

Vosmos

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EIT Digital Summer School I&E students project report

Summer School in Tallinn University of Technology

“e-Health: Personalised Prevention”

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1. Executive summary

First and foremost, we would like to express our gratitude to the mentors who assisted us and provided us with valuable knowledge and, most importantly, teachings: Helen Staak, Berit Viikna, Maarja Tosso and Barbara Haage. We'd also like to thank Karro Külanurm, Anu Oks and Helen Kokk for their excellent advice and suggestions.

Volunteering is a very important and integrated part of modern society and plays a very important role, especially in any crisis moment in a community. However, a volunteer, in most cases, engaged in paid employment and employer engagement may create a major impact in the field to overcome many challenges at the community, national and international levels. We are a similarly minded group of 4 students of EIT Masters School who were motivated by the statement presented about volunteers and started brainstorming this project.

This innovation project of VOSMOS proceeded along with eHealth experts of Tall Tech University of Technology, Tallinn, Estonia during a Summer School period and we have come up with a very real problem-solving solution in a very short time of two weeks. We have learned insightful information and the development of eHealth in Estonia as well as in other parts of the world.

This report has been written on the innovation project for another 2 weeks after the Summer School, including many areas of innovation in ICT, different methodologies, project management, various tools and technologies of entrepreneurship as well as reflection of professional development and fast learning competencies.

During the project of VOSMOS, it was further individual and team agility through switching from one topic to another of the project and collaboration with team as giving huge room to learn and improve. Each day of the project, performance level enhancing was another significant part while building analytical and entrepreneurial strength, ability to find most appropriate and flawless solution. Professional skill development and learning progress through VOSMOS project may add value to the objectives of ICT entrepreneurs and will help individuals to have an overview of know-how to fast pace innovation practices.

2. Problem and solution

Volunteers are always necessary, but what NGOs really need are skilled volunteers who can help in particular areas. In the meanwhile, more companies are implementing CSR (Corporate Social Responsibilities) strategies, which include corporate volunteering programs, and enlisting the help of their personnel in these endeavors.

There is a huge need to handle these kinds of projects since not every company is able to satisfy the needs of its employees, which will not only simplify the businesses and NGOs but also the wellness of the employers.

At present, the overall volunteering system in Estonia is not working in an optimal way, especially during crisis moments. In reality, corporations struggle to find volunteering opportunities aligned with their values, ways to measure their CSR performance, and how to engage their employees in a more meaningful way. We found it surprising because at the same time there is a high demand for volunteers to contribute to community development and face challenges like crisis events while Corporate volunteering is one of the most popular CSR tools for big corporations.

One problem statement provided by a local municipality of Estonia describes the lack of cooperation between stakeholders like the Private sector, the Public Sector, NGOs, and individual volunteers. It also suggests having a cooperation network or a platform that can minimize the gap between different parties involved in volunteering activities.

Recent crises proved that volunteering for the community is an effective way to face many social, national, and international issues as well as improve the well-being of citizens by providing the opportunity to engage towards personal satisfaction and create belonging.

A survey study on corporate volunteering found big corporations are often using corporate volunteering to retain their employees and to improve their work-life balance by including it in their CSR program. It has been revealed by the study that NGOs also face difficulties to cooperate with unmotivated corporate volunteers just because the activity is not preferred by the employee. It proves that there is a huge mismatch and mismanagement in the field.

We are a group of EIT- Digital school students developing a solution that will make private companies closer to working with NGOs trying to find volunteers. VOSMOS will

create a long-term sustainable ecosystem for corporations, NGOs, and Government Institutions.

VOSMOS is a platform for managing the volunteering activities of employees and providing a new tool to measure the social impact of an organization. This is done by matchmaking volunteers to opportunities, motivating people with the help of gamification tools, and delivering the key numbers and facts about volunteering to the company's management.

VOSMOS is a management and analytics tool for corporate volunteering as well as a productivity tool for individual volunteers. So, it is a platform that will minimize the long-seen heavy workload of the NGOs, and private companies to match volunteers for any activity based on their preference and skill set.

