



netWorked Youth Research for Empowerment in the Digital society

Grant Agreement number: 727066

WYRED Association Business Plan

WP8_D8.4

Version 2.1

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1. Introduction to WYRED

The WYRED project (netWorked Youth Research for Empowerment in the Digital society) (GarcíaPeñalvo, 2016b, 2017; García-Peñalvo & Kearney, 2016) aims to provide a framework for research in which children and young people can express and explore their perspectives and interests in relation to digital society, but also a platform (Durán-Escudero, García-Peñalvo, & Therón-Sánchez, 2017; García-Peñalvo, 2016a; García-Peñalvo & Durán-Escudero, 2017; García-Peñalvo, García-Holgado, Vázquez-Ingelmo, & Seoane-Pardo, 2018) from which they can communicate their perspectives to other stakeholders effectively through innovative engagement processes.

A society which has always been digital for them, but which often doesn't listen to their voices, to their concerns or their solutions. WYRED aims at sharing children's' and young peoples' critical perspectives and insights with stakeholders to inform and influence policy and decision-making in relation to the needs of the youngest in (digital) society. WYRED is an ambitious project which sets up a safe space for children and young people as well as for those who should and can listen to them and it is for this reason that WYRED needs to continue beyond the project's duration.

1.1 WYRED Association Introduction

The aim of Task 8.4 WYRED Association set up, through a Business Plan, is to bring the different activity across the partnership, and beyond it, under the umbrella of an association. This is a central objective of WP 8, the valorisation work package. The main objectives of the WYRED Association are closely interconnected and can be outlined as following:

- 1) to establish a framework for WYRED's sustainability. In order to ensure the continuity of its platform and activity, it is paramount to carefully plan its sustainability when a different model for the funding and management of the activity will be required. Setting up the WYRED Association envisages carrying out a feasibility study so as to assess, amongst others, WYRED's value;
- 2) to shift ownership to its users. At present the consortium members guarantee the implementation of WYRED's activity as outlined in the project proposal. After this "startup" period, when the two cycles have been completed and various stakeholders (children and young people, influencers and different relevant actors) are engaged and/or interested in the platform's space, WYRED's democratic participation model should steer its management. There will be a need to organise this ownership under the Association's statute, which can be lead initially by the consortium partners, with the aim to let WYRED be shaped by those who use it;
- 3) to be open to all. WYRED is founded on concepts of diversity and equality and through its activities, it is becoming a safe active democratic participatory model and a recognised voice for children and youth, as well as an influencing model for policy and decision makers. These concepts will help foster access to the WYRED Association for a broad constituency;
- 4) to be a reference point in both its activities (EMPOWERMENT) and the flow of knowledge it generates (INSIGHT). The WYRED Association will continue to explore the attitudes and understandings and perceptions of children and young people in European society in relation to digital society, both in terms of the activities it promotes and the flow of information and knowledge about the subject area that it curates, which could become of interest for those influencing policy. The WYRED Association will inherit and become the owner of all project outcomes generated by the partners in the consortium.

This document, deliverable D8.4, is the WYRED Association Business Plan, which has been co constructed with all of the WYRED's project's consortium in order to assess thoroughly and strategically plan and manage WYRED's sustainability through the start-up of the WYRED Association.

1.1.1 Methodology

In order to assess the feasibility of setting up the WYRED Association, the WYRED project's partners worked together, forming a Working Group dedicated to WYRED and Society which would examine what key relevant actors in terms of projects, institutions, networks, etc. already existed with common interests to WYRED's focus on youth and digital society. The Working Group's aims were, in addition, to provide a concrete follow up to the suggestions highlighted by the evaluators in the Mid Term Review to be more aware of and make links to others already working in similar or compatible areas. The Working Group created a live document of key relevant actors, a document in working progress which has been and can continually be updated by all consortium members as it is shared online, see annex 1 as the following link https://docs.google.com/document/d/1M-zNW_bo-61YXfMetrEeZxjW3ZUTbwkL_PrOgGU93NI/edit#heading=h.d5eysqz25o4h. This live document enables all of the WYRED's project partners to coordinate stakeholder engagement and dissemination as well as to map potential competitors and members of the future WYRED Association. The Working Group had several meetings to draft this document as well as to discuss a stakeholder engagement strategy which would feed the WYRED Association's Business Plan and set up. The stakeholder engagement process will be ongoing until and beyond the end of the WYRED project and special attention will be paid to bring in interested stakeholders into the WYRED Association. Despite there being many potential stakeholders who work on youth issues, with youth or are youth led and many links to digital society issues such as internet safety, social media mobbing, etc., the WYRED project seems to stand alone in being a space where children and young people are given a voice to share their researched ideas, concerns, suggestions on digital society issues with decision makers and influencers, harnessing interest not only from young people but also from those who should be listening to them. A more detailed study was carried out by the working Group as a market analysis to assess which organisations, groups, etc. bring together youth and decision makers on researched digital society issues and the results can be seen at the end of the key relevant actors document. The findings indicate a potential value niche for WYRED and it is on the basis of this and the suggestions made by the advisory board¹ that all WYRED partners discussed and made the following decisions regarding the WYRED Association:

- to go ahead and structure the WYRED Association as an Association, rather than any other type of business model (social enterprise, NGO, Charity) for three main reasons: 1. It has greater freedom of

¹ See D10.2, D10.3 and D10.4

- operation than a company or a partnership. 2. There is no requirement to submit annual returns. 3. It can be made up of individuals or committees;
- to set up the WYRED Association by UNISAL in Spain due to both the University’s experience in having set up associations before and that the costs in setting up an association in Spain are inferior to the other partner countries. Deliverable WP8_D8.5 outlines the Associations Articles which articulate all the characteristics of the new WYRED Association – it will be updated accordingly;
- to implement a Business Plan based on the CANVAS Business Model.

2 CANVAS Business Model

The CANVAS Business Model is a strategic management and lean and innovative startup template for developing new or documenting existing business models (De Reuver, Bouwman&Haaker 2013). It is based on a visual template with nine business model building blocks that clearly demonstrate the main strategic and practical issues involved when planning a new business or enterprise (Osterwalder, Pigneur & al. 2010). It is clear to use and immediate to view and is chosen often by technological companies, NGO’s, social enterprises as an ideal way to convey the most important initial business idea. Below is WYRED’s Associations’ CANVAS Business Model which is subsequently followed by an executive summary which explains in greater detail the operative and concrete decisions WYRED’s consortium made whilst implementing the Business Plan.

Key Partners <ul style="list-style-type: none"> - WYRED partnership - National and international bodies (EU institutions, Ministries, Developers communities, Youth organization...) - Volunteers 	Key Activities <ul style="list-style-type: none"> - WYRED platform for C&YP for implementing researches, storage results and do contacts - facilitated and / or independant research on the digital society issues - opportunity to meet policy makers, decision makers and other stakeholders in a secure environment - meetings and events (online and face to face) - annual research / think tank report 	Value Propositions <p>Welcome to Wyred, the place where Young People can meet, explore and share what matters to them most about their digital lives and be heard by those shaping society.</p>	Customer Relationships <ul style="list-style-type: none"> - recruitment of new members strategy - dissemination actions 	Customer Segments <ul style="list-style-type: none"> - European C& YP - Formal and non formal education bodies, CSO's, Youth Associations, Youth Networks, Youth Think Tanks and Groups (contacted through Wyred consortium partners' networks and other channels) - Policy makers (LLAA's, MEP's), decision makers (Head teachers, Professors, Youth leaders, Parents, etc)
Key Resources <ul style="list-style-type: none"> - Human resources (manager, facilitators, platform administrator...) - Space (virtual and physical) and tools (server...) - Economic resources (to cover set-up costs) - Intellectual resources (intellectual propoerties, data management...) 		Channels <ul style="list-style-type: none"> - WYRED webiste - WYRED social media - WYRED association members 		
Cost Structure <ul style="list-style-type: none"> - maintenance of the platform (hotsing and development) - organization of events - human resources costs 			Revenue Streams <ul style="list-style-type: none"> - memberships - public and private funding 	

Table 1. WYRED Canvas business model

2.1 The WYRED Association Business Plan

The WYRED Association Business Plan is based on the CANVAS Business Model as indicated above. Here is an executive summary which explains in greater detail the operative and concrete decisions WYRED's consortium made whilst implementing the Business Plan. Each point follows and expands on the 9 business blocks in the CANVAS.

2.1.1 Key Activities

The WYRED Association will form an international community made up of children and young people (C&YP) and stakeholders interested in knowing and contributing to their voices and concerns about digital society. Using a unique research process, which generates results and artefacts, the WYRED Association will be a recognised voice and reference point for children and young peoples' empowerment, the flow of knowledge it generates and the interest and impact it has for policy and decision makers.

