

# GtG Deliverable

## D1.2 Business Strategy

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## 1. Introduction

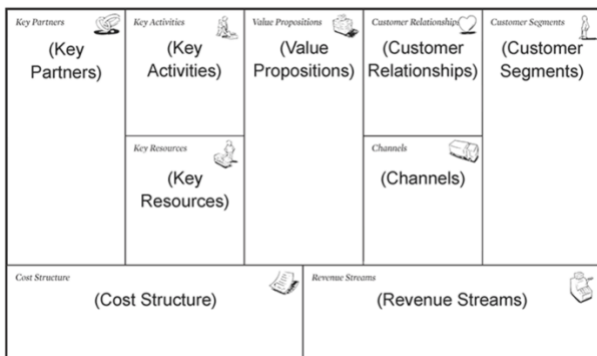
In previous deliverables and in the AAL project, the focus has been on the value propositions of the GtG services. In the first section of this deliverable, we will zoom out and create an overview over the business of the GtG service, and here we will use the Business Canvas model as a way to structure this.

In the next section, we will discuss possible upscaling options and some preliminary forecast estimations.

Lastly, we will discuss some future options and extensions for the GtG concept.

## 2. GtG Business Canvas

While the business canvas is a fine way to structure business models, it's not always the most logical way to present the results, thus the reader will have to know about the basics idea about GtG from other deliverables. Below is a figure and overview of the business the canvas mode and of the sections in this chapter:



- *Infrastructure*
  - **Key Activities**
  - **Key Resources**
  - **Partner Network**
- *Offering*
  - **Value Propositions**
- *Customers*
  - **Customer Segments**
  - **Channels**
  - **Customer Relationships**
- *Finances*
  - **Cost Structure**
  - **Revenue Streams**

### 2.1. Infrastructure

Starting with the infrastructure, we describe the anticipated key activities in running a GtG business, the key resources (the GtG Helpers), and the key partners (the GtG Partners).

#### 2.1.1. Key Activities

Central to the business development strategy will be:

- **Core activities** – a centralized part of the organization will be responsible for general management, branding, common business processes, ICT services and marketing of the GtG services;
- **Local operation of the services** - the local operation can be a combination of our own operation or partnership from region to region. Partners could be for-profit organisations made for the purpose of running a GtG service in a specific geographical area, possibly in a franchise arrangement, or it could be an existing organisation, including NGOs. A natural choice of an NGO partner in Denmark could be the DaneAge Association, a non-profit membership organization with 650,000 members that works for the protection of senior citizens' interests in the society, while our Dutch NGO partner SeniorLIVE<sup>1</sup> will be a natural choice of partner in the Netherlands. Other options could be some of the many local retiree associations or other non-profit organisations (e.g. sport clubs), see more about “DGI” below.
- **Delivery of the GtG service** - Our roll-out strategy will have to be decided on a geographical basis, in order to have critical mass of the GtG Helpers to offer the service. The growth strategy will be built to accommodate this nature of the business. This is no different from other open loop gift cards (for

<sup>1</sup> [www.senior-live.nl](http://www.senior-live.nl)

example gift cards for go-cart experiences or café brunches, see more about open loop in section 2.3.1), nor is it different from some of the collaborative economy business prerequisites to work in a geographical area (for example Uber).

### 2.1.2. Key Resources

The establishment of a corps of GtG Helpers is crucial for the success of the GtG service and we need a certain critical mass of GtG Helpers within each geographical area where we want to offer a specific GtG service. For each of the selected geographical test areas, we will recruit GtG Helpers through limited campaigns. With this activity, we will learn the potential for GtG delivery in each type of segments. With the aid of a market research bureau in the gift card segment, we will establish the relevant parameters for extrapolation of the findings to the rest of the Nordics, NL, and other EU regions.

### 2.1.3. Partner Network

The GtG Helper is offered a Voucher of the same face value as the GtG service. The GtG Voucher will be redeemable for offerings by our GtG partners, who will be a combination of local stores, retail chains and larger brands.

The concept has gained traction from local chambers of commerce who have identified the potential to stimulate local purchasing (e.g. farming, food, and services) and thus support a sustainable “buy local” agenda throughout the value chain.