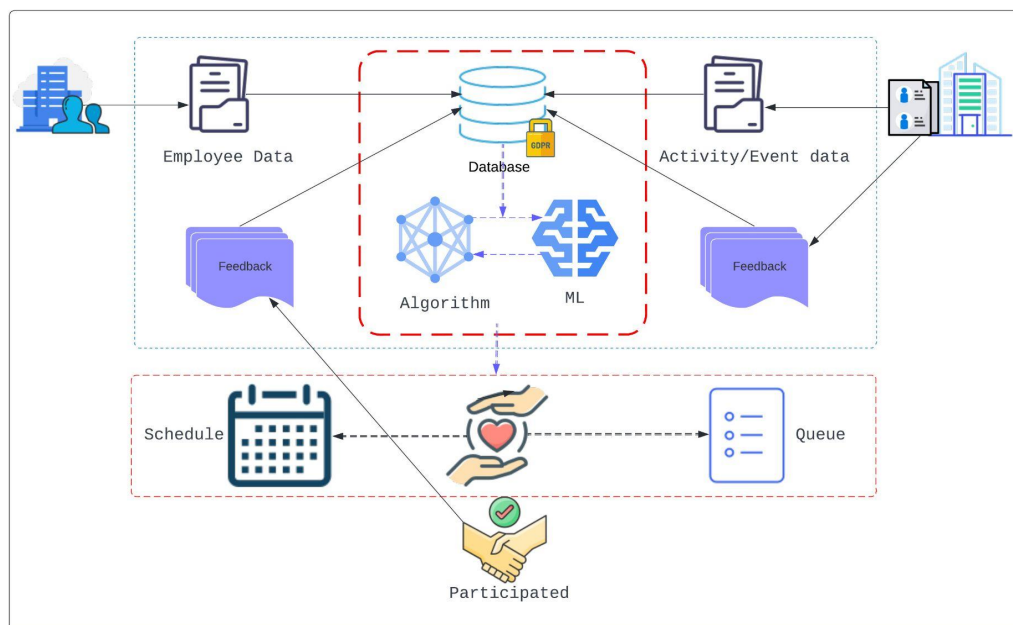


Figure 1: VOSMOS platform diagram

Figure 1 illustrates that Vosmos platform will have data from 2 different sources (employees & NGOs). It will match the volunteer with an activity using our advanced algorithm and a machine learning tool in the background. Vosmos will use data of feedback from both sources and input to machine learning tool to continuous

improvement of output.

VOSMOS is a corporate volunteer matchmaking platform but this unique feature of gamification will engage corporate employees in a different way where big companies have issues engaging employees in volunteering activities of their preferences. On the other hand, CSR management is a tricky part for most companies nowadays to track, manage and measure and VOSMOS will make it easier with an integrated CSR measurement tool.

Moreover, VOSMOS will develop an ML algorithm to match corporate volunteers with their skillset and preferences. This unique feature will meet the demand of the reason behind all CSR programs of corporate volunteering fail. So, it will produce a match where motivated volunteers will engage with activities they love or care to do and NGOs or organisations will not face unskilled or unmotivated volunteers at all.

We conducted a few interviews with NGO employees and corporate management to gather initial data and different views of corporate volunteering. We concluded with both sides' views and found that our solution will help the core problem they have for example- employees eager to participate in volunteering but at the same time NGOs struggling with unmotivated and unskilled volunteers. VOSMOS will do the match-making based on employees' data and skillset in the background using advanced algorithms and machine learning technology.

The proposed solution is an engaging platform for all stakeholders like NGOs, CSR managers of companies, employees, and others. It will create an easy-to-use and organized more engaging environment among all its stakeholders. It will also provide an organized dashboard to employees as well as CSR managers as a decision-making tool.

3. Business modelling and planning

3.1 Business modelling

The Business Model Canvas



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Figure 2: Business Model Canvas

Figure 2 above shows the Business Model Canvas of our solution. To give a summary of it, we sell our corporate volunteering managing and measuring platform to corporations with already existing CSR programmes, who would pay a subscription fee for using the platform. To be able to deliver the product, we need to develop and maintain the software and keep NGOs (our key partners) involved so they publish volunteering opportunities.

Vosmos' key value propositions are the following:

- Enable companies to measure the impact of their corporate volunteering and increase employee satisfaction using the Vosmos platform.
- Enable employees to find volunteering opportunities they care about with the help of a matching algorithm and gamification tools.
- Provide a platform to NGOs who want skilled and motivated corporate volunteers to help with their daily activities.