The WYRED Association will:

- allow C&YP to have a space to explore issues of interest and/or concern about digital society. This will be done both online and offline, through the WYRED platform as well as through facilitated and/or independent research. In this way the WYRED Association will valorise the research framework of WYRED by encouraging, supporting and facilitating C&YP to explore and research their digital society issues;
- amplify C&YP's voices, where they can have the security of reaching decision makers and other relevant members in a secure, inclusive environment;
- maintain the platform as a recognised communication channel and OER repository for members (C&YP, researchers decision makers, influencers) interested in youth and digital society issues. The WYRED platform will continuously host the publication of research projects and will produce and/or share support materials for C&YP to explore and research their issues of concern and/or interest;
- provide a space where decision makers and influencers can monitor the pulse of C&YP in Europe in relation to digital society and interact with them. The WYRED platform will be a think tank and meeting point where decision makers, institutions, researchers, organizations active in the field of digital society can find the needs, concerns, ideas of C&YP expressed in their projects (videos, comics, surveys, storytelling, etc) and feed their educational, social programs and policies with a direct input from C&YP;
- organise virtual and face to face meeting opportunities for youth and stakeholders to share and communicate their hopes and concerns regarding digital society. There will be one international online event between all members and new potential ones which will replicate the WYRED online festival which will have its first edition during the project lifetime. There will also be shorter periodic online events (webinars, discussions, training courses, interviews, etc) held at national and or international level either in English or by languages supported by the partner countries. Each country member will organise at least one online event each year. The WYRED Association will also aim to link up to established and relevant events such as the University of Salamanca's annual TEEM conference in which the GRIAL group could maintain a in-presence event. The first event of this type will be held at the end of October 2018 in Salamanca. The current WYRED Project partners will act as the national agents for WYRED Association, including the involvement of C&YP in offline meetings such as training and/or facilitation opportunities. These founding members will also be responsible to showcase and represent the WYRED Association in various national and international forums;
- produce an annual research/think tank report, based on the Delphi international research, regarding the relationship European C&YP have with digital society (views, trends, concerns, etc).



2.1.2 Key Partners

The WYRED Associations partners will be formed by the project's consortium who will be the founding members. Key partners will be WYRED's existing partnerships, national and international bodies (EU institutions, Ministries, communities, etc.) together with Youth organizations and volunteer networks.

2.1.3 Key Resources

When establishing the WYRED Association the following physical, intellectual and human resources will be necessary:

- Human resources:

A steering group (secretariat) will be set up amongst the Associations' members made up of the Chair or Executive Director, Secretary and Treasurer, WYRED project Advisory Board member as well as two steering group members who will together oversee the Association's overall functioning in terms of management, administration, strategy. The steering group members will be elected by the members for a three-year mandate and will not be able to participate in the steering group for more than two consecutive mandates. Participation of young people in the steering group will be strongly encouraged. The Steering group will have regular online meetings but will meet face to face once a year during the annual general assembly.

Staff will be needed to work on overseeing the management of the WYRED Association as well as animating/facilitating the platform. The costs of human resources here will depend on the revenue generated. The founding members of the Wyred Association, namely the current Wyred consortium partners, agree to initially be the national agents for WYRED and will continue therefore to committ a staff member to involve C&YP in online and offline meetings such as training and/or facilitation opportunities. Once the WYRED Association is set up facilitators could be young people who have become engaged or would like to become engaged in WYRED's activities. These young people could participate in a call for facilitators which each national agent (currently the WYRED's project's founding partners) organises, together with a training course for them to become facilitators. These training courses could have a minimum participation fee and would allow participants who successfully complete their voluntary work experience as facilitators to recieve a professional development certificate.

A platform administrator will be needed to manage and maintain online activity. This role, together with that of a general activity manager will be part of the WYRED Association's fixed running costs. UNISAL and the GRIAL team will be the platform administrator as the WYRED platform is currently hosted and maintained by them.

- Virtual and physical resources:

The WYRED platform including the server, its maintanance and running;

Additional resources needed will depend upon the revenue available (according to the activities), such as venue hire, per diems, keynote speakers, travel, promotional materials, etc. These costs are listed below under Cost Structure.

- Economic resources:

The Wyred Association will have administrative expenses including registering the Association, the bank account, taxes, domain. These costs are listed below under Cost Structure.

- Intellectual resources:

The WYRED Association will host and maintain the database (data management) and intellectual property storage and treatment.

