

<p><b>Key Partners</b> We must first receive official UK Government approval for our framework to be implemented.</p> <p><u>Key partners:</u></p> <ul style="list-style-type: none"> <li>- <u>Refugee charities/agencies</u> (key activities are to recruit refugees and raise awareness about the programme);</li> <li>- <u>Firms</u> (key activity is to implement the framework and deliver the apprenticeship programme. Focusing particularly on firms which we have existing connections to/reputable firms renowned for hiring UK-based apprentices. These tend to be large corporations committed to Corporate Social Responsibility (CSR)).</li> </ul> <p><u>Key suppliers:</u></p> <ul style="list-style-type: none"> <li>- We are providing the key resources (framework and refugees) as a service to our partners.</li> <li>- Additional supplies required to provide the framework/refugees may include staff for workplace training and ESOL lessons, stationary and books (if the</li> </ul>	<p><b>Key Activities</b> We will provide apprenticeship opportunities to refugees. This service is professional, and thus we will maintain a formal relationship with customers and firms.</p> <p>Key activities via various distribution channels:</p> <ul style="list-style-type: none"> <li>- Gain official UK Government approval;</li> <li>- Implement the framework within firms;</li> <li>- Encourage participating firms, refugee charities and agencies to advertise the apprenticeship scheme online;</li> <li>- Advertise our website with available apprenticeship positions (via an 'apply now' button) on social media and on recruitment websites (including Reed, Indeed, Jobsite, Not Going to Uni).</li> </ul> <p>Our revenue streams are 'project revenue' and 'service revenue'. Once implemented, the firm can apply the framework for future rounds of apprenticeships, with the possibility of us providing apprenticeship training services prior to starting the programme if the firm is unable to itself.</p>	<p><b>Value Proposition</b> We are helping refugees gain employment opportunities which may not have been otherwise accessible. Apprentices undergo training to develop their skills whilst also generating an income, allowing them to become more financially independent. Access Apprenticeships will also have a wider social impact. Given the influx of refugees coinciding with the rise in xenophobia post-Brexit, portraying refugees as valuable members of the UK workforce will help to combat negative stereotypes which currently exist.</p> <p>Our service is an apprenticeship framework implemented by firms which want to hire refugees. The same service will be offered to both customer segments (75% of our apprenticeships will be aged 16-18, and 25% aged 19+). As part of the framework, the firms will provide training for a fortnight before commencing the apprenticeship programme. However, if the firm does not have the capacity to undertake the training, we will charge a surplus to organise and run it ourselves.</p>	<p><b>Customer Relationships</b> The service that we are providing is an implementable apprenticeship model. Once the framework is approved by the UK Government, we will start establishing the relationship by recruiting refugees. This relationship will be professional, as the refugees will be formally applying for apprenticeship positions.</p> <p>The refugees are integrated with every aspect of the business model, as they are the apprentices being employed and enrolled in training. The refugees are not costly to us, as the apprenticeship costs (including training and education) will be covered by the firm implementing the framework. However, if a firm is unable to provide pre-apprenticeship training, we will increase the price charged to the firm and run the training ourselves.</p>	<p><b>Customer Segments</b> We are creating value for three groups:</p> <ul style="list-style-type: none"> <li>- <u>Refugees</u> – developing their skills through training/education and increasing their job prospects;</li> <li>- <u>Firms</u> – improving their image by hiring refugees and raising awareness about their commitment to Corporate Social Responsibility (CSR);</li> <li>- <u>Society</u> – reversing the negative perspectives of refugees by viewing them as valuable working members of society.</li> </ul> <p>Our most important customers are all the refugees signed up to the programme, as their commitment to employment demonstrates their potential to become valuable members of the UK workforce. We are particularly focusing on refugees aged 16-18 years old (75% of our customers), as the possibility of the UK Government offering extra grants will incentivise firms to implement our framework and hire refugees as apprentices.</p>
--	--	--	--	--

<p>smaller firms lack the capacity to undertake internal pre-apprenticeship training).</p>	<p><b>Key Resources</b>          To deliver our framework to firms, we require the following key resources:</p> <ul style="list-style-type: none"> <li>- Official UK Government approval;</li> <li>- Willingness of firms to implement our apprenticeship framework;</li> <li>- Signing-up of refugees as apprentices (in a professional manner, as they will be required to formally submit a job application);</li> <li>- Resources for training (if the firm is unable to deliver it) – ESOL teachers, staff for workplace training and CV writing, stationary and books;</li> <li>- Promotion of our apprenticeship programme/our website on social media (ours, Erasmus+ connections’, partner firms’, refugee agencies) and our partner firms’ websites.</li> </ul>		<p><b>Channels</b>          Once our apprenticeship framework is approved by the UK Government, it will be ready for firms to implement it. Promotions will mainly be online, on both social media and on ours, our partner firms’, the UK Government’s, and refugee agencies/charities’ websites. As these social media pages and websites already exist, it will be easy to connect our channels to promote the programme.</p> <p>Social media is the best way to promote the programme, as the eligible refugees are young and therefore highly likely to use it on a regular basis. To integrate our distribution channel methods into customer routines, we will promote our programme when social media is at its busiest (at the start of the day/during lunch breaks/evenings).</p> <p>Online advertising is the most cost-efficient form of promotion, as it reaches a wide range of people through targeting and setting an advertising budget. Our programme will also be promoted free-of-charge by firms and refugee agencies/charities.</p>	
--	---	--	---	--

## **Cost Structure**

### Most important costs and key activities:

- Transport to/from meetings with the UK Government (for official approval) and then firms which are considering the implementation of our apprenticeship framework;
- Delivering training if a firm is unable to deliver training itself (less likely, as we are focusing on firms which already hire UK apprentices and thus have the resources).

### Most expensive key resources:

- Online promotion (on social media and websites). It will be less expensive if more refugee agencies/charities and firms are supportive, as it will not cost us to promote it on their social media pages and websites.

## **Revenue Streams**

Our apprenticeship framework must be approved by the UK Government before being implemented, and so partners are not yet paying for it.

The price of implementing our framework increases as the size of the firm increases (larger firms are wealthier and therefore able to hire more refugees as apprentices):

- 10-100 employees: £200
- 101-500 employees: £400
- 501-1,000 employees: £600
- 1,001-5,000 employees: £1,000
- 5,001-10,000 employees: £1,500
- 10,001+ employees: £2,000

Note: If firms are unable to run the training themselves, we will provide it at an extra cost (surplus amount charged depends on the number of refugees hired and the services required, eg. ESOL lessons may not be necessary for all apprentices).

As our framework will be implemented into the structure of a firm, our revenue streams are 'project revenue' and 'service revenue'. Once implemented, the framework (training/education/employment) can be applied to each apprenticeship round, and we will be able to provide the service of pre-apprenticeship training if necessary.