An important aspect of our business model refers to the **non-redeemed gift cards/GtG Vouchers**. Gift cards that are never redeemed are a common source of profit for the traditional gift cards market, representing typically 10-20% of the margins. In the GtG model the non-redeemed gift cards can occur twice in the chain: 1) the GtG User may never activate the GtG service and 2) the GtG Helper may never re-deem the offered GtG Voucher. While this can be important revenue for the gift card business, it is also what adds to the gift card business’ bad reputation. To overcome this scenario, we will include an option for the GtG User to relay unused GtG services to traditional partner gift cards and for the GtG Helper to be able to donate the earned GtG Voucher in some way. Following this strategy, and aiming at a transparent business model, we want to create Corporate Social Responsibility added value for partners redeeming our GtG services (Presents and Vouchers), and in this way negotiate better discount deals with the partners.

## 2.2. Offering

The initial market for launch of GtG services will be the Danish market. For this market, we have refined the set of services already discussed in D1.1, D2.1 and D2.2, which will be the focus of the discussion of GtG offerings. We have identified 9 services in three categories, which talks to the pain and gain of both the users and the helpers in the workshops and pilots conducted in DK. As the co-creation and the description of the services have been done in the language of the users and helpers, the description of the 9 services in the figure below is in Danish. Here we will present a few translations.

The three categories are

- Companionship – 3 services, where the common denominator is that the user gets ‘out of the home’
  - o visit to a museum visit
  - o trip out into nature
  - o companionship/introduction into a club or association
- Togetherness – 3 services, where the common denominator is that the user gets a visit in the home
  - o sharing memories – the user shares memories
  - o story telling – the helper tells stories, reads up loud from a book, newspaper
  - o play a game – the user and helper plays a game
- Practical tasks - 3 services, where the common denominator is that the user gets practical help in the home

- Green hands – for example, new soil to the houseplants
- Practical hands – for example, getting order in the attic
- Handy hand – for example, fixing the binding door



Figure 1: GtG services in three categories (in Danish)

### 2.2.1. Value Propositions

Each of the service have some specific pars of gain/pain, which are the refinements of the generic one's discuses in D1.1, D2.1 and D2.2. Here we have translated the generic and two examples from the 9 above.

GtG		Sharing memories		Handyman	
User	Pain Loneliness Boredom	User	Pain Missing listeners	User	Pain Unsolved tasks in the home
	Gain Company Quality of life Being active		Gain Relive experiences		Gain Getting tasks solved
Helper	Pain Loneliness Boredom Desire to be there for someone else	Helper	Pain Missing perspective in life	Helper	Pain Feel of useless/of no value to others
	Gain Recognition Being active Quality of life Earning GtG voucher		Gain Life-affirming		Gain Use my hands/be of use

In the following video, we tell more about the GtG services (in Danish): <http://www.civics.dk/aal/civics.mp4>

#### Our competition.

Several digital solutions specifically developed for the elderly people, also some with a focus strongly related to the GtG solution, have been introduced. However, without an actual business-model allowing for a self-sustainable platform, the initiatives have not gained presence in the marked. There are other platforms for elderly people although more focused on fighting isolation and loneliness in aging, which too is an expected impact but not the face value of the GtG service.

There are examples of a commercial services, where seniors are paired with a person who can relate to their challenges or just provide companionship. Main motivation is “to earn extra income”, and thus not based on civic actions such as GtG.

Given the two groups of elderly with needs and resources available respectively, a simple solution might be a commercial service model, similar to other ‘gig’ platforms. Small tasks are already solved today in this way, e.g. gardening offered by professionals or by spare time workers. However, elderly may not always have the means to find or enter into commercial agreements for such services. Moreover, the size of the task we target, is typically not of any interest to professional actors who are primarily commercially motivated.

Thus, the market does not offer what the GtG model aims to provide to senior citizens, which in combination with providing meaningful activities and support to retired citizens, brings to stage the best opportunity for community engagement, through a self-sustainable ICT platform.

Table 1 shows competing offers and examples of competitors considering two main offers, the gift card *open loop* and digital collaborative economy solutions for the elderly.