The key resources in Vosmos' platform are volunteering activities performed at NGOs by corporate volunteers.

As a first step, NGOs have to publish opportunities for volunteering with specific time slots, location and description of the activity. To decrease the required workload the platform provides them predefined templates.

Employees responsible for CSR and corporate volunteering (typically people from human resources, marketing or dedicated CSR departments) have to set up their organisations' volunteering programme, specifying preferred fields of NGOs or number of volunteering hours on company time (if any).

Employees can use the platform to sign up for activities, also choosing a timeslot. After booking a timeslot, the occasion appears in the online calendar of both the employee and the NGO.

After the volunteering activity is done, both the NGOs and the employees can submit feedback which is later used for reporting to management and improving the matchmaking algorithm.

For the market, we decided to target specifically the Baltic countries.

Basically, we would launch our company in Estonia, which is the perfect market to develop and test our idea.

Later we would in the nearby countries, but this will be explained more in detail in the "Go to market" section.

Concerning the demographic, our principal customers will be companies, more specifically large companies with a size larger than 250 employees.

The motive behind this choice is that the majority of companies that actually implements CSR programs are those which have a large number of employees and thus have more labor.

So, we assumed that only those companies which have a size over 250 employees can actually find the usefulness of our idea to manage their workers.

Obviously, the companies that we target are the ones that actually implement the CSR programs, more specifically oriented towards the act of volunteering.

We saw that there are many companies that implement CSR programs in their environment, and they are also expanding. And we also saw that the major problem of these programs is the management of the employees, which will be discussed in the competition section.

Competitors

					
Skill based opportunities	✓	✓	✓	✗	✓
Volunteer management	✓	✓	✓	✓	✓
Matchmaking algorithm	✓	✓	✓	✓	✓
CSR measurement	✓	✗	✗	✓	✗
Gamification	✓	✗	✗	✗	✗

Figure 3: Table of Competitors

In the Figure 3, we can see a list of possible competitors.

To have a better idea of our competitors, we listed a brief description of each and what we offer more than them:

- VolunteerMatch:** VolunteerMatch offers a variety of online services to support a community of nonprofit, volunteer and business leaders committed to civic engagement. Their popular service welcomes millions of visitors a year and has become the preferred internet recruiting tool for more than 100,000 nonprofit organizations.

- **Catchafire:** Catchafire is an online platform connecting professionally-skilled volunteers with non-profits and social enterprises.
- **Optimy:** Social impact platform for companies management.
- **VolunteerWorld:** Volunteer World is an independent platform that connects volunteers and social projects on a global scale. Based on the latest web technology, the platform offers a user-friendly experience. Volunteers can explore, compare and apply to social projects worldwide according to personal preferences concerning location and task

What we provide, apart from the other features, is gamification and CSR measurement.

Gamification is an important feature since it is scientifically proven that the application of gamification in a working environment is useful to improve well-being and to motivate workers, therefore it is an important feature in our product.

In addition, the CSR measurement is useful to have a clear picture of the overall working environment and therefore better manage the CSR program. Moreover, the data could be used to “prove” the success of the CSR program of the company.

