

EMERGREEN is building greener communities - using emerging technologies and citizen engagement to co-create sustainable public services in remote areas.

This business model is the result of the EMERGREEN partners' experiences in using open, innovative technology and community engagement to co-create public services that inform, engage and empower their citizens.

<b>Vision</b>	<p>What is the ultimate goal of the service?</p> <ul style="list-style-type: none"> <li>• Addressing environmental sustainability issues</li> <li>• Helping government engage with citizens</li> <li>• Increasing citizen collaboration</li> <li>• Increasing citizen participation</li> <li>• Encouraging behavioural change</li> </ul>
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Identify a "champion" and/or "ambassador" for the service within the organisation</li> <li>• Identify the main target audience</li> <li>• Identify supportive partners, both internal and external</li> <li>• Determine the level of technical knowledge (in-house or outsourced) needed for setting up and maintaining the service</li> </ul>
<b>Key Objectives/ Activities</b>	<ul style="list-style-type: none"> <li>• Define an action plan with all components, resources and goals identified</li> <li>• Create specific, interesting, and relevant content for potential users</li> <li>• Ensure a steady flow of activities/events/information</li> <li>• Build a committed heavy-user base and engagement of leading figures or participation ambassadors.</li> <li>• Conduct active and far-reaching communication to stakeholders and target groups in the various media outlets.</li> <li>• Ensure collaboration stakeholders' commitment and co-ownership of service processes.</li> <li>• Integrate the service into the organisation's practices</li> <li>• Develop a distinct brand or identity for the service to make it more visually appealing and maximise the engagement potential with target audiences and users</li> </ul>
<b>Value Propositions</b>	<ul style="list-style-type: none"> <li>• Is the service providing a unique/versatile/accessible forum for citizen information, engagement or participation?</li> <li>• If possible, the service should be based on open-source code, with a modular structure that is easily modifiable.</li> <li>• The service should be flexible and adaptable to a variety of purposes.</li> <li>• Is the service empowering citizens with information to e.g., improve their sustainability efforts?</li> <li>• Is the service decreasing the need for public service employees to spend time answering routine questions that can be managed more efficiently by an online service?</li> </ul>
<b>Customer Relationships</b>	<ul style="list-style-type: none"> <li>• Successful engagement or participation campaigns require early and targeted communication measures in introducing the service and promoting its events/activities.</li> <li>• Traditional communication measures such as personal contacts and exchange of information are necessary, along with an engaging social media presence.</li> <li>• Building personal relationships with citizens is crucial – is the service provided in a format and language that is both accessible and appealing to the target audience?</li> <li>• Meaningful content, positive individual experiences and justified rewards promote long-term engagement.</li> </ul>
<b>Customer Segments</b>	<ul style="list-style-type: none"> <li>• Depending on the vision, the target audience may be a closed and well-defined niche group, or the service may be aimed at all citizens in a region (e.g., an information campaign about a newly launched service)</li> <li>• Target citizens should be defined and identified to maintain the focus of the platform activities. E.g., online services may be targeted to improve access to information for people whose native language is different from that of the service provider</li> </ul>

	<ul style="list-style-type: none"> <li>• If not targeted at a specific group, the service should appeal and provide service to the general public</li> </ul>
<b>Key Resources</b>	<ul style="list-style-type: none"> <li>• Identify the hosting/development/maintenance/social media resources required to set up and maintain the service</li> <li>• Software literacy, a degree of technical skills and accessibility to digital devices is required among all stakeholders (service providers, collaborating partners and citizens or end-users of the service)</li> <li>• Determine the source of updates to the service information, e.g., updated costs, access information, timetables, and ensure the sources' sustainability over time</li> </ul>
<b>Messaging/ Channels</b>	<ul style="list-style-type: none"> <li>• Organisation's internal ownership of the platform and engaged staff members are essential for success (all should be involved early, committed to the service and included in promoting it).</li> <li>• Engage citizens by promoting the service through online and offline campaigning, including social media, vehicle livery, outdoor advertising, public relations offerings and cross-promotion with external stakeholders and community groups</li> <li>• Parallel visibility and presence of the service on the media channels used by the target group, i.e., using social media platforms that are used by the target audience</li> <li>• Encourage users to submit feedback for future improvements or expansion</li> </ul>
<b>Cost Structure</b>	<ul style="list-style-type: none"> <li>• ICT-related costs of setting up and maintaining the service (open-source software needs to be customised)</li> <li>• Costs related to graphic design, brand development and implementation of visual and functional attributes</li> <li>• Server maintenance, software version updates and variable costs related to each campaign/event/update/promotion (e.g., staff working time, costs related to activities, production of background materials, videos or social media materials, etc.)</li> <li>• Identify a feasible cost sharing model to meet the fixed maintenance costs of the service.</li> </ul>
<b>Revenue Streams</b>	<ul style="list-style-type: none"> <li>• Explore external public or private funding to realise campaigns on different topics.</li> <li>• Adopting an open-source model on which to develop a service internally within the public organisation saves resources from outsourcing similar platform services, deepens the "ownership" of the services, thus increasing the long-term viability and sustainability of the service.</li> <li>• Adopting, developing, using and maintaining a service in-house creates intellectual capital and "digital social capital" about digital solutions within a public organisation.</li> <li>• Revenue can be measured in terms of user statistics over time, in data provided by users, or in time saved by providing information through an automated service, which frees up public service employees for other work or in joint initiatives and policy changes based on service input or feedback.</li> </ul>
<b>Growth Opportunity</b>	<ul style="list-style-type: none"> <li>• A successful model can be rolled out to other public service areas within the organisation to increase the model's value and public accessibility.</li> <li>• Service outcomes are shared with other service providers to encourage their uptake of emerging technologies combined with the EMERGREEN lessons learned and recommendations</li> <li>• The success of the EMERGREEN services has the potential to encourage more co-creation of public services in the working culture of public organisations</li> </ul>