**Table 1 – Competitor analysis**

Offer	Competitors	Observations	GtG
Gift card – <i>open loop</i> segment	Smartbox (EU)	€0,5B business, present in our initial and future targeted markets.	While the closed loop segment will <b>not be competitors but rather our suppliers</b> , we will be <b>taking market shares</b> from the open loop segment.
	Godream (DK)	Local Danish brand - has significant presence with sales racks and shop-in-shops in most retail shops alongside Smartbox.	
Citizen to citizen solutions for the elderly	Give And Take (EU) – example of volunteer driven	Senior citizens reciprocally exchange services and resources, “ <i>creating new opportunities for senior citizens to contribute to society as volunteers and caregivers in their local communities</i> ”. As other such initiatives, <b>no business model present to support a self-sustainable platform.</b>	Our main offerings are strongly related to ones provided by these competitors. However, the GtG model ensures an overall best and innovative business-equipped solution: <b>a self-sustainable platform</b> – it combines intrinsic and extrinsic rewards, leveraging on citizenship and potentiating human-centric values.
	Seniors Helping Seniors (UK) – example of commercially driven	Is in-home senior care service to provide assistance with daily living tasks, where seniors are paired with a person who can relate to their challenges or just provide companionship. It seems to be powered by ordinary salaries, and thus not based on civic actions such as GtG. <b>Main motivation is “to earn extra income”, and thus not based on civic actions such as GtG.</b>	
Digital collaborative economy platforms	UpWork (US), TaskRabbit (UK), and Cleady (DK)	<b>Strictly economically motivated.</b>	

We only expect limited competition (if any) from additional competing actors in the collaborative economy, e.g. shared driving, cleaning services. As for other platforms for elderly, we have identified solutions focused on fighting isolation and loneliness in aging<sup>2</sup>, which is also an expected impact from the GtG service, but not its primary focus. Thus, the market is currently unequipped with solutions such as the GtG service for senior citizens.

### 2.3. Customers

Building a two-sided in the collaborative economy marketplace is a fine balancing act between building critical mass on both sides of the market, the GtG Givers and Users on one side and the GtG Helpers on the other. Therefore:

- a) To successfully implement and sustain the GtG service a critical mass of senior citizens must sign up to the GtG platform – this makes the product valuable for the customer. Additionally, having a sound critical mass of customers buying the GtG product will pull more seniors into signing up in the GtG platform;
- b) The two-sided marketplaces in the collaborative economy needs an element of **curation** – we must understand the which standards of service are perceived by the customers and users as the most

<sup>2</sup> Examples of these platforms are the Tapestry (<https://www.tapestry.net>); the Stitch (<https://www.stitch.net>), and the Freebird Club (<https://www.freebirdclub.com>).



valuable and thus continuously curate the services to meet those standards. This is why we have had such strong focus on the value proposition research in the AAL project.

Particularly for the Users, we must to take away many choices and decisions to make it easy to receive the service. And particularly for the Helper, we similarly need to make sure that the delivery of the service can meet the expectation of being a pleasure and without to many hassles.

### 2.3.1. The GtG marked.

Our GtG offer is positioned along two main vectors: The Gift Card Market and the Gig Economy:

**The Gift Card Market** is growing, and gift cards are becoming a customary item in the consumer space at the value of €282Bn in 2017 growing at 23% towards 2023<sup>3</sup>. In GtG, we are using the availability of gift cards as the ‘currency’ in our exchange, which also sets the expectation to the size of the task. Our GtG gift cards belong to the *Open Loop* category, which has been growing in popularity in the market<sup>4</sup>, especially the sub-category of “*experience*” or “*memories*” gifts cards.

### The Gig and Collaborative

**Economy**<sup>5,6</sup> - our positioning in the market for solving small tasks is adjacent to the general concept of a gig market. More than 50% of EU citizens are familiar with the collaborative economy and one person in six is already a user<sup>7</sup>. Almost one third of people who have been on collaborative platforms have already provided a service at least once. 5% of the population of +65 years is active in the collaborative economy<sup>8</sup>. The GtG service may also serve as a vehicle for engaging the elder population in the collaborative economy. All in all, new collaborative economy platforms are rapidly evolving, and this innovative model has the potential to boost senior and elderly participation in the collaborative economy (Figure 2).