Market Size

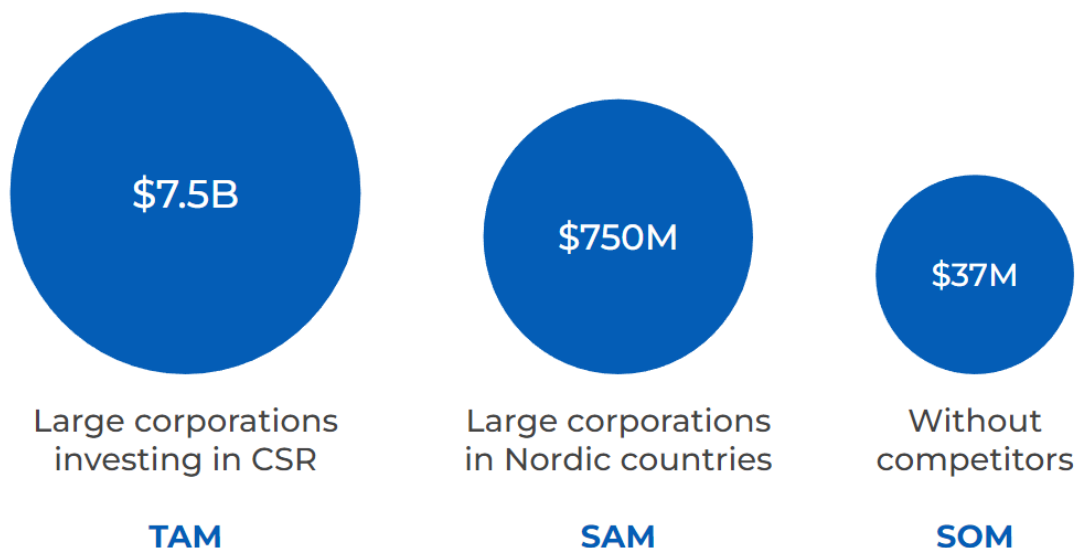


Figure 4: Market Size

The Figure 4 above represents the market potential for our proposed business. First, for the Total Addressable Market we looked at the total number of businesses (in the world) who are willing and able to pay for volunteering matchmaking services. There are 667.42 thousand large companies that employ 250 or more people worldwide.

Research suggests that companies with good volunteering programs spend roughly \$179 per employee per year (regardless of whether an employee is volunteering or not).

For the Serviceable Available Market we narrowed this down to large corporations in the region of Northern-Europe.

Finally, to calculate the Serviceable Addressable Market we assumed a market share of 5% and ended up with a market size of 37 Million dollars.

Looking at other companies that provide matching services between volunteers and initiatives, we believe that our unique combination of features gives us a competitive advantage.

Unlike our competitors, we put our focus on both the companies, who will be paying for the service and the individual volunteers who want to find the best opportunities.

If the Vosmos platform gains popularity and will be a widely used tool for volunteering it leads to promotion of volunteering itself, but also promotion of CSR programmes and the view that the private sector should be involved in solving societal problems. In addition, getting more employees to volunteer would also result in more fulfilled and motivated workforce on the market.

3.2 Business planning

The importance and visibility of CSR programs is increasing and *“corporate volunteering programs have been described as “one of the fastest-growing areas of voluntary activity” in both North America and Western Europe”* (Grant, 2012). In addition, market trends also show that in some fields (eg. IT) the demand for an educated workforce is

much higher than the supply, thus keeping employees happy is more important than ever.

This means that our solution would be in the rapidly growing market of CSR and employee satisfaction solutions.


For the Go-to-market approach, we are going to develop and test our product in Estonia, which is the perfect market because of [already existing initiatives](#) for corporate volunteering and a healthy NGO scene.

After the first year, we will target the Swedish market, since volunteering and corporate social responsibility are the most popular in Sweden. This is where we will grow into a profitable company.

Finally, after 2 years because of similarities between markets and a similarly strong volunteering culture, we will already have an easier job scaling into Northern Europe, namely Finland, Norway and Denmark.

To sell our product we will use direct sales to HR and marketing employees at large corporations, using our extended network. Another tool to attract new customers (and also NGOs providing volunteering opportunities) is going to be advertisements on LinkedIn, since this is the platform where we can target the decision makers most precisely.

Our product is going to be backed by a software platform with a matchmaking algorithm, thus we have no real ways to protect this with patents or similar tools. This is hopefully going to be compensated by our fast market penetration, which gives us an advantage over following competitors.

The financial forecast is available in the following spreadsheet ( Vosmos_Cash_Flow.xlsx).

We have calculated our incomes and costs over 3 years and we observed our financial state over the years, in such a way as to have a clear picture of how many investments we would need.

To calculate as general and realistic as possible, we made some assumptions. Since we assumed that we would start from Estonia, in the first year we would have fewer companies (10 companies), with an exponential increment over the second year since we would start to expand and we would have more advertisement (at the end of the second year we would have almost 100 companies). After that, we expand our product in the nearby countries so we would have more companies.

Moreover, we didn't keep into account possible partnerships since we decided to just focus on companies.

To summarize, we used subscriptions as the main source of revenue, which would cost around \$6000 per year for the companies, but this price would also depend on the size of the company.

After that, we identified three main costs:

- IT Infrastructure
- Labour
- Advertisement

With more possible investments in the R&D department to further improve our product.

Without possible investments, we have calculated that we would have a breakeven point at the start of the third year since for that time we should have already a great number of customers. After that, we should start to have revenue of around 2 million dollars after 3 years.