2.1.4 Value Propositions

The WYRED Association's value proposition is the result of a founding member survey and discussion which was carried out amongst the WYRED consortium to uncover issues members worry most about, what members value, and how satisfied they are about the areas that are most important to them.

The resulting WYRED Associations' value proposition will offer its members a clear, sound rationale for joining, belonging, contributing, and being able to use what the association offers them—starting with what they think is valuable. The WYRED Association's founding members consider the Association's value propositions as the most meaningful step toward building and sustaining association membership. In addition, the Association's added value will guide strategic planning and give a purposeful approach to WYRED's work.

This is the current value proposition that the WYRED Association will bring to its members:

Welcome to WYRED, the place where Young People can meet, explore and share what matters to them most about their digital lives and be heard by those shaping society.

This added value is based on what the WYRED Association offers its members and which other associations do not give to young people and decision makers.

C&YP members will be offered:

- a recognised, safe and inclusive space (platform) to explore and express their opinions about digital society;
- the opportunity to exchange with other C&YP (research projects, artefacts, etc available on the platform) as well as with decision makers and influencers;
- knowledge and skills about research processes.

Decision makers and influencer members will be offered:

- a think tank about C&YP's opinions (trends) and concerns on digital society issues (platform and publications) of interest to those who influence programmes and policy;
- a platform space to meet with, listen to and dialogue with C&YP about digital society;

The WYRED Association's value proposition will be fundamental to make its work visible within society, both online and offline: in its communication strategy, marketing materials, on the platform and through its members.

As the initial WYRED Association members are its founding members, namely the WYRED project's partners, an effort should be made once the association starts to grow (perhaps after the first year) to check that the WYRED Association's value proposition is what its association members actually want. Recognizing the Association's members' needs first and then purposefully feeding those needs into the association's strategic work will be a radical shift in thinking considering how the WYRED project has worked. This change in perspective will help the founding members to rethink how they plan, organize, and set goals and to gradually shift WYRED's ownership to its members. The Wyred Association should not, infact, focus on membership benefits as sometimes happens, but on the value proposition. This could be done during the first annual general assembly when all members are invited to participate, together with the Steering Board in a meeting which will look at the Association's strategies, activities, outcomes and budget, both its success and difficulties encountered in the first year. As part of the general assembly's agenda, members could be asked for feedback to determine if the Association is making progress and to express their approval regarding the Associations' value proposition, making sure that it is still aligned to what is really important to members. If this is not the case, a participatory process should be implemented to review the value proposition. This could be done through a diverse task force of members who represent "the voice of the member". Drafts (or recommendations) could then be presented to the Steering Board for approval. Future monitoring of the value propositions, together with other aspects of the Association's activities should be regularly reported back to the board and shared at least annually during the general assembly.

The value proposition is the essence of the value chain of the WYRED Association, which will lead to empowered children and young people and informed stakeholders. This chain can be described as follows:

Children and Young People are empowered through a self led research process on digital issues.



Their research results (projects and artefacts) give them a authoritative voice (grounded in citizen science research).



C&YP across Europe (and more broadly) can meet on the platform to share and discuss their ideas, findings, concerns and recommendations. They become (more) aware of their role as active parts of the bigger picture and that they can have a voice in shaping the future and telling society first hand how they see this digital society and how they want to change it.



These outcomes are of interest to society, decision makers and influencers who can interact with C&YP and use their outcomes to shape programmes and policy.



The WYRED Association produces an annual report which highlights the (scientific) findings of the trends, issues of interest, concerns and recommendations C&YP have on digital society.



More interest is generated from decision makers and influencers internationally as they recognise WYRED as a C&YP's think tank on digital society.



More members working with C&YP are attracted to the WYRED Association to allow their C&YP constituencies the opportunities which WYRED offers its members, including capacity building.

The WYRED's project partners' work in WYRED is key to triggering this value chain and their role to increase and maintain engagement of key relevant actors (as outlined in the stakeholder engagement strategy above) both during the set up and running of the WYRED Association will be fundamental to WYRED's sustainability. This is explored more in the following section.

2.1.5 Customer Relationships

The WYRED Associations' members are its key customers and planning and maintaining contacts and relationships amongst them will be fundamental to keep the network and its activities' momentum flowing.