### 2.3.2. Customer Segments:

The customers of GtG will be citizens who are buying a gift for an elderly relative or acquaintance and we envision several fixed priced gift cards (for example €10, €25 and €50). Higher priced options could be multi cards for recurrent activations. Other possible customers could include larger scale donation of GtG Services for larger groups of elderly citizens from foundations, municipalities, etc.

Our target users of GtG will be the elderly receiving the help defined by the present. As described in the previous section, through the AAL project co-creation workshops, we have identified the need for a range of offerings, gifts offering experiences to solving a practical problem. The GtG services are divided into fixed categories of tasks and the platform will ensure the specific category is only offered in regions where we have matching Helpers, who’s profile and thus motivation and availability are depending on the type of task.



Figure 2 – GtG market positioning and creation of new segment, the Appreciation Economy

<sup>3</sup> <https://www.prnewswire.com/news-releases/gift-cards-market-expected-to-reach-3003320-million-by-2023-globally-648674513.html>

<sup>4</sup> <https://markets.businessinsider.com/news/stocks/global-gift-cards-market-2018-2026-market-is-expected-to-hit-us-750-billion-1026991939>

<sup>5</sup> <https://www.pymnts.com/today-in-data/2019/platform-economy-payments-commerce/>

<sup>6</sup> <https://www.pymnts.com/today-in-data/2018/gig-economy-equipment-rental/>

<sup>7</sup> Eurobarometer poll, 2016

<sup>8</sup> Collaborative Economy Report, Danish Ministry of Industry - Business and Financial Affairs

### 2.3.3.Channels:

Our sales channels will include the ones used by other open loop gift card businesses; primarily own online sales and retail shops, complemented by selected partner organizations. Additionally, the GtG Partners may have an interest in promoting the GtG services to their customers.

One of our selected partner organizations partners will be DGI, an umbrella organisation for sports and leisure associations in Denmark, who see an opportunity in the GtG models' "consumer approach" to boost engagement (1), and their activities fit nicely into one of our services: "Companionship/introduction into a club or association". This collaboration will potentially grant us access to their 1,5M members.

### 2.3.4.Customer Relationships:

The majority customer will be consumers, who will buy our GtG service as a gift for a relative. Thus, as a starting point, our customer relationship will be similar to that of SmartBox and similar open loop gift cards. As mentioned, these products do not always have the best reputation. Our goal is to establish a sound socially responsible branded gift card alternative in the category and managing the customer relations to achieve this will be crucial.

Moreover, our Helpers are both customers and a critical resource in delivering the GtG services. Thus, the Helpers will require even more attention than the customers in the Giver/User market side. The GtG service will require more efforts in interpersonal relation management than other sharing economy platforms – where for instance Uber does less for their drivers - and this has impact on the cost structure, see further below.

## 2.4. Finances

### 2.4.1.Cost Structure:

While other cost can will have economy of scale, the relation management of helpers, is expected to be proportional to the size of the revenue. We estimate approximately 4.000 active helpers for each 1M population included. We anticipate a local operation of the services (see 2.1.1) for each region of 0.5M, thus a corps of 2.000 helpers. Cost for at least 2 FTE is anticipated for each region. See more in 3.1.

### 2.4.2.Revenue Streams

Our business model lives in two dimensions:

- the delivery of the GtG service, the specific task(s) performed by the GtG Helper(s), is a *collaborative economy-like* type of business; and
- the sale of the GtG Services to the GtG Giver as well as the offer of gift card relay (GtG Voucher) to be redeemed by the GtG Helper once he/she performs the task is a *gift-card type* of business.

As such, the business flow and the economical fuelling of the GtG business model starts with the GtG Giver purchasing the GtG Present – then, two main considerations:

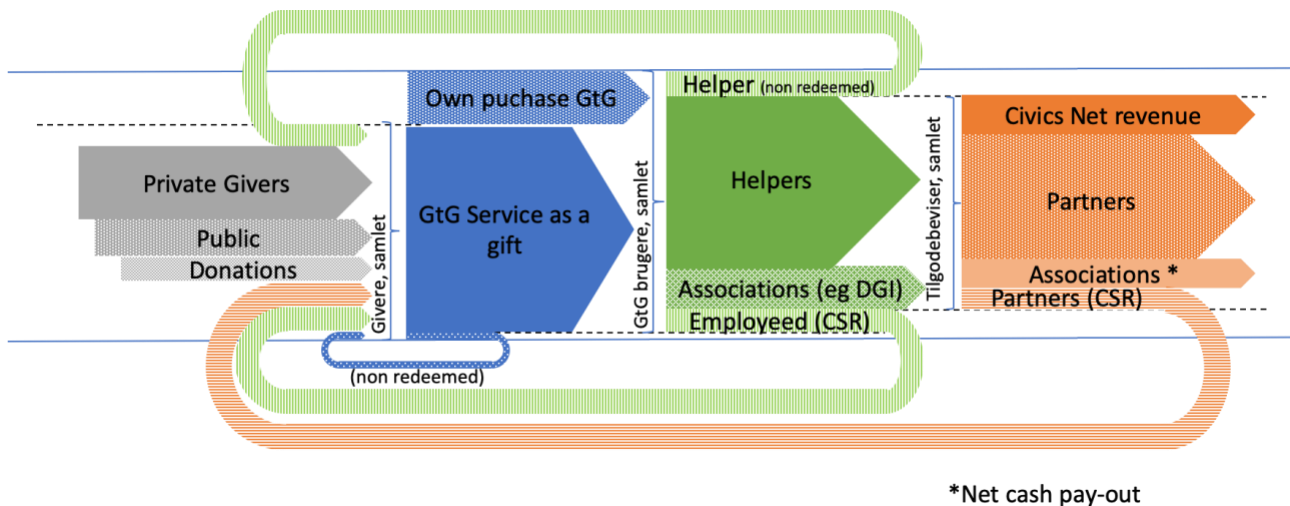
- The GtG Helper is offered a Voucher of the same face value as the GtG Present. The GtG Voucher will be redeemable for offerings of same face value by our GtG partners, who will be a combination of local stores, retail chains and larger brands.
- Following the open loop gift card business model, the profit in the GtG profit model will follow from the discounts, we get from our partners. Typical discounts from the supplier of the gift cards range at 15-30%.

A more generic overview of possible revenue streams is depicted Figure 3.

In general, the prerequisite for the GtG concept is that a business flow starts with the purchase of a GtG service in our platform. The figure illustrates how the economy of the GtG platform is thought to be composed.

### Revenue of GtG services (blue arrows):

The blue arrows illustrate the total sales of GtG services. Initially, we have the notion that our users were given the GtG as a gift, which we still expect will be the case for a large part. But our AAL workshops showed that there will be Users who would like to buy GtG services themselves – or buy the service again after receiving it as a gift. The relative distribution (between the two blue shares) is pure guesswork at this time.



**Figure 3: Revenue flow (GtG extrinsic reward system)**

### Purchase of GtG services (grey arrows):

The grey arrows illustrate the purchase of GtG services by Givers. It may be composed of private givers (Anna's daughter, Charlotte in our scenario described in D1.1), public purchases (special GtG services donated in bulks from a municipality, e.g. for special focus areas), and donations (perhaps earmarked GtG services, such as support for dementia spouses). In addition, there may be backflow from unredeemed gift cards and other backflows (more on that below).

### Helper Corps (Green Arrows)

All GtG giftcards sold must be provided by our citizen corps, which therefore has the same revenue as the sale (green arrows). We imagine that some of the corresponding GtG vouchers will not be redeemed and will therefore be donated back to users, but the majority will be redeemed. We have here introduced the option of members of associations as possible participants in the corps. The model also shows the possibility for citizens to participate in the corps as part of their employment. It could, for example, be an electrician company that allows its employees during the working hours of changing bulbs of senior citizens. It is assumed that this effort is donated to the platform by the company, who will then have the option of using the effort for branding purposes.

### 'Payment' of Helpers (Orange Arrows)

The orange arrows show where the redeemed GtG vouchers end up as revenue in real money. Here the discount on the redemption at the GtG partners gives us a net turnover for the GtG operation.

Members of association will participate in the Helper Corps in order to benefit the association, in which case the 'payment' in vouchers for a GtG partner shops is not the best option. Thus, for the citizens who participate as a representative of an association, we can introduce the possibility that the payment will be in the form of cash to the association, corresponding to the discounted rate that GtG partners receive, ex 80%.