One of the main problems regarding our idea is that, for matchmaking employees of companies and NGOs, we actually need the data of both, therefore we would need an agreement with both parties.

Based on our research, NGOs are quite reluctant to cooperate with companies, since what they are searching for are not general volunteers but skilled volunteers. Therefore good strategies to onboard NGOs are needed.

A possible solution would be to start from umbrella organizations, to provide a solution to NGOs (for free) that could help them and therefore generates value on its own (such as a volunteer management system).

Data privacy is also a legitimate concern. We would need to develop a safe infrastructure to keep the data secure because it is contributed by both NGOs and corporations. Furthermore, the data will not be disclosed to third parties unless the interested party signs an explicit agreement.

To cover the initial costs of launching the company we are looking for a pre-seed investment of 60.000 Euros, which will enable the founders to work full time on the project, so we can develop and sell the product. This investment also covers

infrastructure costs and subcontractors helping with legal matters, accounting and sales.

If we can not find funding, we would start the company by bootstrapping and working on it only part-time. Also, we would try to attract our first customers before developing our platform and we would do the matchmaking and tracking work manually.

4. Business development process

At the beginning of the Summer school we were presented with four cases related to eHealth and prevention. The mentors suggested that we choose a case and to present an idea for it. For our case, Case study from Põltsamaa Municipality, there were two teams proposing ideas. We decided to go for the niche of managing volunteers in companies and come up with a B2B idea. Image X represents the problem we were trying to solve before going in deep into it. We joined the problem of the municipality offering volunteers through companies who offered volunteering between their employees.



Figure 5: Act Local: Act locally to solve globally

After the first meeting we established the mission, vision and values of the proposed solution in order to be aligned with the rest of the team. To do so, each member of the team wrote down their backgrounds, skills and desires about the project. Furthermore we decided how we were going to work, the tools we were going to use, roles and the methodology we would follow. For this purpose, we decided to go for the Double Diamond Approach.

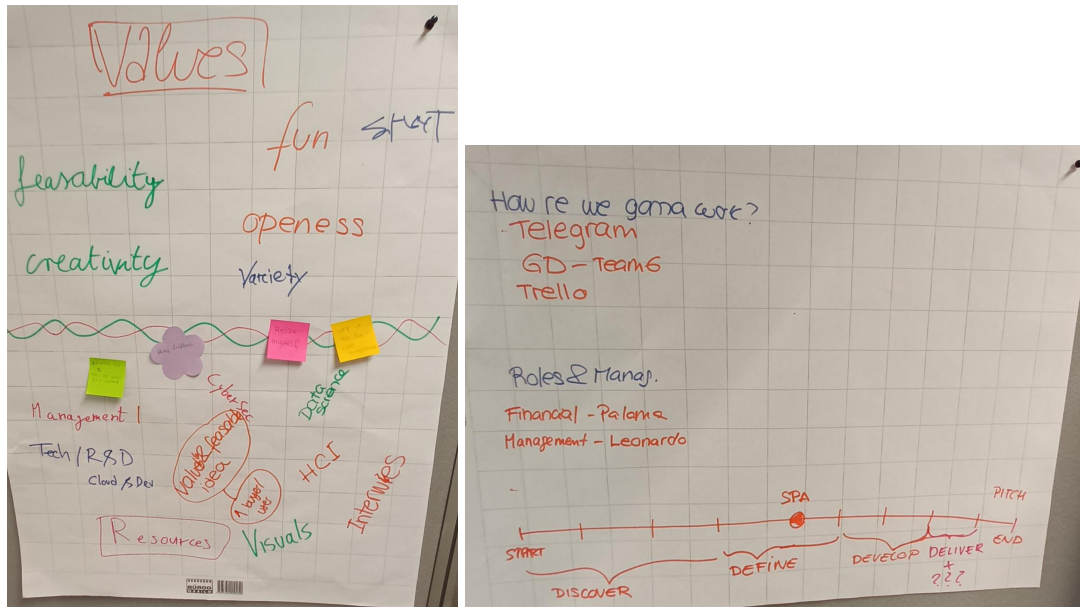


Figure 6: establishment of the pillars of work

The Double Diamond is an easy approach to sum up the procedures used in any design or innovation project, regardless of the techniques and equipment employed. It is divided in four main steps:

1. Discover - The procedure begins with challenging the problem, which swiftly moves into research to determine user needs.
2. Define - The second step is to interpret the data and determine how the issue and user wants are related. Based on these insights, a design brief that precisely outlines the issue is produced.
3. Develop - The third phase focuses on creating, analyzing, and improving a variety of viable solutions.
4. Deliver - In the last stage, a single effective solution is chosen and made ready for use.