The founding members of the WYRED Association, namely the WYRED project's consortium will be responsible for recruiting new members. An existing stakeholder engagement strategy, co created during the WYRED project by a working group and coordinated under WP8, will be used to contact new stakeholders as from M22 and membership to the future WYRED Association will also be offered to them. Each national partner (more than one in the UK) will be responsible to contact relevant national stakeholders and then to maintain contacts with them. The stakeholder engagement strategy will also connect up to the work being carried out more generally in terms of dissemination, valorisation and communication, which contributes to WYRED's sustainability and the Association's success. The platform and WYRED's social media are channels which currently reach out to new stakeholders and it will be important to monitor and subsequently maintain this online networking once the Wyred Association is set up and running. The platform and social media are infact the hub of online activity including the space where members will meet virtually, take part in events, exchange and share ideas, research projects, artefacts, recommendations and requests. All of WYRED's project partner have the appropriate competences to guarantee this virtual engagement during the set up of the WYRED Association. UNISAL will oversee the online technical aspects.

It will be important to regularly monitor communication flows between members as well their activities and set up feedback occasions so as to find out whether members are satisfied with what they are doing in the WYRED Association as well as if the Association is still satisfying their needs. These aspects will be planned for as part of an internal communication process which will be set up. Founding members will decide which partner will be responsible for this or whether to share the responsibility amongst the consortium partners.

The WYRED Association's activities should be member led as well as C&YP led. This is an important characteristic and will be a recognised shift in the way activities have been carried out in the WYRED project. This change reflects the development of WYRED, from its start up phase through its' experimental running phase – implemented by the project's partners, to its member led phase, where direction will be driven by those who make up the Association. A strategic plan will be co drafted when the WYRED Association is set up by the Steering Board in consultation with all members. The strategic plan will be approved by all members during the first annual assembly, once the Association has had time to establish. The annual general assembly will also be a crucial moment where members will be able to meet, share and discuss their opinions regarding the Association and make collective decisions regarding its future.

2.1.6 Customer Segments

At present the WYRED Association's customer segments are predominantly twofold as WYRED aims to engage children and young people as the first category, including all those associations, institutions, movements etc working with them as well as influencers and decision makers interested in youth's relationship with digital society as a second category.

Category 1 will include formal and non formal education bodies, CSO's, Youth Associations, Youth Networks, Youth Think Tanks and Groups (contacted through WYRED consortium partners' networks and other channels)

Category 2 will include policy makers (LLAA's, MEP's), decision makers (Head teachers, Professors, Youth leaders, Parents, etc) and influencers.

The consortium will continuously explore what other key actors, projects, social enterprises are working on similar issues, in similar or complementary ways so as to become a needed and wanted part of this value network.

2.1.7 Channels

The following are considered as important channels to communicate the Wyred Association:

Wyred Platform

Wyred Social Media channels

Wyred Association members' communication channels

2.1.8 Cost Structure

The Wyred Association will have a number of costs which are listed here below. This list will serve as an initial guide to setting up the WYRED Association and will need to be revised constantly. This revision is partly due to the fact that the WYRED Association will not only have fixed costs that are independent of its outputs, which can be budgeted but will also have variable costs that vary due to its outputs.

Three year WYRED Association Budget				
Income	Unit Cost	Unit Number	Total	Comments on calculaion
Membership start up fee from WYRED consortium	300	9	2.700,00 €	
Membership fee	100	100	10.000,00 €	Estimated increase of 50 members per year but youth are exempt which lowers the total of 150
Training course fee or other event fee	50	420	21.000,00 €	Estimated that each partner country (7 countries) organise 1 event each year with an average of 20 participants
Institutional or private funding	1	10000	10.000,00 €	Estimated to secure 1 funding in first three years
Other	100	3	300,00 €	Revenue generated from other activities
Total Income			44000,00	

Table 2. WYRED Association Income

Fixed Costs				
Association registration	70	1	70,00 €	
Administration	100	24	2.400,00 €	Calculated each month for two years as the first year is covered by the WYRED project as an investment
Coordination	100	24	2.400,00 €	Calculated each month for two years as the first year is covered by the WYRED project as an investment
Management and maintenance of a dedicated server to support the technological infrastructure of the association	1800	2	3.600,00 €	Cost calculated per year for two years as the first year is covered by the WYRED project. The cost includes human resources
Maintenance and development of WYRED Platform of its components	1500	2	3.000,00 €	Cost calculated per year for two years as the first year is covered by the WYRED project. The cost includes human resources
Transport Costs for Steering Members	300	14	4.200,00 €	Calculated for 7 Steering group members who meet face to face once a year. The first year is covered by the WYRED project
Per diems for Steering Group members	200	14	2.800,00 €	Calculated for 7 Steering group members who meet face to face once a year. The first year is covered by the WYRED project
Other			0,00 €	
Total Fixed Costs			18.470,00 €	

