value of MyMate’s insight, we must have a clearly defined set of objectives and process for implementation.

### 4. Moving towards marketing automation

Marketing Automation is a subset of customer relationship management (CRM) that focuses on the definition, scheduling, segmentation and tracking of marketing campaigns. The use of marketing automation makes processes that would otherwise have been performed manually much more efficient and makes new processes possible.

*To achieve that*, MyMate requires a new way of managing data assets. Firstly, it requires the ability to automate modelling processes to predict events (good and bad). Secondly, optimisation technology is crucial to enable decision engines to make the best customer offer / channel to maximise organisation goals within the constraints they operate. Thirdly, MyMate needs ‘target, test, and measure’ technology to enable potentially thousands of executions within the offer / channel to be tested across on-line channels, identifying best performing ad-executions for particular customer groups. Finally, MyMate requires a capability to deliver real-time performance, often taking advantage of in-session behaviours on web sites, mobiles, and mid-call interactions within centres.

## 5. Getting customer insight onto the boardroom agenda

Customer insight and segmentation should form the crux of all decisions that are made by an organisation. Having this insight will mean marketing budgets will be truly aligned to the opportunity MyMate has to react to whatever the financial climate. Being able to get this insight in the board's agenda will allow marketers to gain approval and sign off more quickly, get more buy-in to initiatives, and result in fewer hoops to jump through.

*To achieve that*, MyMate should take into these key considerations when generating and presenting insights:

- be accessible and easy-to-digest for the audience;
- be actionable;
- what do they mean for the organisation, and how they can improve performance and measure this improvement to demonstrate the impact of this knowledge on revenues and margins
- understanding the consequences of not acting<sup>3</sup>.

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<sup>3</sup> <http://www.experian.co.uk/assets/integrated-marketing/brochures/guide-to-marketing-agility.pdf>



## 8. CONCLUSIONS

Without baseline data, it can be very difficult to plan, monitor and evaluate future performance. Baseline data help to set achievable and realistic indicator targets for each level of result in MyMate's design and then determine and adjust progress towards these targets and their respective results.

The reason for this report is to:

1. Inform project management decision-making and provide a reference point to determine progress and adjust project implementation to best serve people in need.
2. Assess measurability of the selected indicators and fine tune the system for future measurement.
3. Uphold accountability, informing impact evaluation to compare and measure what difference MyMate is making.
4. Promote stakeholder participation, providing a catalyst for discussion and motivation among community members and project partners on the most appropriate means of action.
5. Shape expectations and communication strategies by assisting by sharpening communication objectives, and focusing content of media materials.
6. Convince and provide justification to policy-makers and other healthcare parties for a MyMate intervention.
7. Support resource mobilization for and celebration of accomplished project results compared to baseline conditions.
8. If conducted properly, baseline results can be generalized and used to inform service delivery for communities with similar characteristics

The overall purpose of MyMate's baseline strategy is to obtain reliable and useful data prior to the project start, which can then be used to monitor and evaluate the project.