Design Thinking ‘Double Diamond’ Process Model

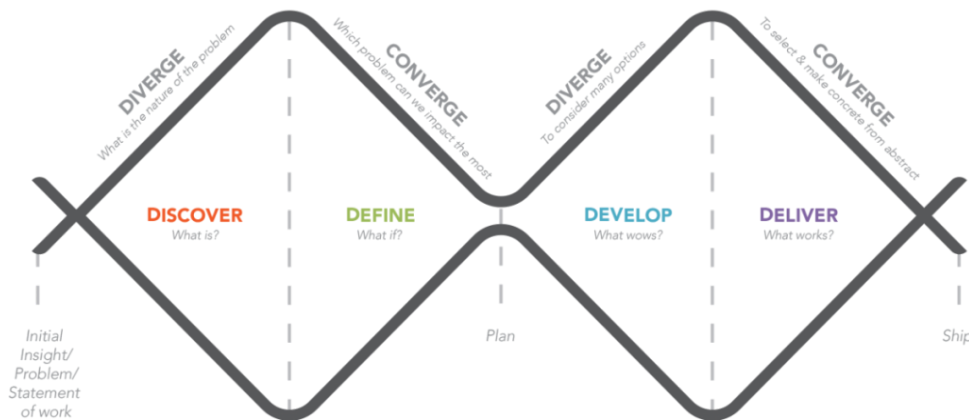


Figure 7: Double Diamond by UXPlanet.

During the Discovery phase, we researched a lot about the volunteering field and how companies are offering this service to their employees. This phase clarified a lot of the business because we interacted with real companies, professionals and experts in the field who gave us an overview of the market and confirmed or denied most of the assumptions that we had.

Firstly we interviewed the Põltsamaa Municipality mayor in order to better understand the case. During this interview we discovered that his main concern was how to provide skilled volunteers during worldwide crises such as the Ukraine war. And not only that but how to reach them quickly in case of emergency.



Secondly, we interviewed a Spanish company based on our network who offered volunteering to their employees. During this interview, we reached a HR manager in charge of the CSR program inside her company. We discovered a lot regarding CSR programs and how companies interact with foundations and NGOs. The main motivation for companies is to create a brand awareness inside and outside the company and to care about their employees to feel fulfilled outside their working hours.

Lastly but not least, we interviewed a NGO in Hungary to close the circle of our stakeholders. During the NGO interview, we talked to a leader inside the NGO who is in charge of the volunteers inside her NGO. She clarified to us how the relationship with companies is. And surprisingly, most of the time they preferred to receive only the money because employees are most of the time unmotivated and unskilled for the NGO purpose.

Based on the Discovery based, we performed an Affinity Diagram (Image X) to order all the ideas from the stakeholders and after that, performed a brainstorming session.



Figure 8: Affinity Diagram

The affinity diagram groups several concepts into their logical relationships. It is the result of a brainstorming session that has been planned. Use it to produce, arrange, and compile data about a service, method, complicated problem, or issue.

The Affinity diagram lets us cluster problems into the same ideas in order to come up with solutions aligned with them. During the brainstorming session, we wrote down tons of ideas which tried to solve the problems described in the stakeholders' clusters. After the brainstorming session we used the \$100 method in order to decide which idea was most suitable for us.