Table 3. WYRED Association fixed costs

Variable Costs				
				Estimated on each WYRED partner country (7 countries) may need human resources (coordinator, facilitator, trainer, etc) each year. The unit number refers to 7 partner countries employing human resources necessary each month for two years
Human Resources	100	168	16.800,00 €	
				Estimated on each WYRED partner country (7 countries) organising 1 event per year. The lump sum is to cover overheads such as venue hire, promotional materials, coffee break, etc
Events	1000	14	14.000,00 €	
Other				
Total Variable Costs			30.800,00 €	
Budget forecast for three years based on fixed costs only			25.530,00 €	
Budget forecast for three years based on fixed costs and variable costs			-5.270,00 €	

Table 3. WYRED Association variable costs

Based on the budget calculations made, the WYRED Association's budget forecast has two scenarios:

Budget forecast for three years based on fixed costs only: 25.530,00 €

Budget forecast for three years based on fixed costs and variable costs: -5.270,00 €

Considering this forecast, it will be extremely important to monitor any variable cost spending according to the revenue generated each year. It will be the WYRED Association's treasurer's responsibility to present to the Steering Group and Association Members during the annual general assembly a yearly budget overview and budget spending plan for the year(s) to come.

Variable costs will strictly depend on the revenue generated and will have to consider the types of activities planned and numbers of members or participants such as training courses and events, including the possibility of organising a face to face general assembly for all members.

2.1.9 Revenue Streams



The following revenue streams have been analyzed for the WYRED Association:

- Membership fee will be required, although not from children and young people. Members can be both individuals representing an entity or an entity (association, social enterprise, NGO, Institution, etc). Each new member will pay €100 to join the WYRED Association. Once joining the WYRED Association, members will acquire rights (such as access to data, membership decision making) and responsibilities (such as participating in the general assembly) which are articulated in the Associations Articles. The WYRED project's consortium members will commit €300 as their start up membership fee.
- An additional revenue stream will be generated through training courses and other specialised events which will have a "symbolic" participation fee of €50 per participant. Each WYRED consortium partner, who will act as a national agent in the start up phase of the Association, will organise at least one national event for a minimum of 20 participants.
- Alternative revenue generating channels will also be continuously explored such as monitoring institutional and private funding opportunities, donations, crowdfunding, etc. Institutional funding opportunities relevant to the WYRED Association are: DG R&I – H2020 – Pillar Societal Challenges / Marie Skłodowska-Curie Actions; DG DEVCO – DEAR Programme; COSME Programme – Erasmus for Young Entrepreneurs; Youth Employment Initiative (YEI); European Social Funds; The European Commission through Erasmus Plus; national and regional calls for proposals on youth and digital society.

3 Conclusions

WYRED's Association business plan allows the Wyred project's consortium to have an operational tool to refer to when taking on new opportunities and overcoming challenges in setting up and running the Association in its early stages. The consortium shared a business idea which generated an important process that allowed partners to share their enthusiasm and experience gained in WYRED to date, to understand how to set up an Association which will give continuity to WYRED and voice to young people. This business plan is the fruit, therefore, of a process of discussion, collaboration, learning and problem solving amongst the consortium. The plan is simply the end result of this process and the beginning of the next stage, namely the implementation of the WYRED Association.

When submitting this business plan, it should be considered as:

- a live document that the consortium members will refer to regularly and which can be changed and updated
- a toolkit to help guide WYRED's actions and steer members towards our aims
- an additional way to showcase WYRED

- an opportunity to examine finances and demonstrate WYRED's financial sustainability
- a way of showing how WYRED achieves social impact
- a statement of where WYRED is now and where it wants to be.

The WYRED Association will be set up by November 2018 and will be managed and promoted by all consortium partners.

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4.1 Web links

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<https://unltd.org.uk/wp-content/uploads/2015/03/DLA-Piper-Legal-Structures-for-SocialEnterprises.pdf>

[Annexes](#)

<https://strategyzer.com/>



5 Annexes

Annex 1

Key Relevant Actors Live Document: https://docs.google.com/document/d/1M-zNW_bo-61YXfMetrEeZxiW3ZUTbwkL_PrOgGU93NI/edit#heading=h.d5eysqz25o4h