Finally, one can imagine that some GtG partners will donate (redeem at rate 0%) as part of a branding effort.



### 3. GtG scale-up and sales forecast

We envision fixed priced GtG services (for example €10, €25 and €50) primarily purchased by relatives. Higher priced options could be multi cards with recurrent help. As described above, other customers could include larger scale donation of GtG services for larger groups of elderly citizens from foundations, municipalities, etc.

#### 3.1. Business modelling

As a first approach on sales forecasting, we have derived projections from a very modest and conservative point of view on initial market, a 0,5M population region in Denmark, the West Zealand County (Table 2):

**Table 2 – Business model assumptions and sales forecast for a rural segment in Denmark (0,5 million (M) citizens, approx. 10% of Danish population)**

<b>Demand for GtG Presents:</b>	Market penetration	5% of the population <u>once a year</u> buys a GtG Present of average price of <b>€100</b> . Sales = $0,5M * 5% * 100€ \sim \mathbf{€2,5M \text{ GtG Presents}}$
	Cost of sales	<b>Cost of sales:</b> 75% of the partner's gift cards. <b>Net revenue:</b> 25% = $€2,5M \times 0,25 = \mathbf{€0,6M}$ .
<b>Delivery of GtG Service:</b>	Size of GtG Helper group	Assumption: 2% of the retired citizens (which are 1 in 5) join the GtG platform N° of GtG Helpers = $0,5M * 2% / 5 \sim \mathbf{2.000 \text{ GtG Helpers}}$ .
	GtG Helper engagement	To match the delivery of the €2,5M revenue, the GtG Helpers will solve tasks and receive <b>GtG Vouchers</b> once a week worth on average: $€2,5M / 2.000 / 52 \sim \mathbf{€25}$ .
<b>Margins and Revenue sharing:</b>	Profit share model	We assume a simple profit share model with a split of the 25% of Net Revenue as follows: 5% for sales partners (e.g. online marketing), 10% for local service operation and 10% for the core services (incl. Platform operation).
	Contributions to value chain	Thus, the contribution to the local services in a region will be €0,25M ~ 2-3 FTE's and overheads to recruit and maintain the pool of GtG Helpers. The contributions to the core services will equally be €0,25M, while sales partners will receive €0,13M

Of note, the assumptions on sales potential should be compared to GoDream<sup>9</sup> - one of the many gift card resellers in Denmark, with a net revenue of €20M and 40 employees. Also, our assumption on the number of GtG Helpers joining our model is guided by the fact that 17% of the population in Denmark is taking part in the collaborative economy, with 5% of the +65-year-old participating<sup>10</sup>.

#### 3.2. Commercial pilot to be performed

In the AAL project, as mentioned above, the focus was on need and resources of the two target groups of elderly: the GtG User (elderly with a need) and the GtG Helper (resourceful senior). Through a series of co-creation workshops in Northern, Western and Southern Europe respectively, we have confirmed the need for the GtG service and the willingness of senior citizens to engage in the exchange model.

The economical sustainability of the GtG service however relies on the volume and profitability of transactions on the platform, which will be determined by the i) **demand for GtG gifts**, ii) the scalability of the **delivery of the GtG service** by the GtG Helpers, and iii) the **margins** we can expect in the relay. Testing these assumptions is the goal of an upcoming business feasibility study will include investigations on:

**i) Demand for GtG cards:** We will perform market testing campaigns to

- obtain quantitative estimates on potential buyers, divided by geography, service category (e.g. practical vs social), anticipated user needs (giving pleasure or solving a problem), etc,
- asses and select marketing mix, incl. Promotion (e.g. using A/B testing), Product (electronic version, gift box, etc.), and other marketing P's such as Price categories, Place and
- test sell 'limited edition' GtG gift card to relatives to elderly in selected geographical areas.

**ii) Delivery of the GtG Service:** The establishment of a corps of GtG Helpers is crucial for the success of the GtG service and we need a certain critical mass of GtG Helpers within each geographical area where we

<sup>9</sup> [www.godream.dk](http://www.godream.dk)

<sup>10</sup> [www.dst.dk](http://www.dst.dk)

want to offer a specific GtG service. For each of the selected geographical test areas, we will recruit GtG Helpers through limited campaigns. With this activity, we will learn the potential for GtG delivery in each type of segment. With the aid of a market research bureau in the gift card segment, we will establish the relevant parameters for extrapolation of the findings in i) and ii) to the rest of the Nordics, NL, and other EU regions.