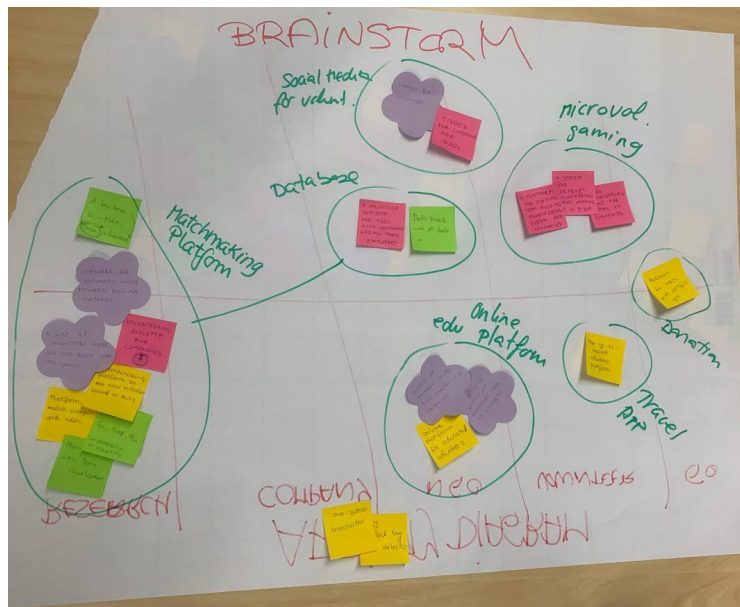


Figure 9: Brainstorming session

The brainstorming session guided us to a Matchmaking platform between companies and NGOs' causes. This is how VOSMOS was born. A platform for managing volunteering activities of employees and providing a new tool to measure the social impact of an organisation.

We are doing this by matchmaking volunteers to opportunities, motivating people to do good with the help of gamification and delivering numbers and facts to management to see how their CSR programme is doing

Fortunately, the teamwork during this whole process was pretty amazing and fluid. Thanks to the different methodologies explained, we were on time during each phase and we provided time for discussion after each step.

The next steps for this project will focus on research more in depth into possible clients and look for funding to start the first MVP.

5. Self evaluation

Paloma Domínguez Sánchez

VOSMOS was borned as a simple solution from a complex problem of Põltsamaa Municipality. During this journey I learned a lot about teamwork, cultural exchange and business. I pitched the first idea of VOSMOS at the beginning of the Summer School in order to come up with an idea that would solve the Põltsamaa Municipality case and that also answered my main concern as an employee. I used to work for a Big Four Consultancy Firm where there were some volunteering options. However, those were not promoted enough to reach all the employees and I did not have more options aligned with my values.

I thought that maybe it was possible to join the private and public sector in order to fight against local crises. I became the team leader of the project because of my background in the private sector and because I provided the seed of the idea. My main role apart from working hand by hand in the development tasks was to focus the team when we were losing the north in between research and discussion.

I am currently studying Human Computer Interaction and Design so I always have the user in the centre of each decision. I was in charge of the research and splitting the job as fair as possible. I tried to mix my background in order to provide with more professional opinions, methodologies that helped us focus and narrow down the job and my network due to my professional experience in the private sector.

I have not learned so much in terms of content, methods and tools. I have previous experience as an entrepreneur and a lot of information regarding business launch. However in the practice, it is always a pleasure to feel the stress and anxiety of the veracity of building a new idea. Furthermore, even though I am very used to working in teams, I have to say that my team impressed me since the beginning of the idea. I think we complemented each other very well along the way, I had the impression that every opinion counted and even though I was the leader, we were all together when it came to decide. I am very proud of the work we have done and how we did it.

With respect to my own competences I was missing working more during the product design. However, there were team members very good with those skills and we lacked financial education, so I focused more on Go to market and financial accountability. On the other hand, I used to like to pitch ideas, but in this case we decided that only one

person should do it to not break the storytelling. I wish for an amazing future for my teammates and a need in the market that VOSMOS can easily get into.

Balázs Csomor

At first, I was not sure if I should pick this challenge, since the original problem seemed too boring to solve. However, during team formation, our team former pitched the idea of involving companies in solving societal problems, which immediately raised my interest because of my recent university studies about corporate social responsibility. In the end I was happy with the challenge, the progress we could make and the team I could be a part of.

During the first couple of days we did not have clear roles, which was also brought up during one of our mentoring sessions. This helped us to develop tasks, roles and a clearer management structure. Paloma led the team and had a big part in setting up milestones and knew the tools to structure brainstorming sessions and our work. Leonardo was always responsible for organising our documents and tasks. Eashin did the proper research about every aspect of his work and would often bring in a different view on things. I was responsible for most visuals and I believe I could also help with my creativity when developing the product.

My main contributions to the project were creating the wireframes on paper and the digital mockups using Figma, both with the input of teammates. I also designed our slides, although in retrospect I was rather stubborn about my design choices and preferences. I contributed a lot to the pitch script, meaning I used the information collected by my teammates and put them into an understandable and presentable text. Finally, I pitched in the name of the team, despite the fact that I did some public speaking before, I was happy to present in a more professional setting.

I have a background in software engineering and data science. I felt like I could not fully use these “hard skills” during the project, but in a matter of two weeks I was also not expecting it. At a previous entrepreneurship course I learned the importance of validation and the value that a single conversation can provide to the project. I wish we would have time to validate and to interview with more stakeholders as I recently discovered this is also something I want to get better at.

I learned a lot about possible methods (Double Diamond approach, Affinity Diagram, \$100 game etc.) which help structuring the process and brainstorming. I also learned the lesson that you can actually make plenty of progress in a short amount of time if you put the effort and focus into it. Although currently it seems like the project will not be continued, it was a huge personal and professional learning experience for me.

Leonardo Xompero

When they first revealed the different instances that we would have worked on for the next two weeks, I was particularly intrigued by the Põltsamaa Municipality case. It was a complex problem and what convinced me about working on it was the fact that finding a solution would result in helping people. There were several proposals to handle this problem, and in the end, I chose one that was interesting enough to result in what we worked on. Furthermore, the idea was strictly about the world of companies and NGOs, which was a subject about which I had no expertise, therefore it was more exciting to work on something about which I had no knowledge.

In our first meetings, we started to organize ourselves by introducing each other and our respective capabilities, in such a way to find the most fittable role. In my case, I assumed the responsibility of managing everything, which means planning the roadmap to fulfill our objectives and collecting all the resources needed for the project.

Since I have a background in cybersecurity, I did not have the possibility to apply my capabilities in this project because I had no experience with companies and NGOs. Therefore I tried to help my teammates in various fields, such as researching how to apply gamification in a working environment, helping in the designing of the prototype, creation of the slides and validation of the problem.

I performed the financial forecast thanks to the assumptions that we made while researching the market for our idea, and also with the help and suggestions of my teammates. I really appreciated working with my team also for this, because it was quite useful to learn from them.

During my first year of the Master's degree, I attended various courses that were focused on the creation of startups and the work behind them, therefore I did not learn anything major during the experience. However, I learned new things regarding the world of companies (since I do not have experience regarding them) and how NGOs work.

Also, it was truly fascinating to see companies' behavior regarding CSR programs and the various insights into their relationship with companies.

But what I've learnt the most is how to operate in a multicultural and interdisciplinary team; I'm grateful to have had the opportunity to work with such talented teammates; I've learned a lot from them.

Eashin Matubber

I was a bit confused by the problem statement presented by one of the city mayors of Estonia and initially was considering a very different way than this course objective were we supposed to learn entrepreneurship and innovation. However, it was a good chance for me to follow along with my fellow teammates and learn from them and contribute to them.

We have a very diverse team of 4 from different backgrounds and with different skill sets. We discussed initially among us and I was sure that no matter how difficult the problem is we can develop an innovative solution that is doable for real-world use cases. We were a cross-functional team and we work closely to help each other. I was assigned a role to do some research overall about the topic and help the team at the beginning to generate ideas and validate them with some study recommendations done before.

As it was a cross-functional team, we tried to contribute together to many topics of our work. I often tried to find study material done on the topic and present the summary to the team to consider for our decision-making. I have tried to come up with the initial solution of the VOSMOS platform from a backend perspective like how it should work behind the scene though it was an initial idea of the base solution. I have tried to help my team to create a digital prototype using the “Figma” tool. Furthermore, I tried to follow up and help my team to manage the project and take initiative to start the remaining tasks to proceed smoothly, for example, I started writing one pager content and my other teammates help along to make it the final one pager with design and final touch.

Along the way, I have learned many tools for idea generation and validation which are very useful for entrepreneurs and start-up teams. I learned many tricks and ways from my teammates and other teams to proceed faster with any new ideas to execute in real-life situations. I learned many decision-making tools like Affinity Diagram,

Clustering, and others. However, all lecture sessions and mentoring were pro tips and how to think of simplified ways to solve any issues. Furthermore, I aimed to learn from others and I did it in many different ways from the whole summer school team which I believe is useful not only as an entrepreneur but also as a software developer.

As a Cloud and Networked Infrastructure student of EIT and as a software developer I was missing of technical part of the solution and I believe integrating a technical part into this summer school may deliver more practical experience.

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