**iii) Margins:** In the GtG model, the GtG gift cards are relayed to traditional gift cards of same face value at a collaborating partner. The income in the models will stem from discounts from these partners. We will examine possible collaboration models with both regional and large corporations, who will redeem our gift cards vouchers to their shops.

**Other activities:** In addition, we have activities on legal aspects, where we will consult collaborative economy experts on how best to arrange agreements and terms between parties (GtG Givers/Users/Helpers, Partner) as well as an activity for engaging with other stakeholders, such as senior organizations, NGO's, etc.

### 3.3. Market entry and Scalability

We follow an iterative service development process. The AAL project was conducted in Vig (see Figure 4), and the limited commercial pilot, we plan to conduct in Odsherred. For this, will include recruitment of 50-75 Helpers (seniors), establishment of local sales channels for GtG Cards and establishment of GtG partner agreements. We expect this can be achieved in 6-12 months – during this time-frame, we will be able to mature the IT platform with the basic features for market introduction, given some part we need to be handheld.

Based on the results from the pilot, we will then prepare the platform for scalability and enter the initial market (West Zealand – used for the business modelling above). The next steps (markets to be approached) are depicted in Figure 5:

Nordic countries, Netherlands and then, rest of Europe – the time frame for this entry are still under assessment and will greatly depend on the output from ongoing and immediate pilots.

Should the initial market turn into a sustainable business, we can grow and return investments by expanding into other Danish regions, into the rest of Nordics, representing additional population of 27 million individuals, and the Netherlands, representing a population of 17 million. By simple extrapolation of sales forecast scenario in Table 2, this growth in sales would represent €55M in net revenue (less than 25% of SmartBox's revenue in these markets) and more than 100 FTE's. This only includes the GtG value chain contributions and not the societal impact of the GtG Helpers engaged (the 'FTE equivalent' of the Helpers is not included).

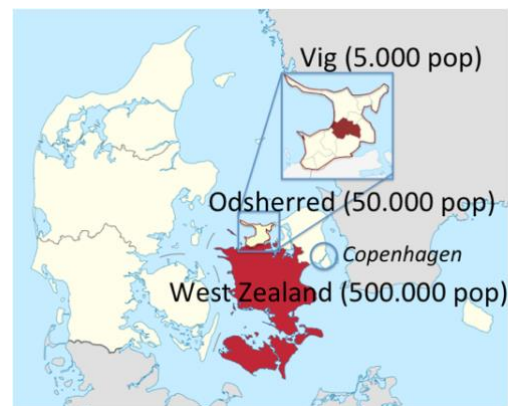


Figure 4: co-creation, commercial pilot and initial market in DK.

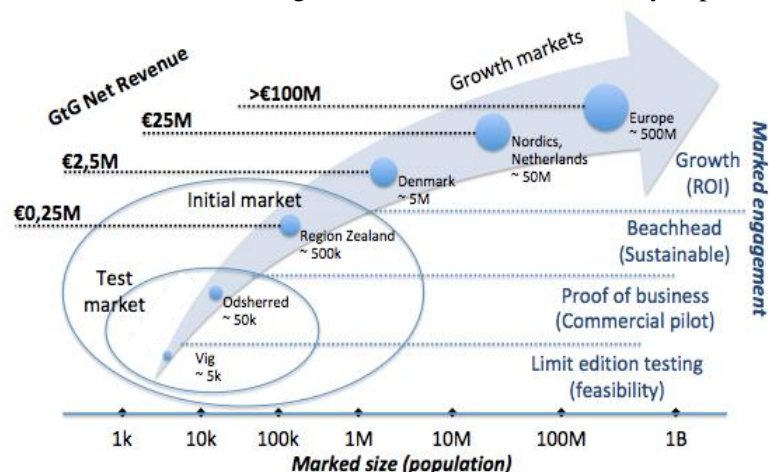


Figure 5 – Scalability & Forecasts for net revenues

## 4. GtG – future perspectives

### 4.1. Appreciation economy

The GtG approach, which is neither pure commercial nor pure volunteering, rather a semi-commercial approach, where we, by giving a token of appreciation, are building on both aspects, can easily be extended from a senior to senior platform to include Seniors helping teenagers, Seniors helping families; Students helping elderly, etc or more generically to a citizen to citizen model - and more generally we call this system ‘Appreciation Economy’.

This opens up other business opportunities. In applications similar to GtG, the user of the services can for example be youngsters with special needs, family caregiving, or other groups of people with special needs. The helping citizen can be students, teenagers, members of associations, supported employment or employed volunteers, or anyone who are in a situation where they are able and allowed to work without payment. And the paying customer can be the user herself, it can be donations by relevant organisations representing the users in need, municipalities or even the business (redemption) partners, who as a part of their CSR agenda support the platform.

### 4.2. ICT Strategy – Distributed ledger technologies

Today, sharing economy solutions (eg, AirBnB, Uber, Etsy, ...) are centralized platforms, operated by corporation who owns user data where the corporate can create monopoly and charge above-normal profit. GtG is a partly commercial, partly volunteer initiative, and following the same centralized platform can become a barrier for growth.



We see Distributed Ledger Technologies (DLT) as an alternative strategy for GtG, where we can build a

- Decentralized platform operated and maintained by the community, and where
- Users own their data, and we secure data privacy by design and
- Profit is distributed transparently and fair across participants

Thus, we can integrate **data privacy, transparency, and fairness in profit distribution** and create a *true sharing economy* platform.

#### 4.2.1. GtG LEDGER

When purchasing a GtG service, GtG Givers share their personal data, and the GtG Helpers share their data when signing up to the platform. Data includes items like addresses, needs, GtG Helpers' preferences/availability and skills, and is currently collected and kept in the platform. This type of information is required for the purpose of the GtG service and needs to be managed accordingly. However, Civics does not need a centralised system for the data curation since the purchase, registration and notifications can be run anonymously.

The identification and contact between a matching GtG Helper and a GtG User can actually be established directly between the two without any third-party involvement - the basic mechanism underneath this process resembles a gig-platform. We have identified existing DLT approaches that might be useful in this context, for example similar to the Origin Protocol proposal <https://www.originprotocol.com/en>. Through this process, we aim at implementing a decentralised data management approach, where all data owners are the sole controllers and holders of their own data, kept private and therefore relieving our end on the burden of data management.

The added value add that our service brings to GtG Users and Helpers (and Givers) is embedded in the *Appreciation Economy system* - the focus of the co-creating processes in our current AAL project. As for the

trustworthiness of the GtG Platform, this is a complicated matter and relates to many aspects, including 1) trust in all GtG Helpers and Givers and 2) Users trusting the organisation behind the platform. Moreover, to build a socially responsible alternative model, any profits generated from the GtG service are to be shared or redistributed in a fair and transparent manner.

Moreover, we use the concept of the helper getting a gift card in return as a token of appreciation as our ‘currency’. We may use DLT to implement the notion of digital currency or GtG token - or ‘Social Digital Wallet’. to extend the idea of GtG ‘currency’.



Figure 6: The possible GtG extensions: from Senior to Senior to more generic Citizen to Citizen “Appreciation economy” and from close sharing platform to an open “true sharing platform”

## 5. Summary

In D1.1, we described generic personas and value map for the GtG Services, and these were further researched and co-created in D2.1 and D2.2. In this deliverable, we describe a set of specific services ready for commercial testing as well as the complemented work on the business aspects surrounding the services. Here we have used the business canvas model to structure our findings in the project.

We have detailed the GtG business model and based on this developed forecasts and potential scale-up scenarios, which show how a possible sustainable roll-out could be achieved under certain assumptions and prerequisites. Similarly, we show how further expansions can return the further investments needed to launch the service. As for our next step for the GtG services, we have developed a rough plan for a commercial pilot.

Finally, we investigated further future perspectives for the model. We have identified a new ICT approach, which has the potential to strengthen the GtG value propositions even further. Moreover, we have investigated opportunities in extending the model from seniors-to-seniors to citizens-to-citizens