

# Refresh

Giving people a second chance



GIVING PEOPLE A SECOND CHANCE

# Summary

This project is based on developing an online platform aimed at a particular marginalised group of people (Ex-Prisoners) who show an interest and are determined to re-integrate into society utilising employment, education, or even personal development after serving their prison sentence. Refresh is an application that provides many capabilities such as online training and courses to allow individual and professional development growth. One of the biggest USP's our platform offers compared to competitors is the tracking feature, where potential employers will be given the option to look in on the participants of our platform and see a timeline of how they are seeking to improve themselves. This will act as a basis for the Employer - Former Prisoner partnership we hope to create. Unlike any other platform, Refresh can create a level playing field for this particular group of people while giving them the ability to make a direct connection to the potential places of employment. The goal of our platform is to help people get a new chance and life and reduce the re-offending rate.

# Team

A group of final year Business Information System students committed to developing a platform to provide prisoners and ex-prisoners with the opportunity to turn their lives around. This team poses various skills and qualities per the Business and IT competencies gathered from the BIS course. At the same time, each experience within the different industries allows the smooth implementation of such a project. Furthermore, the team will act as a go-between the ex-prisoners and the businesses, reducing stigmatisation of the minority group whilst also reaching out to potential business partners to join the platform.

# Team



CEO

**Ioan Simon**

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A 4th year BIS student, with highly motivated and proactive attitude. I like to think that I possess a variety of skills and qualities that derive both from the Business and IT environment. These skills were applied within my internship as a Data Analyst where I got the opportunity to work on a variety of projects that focused on improving key processes.



CFO

**Conor O Driscoll**

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Hardworking final year BIS student with eagerness for both the Business side and Technological side of the course. Enjoy working in teams but equally comfortable working individually and keen to develop technical skills further.



PRO

**Stephen Foley**

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Honours Business Information Systems Final Year student in MTU, with a keen interest in the areas of business operations, financial technology, and business analytics. Excellent leadership and communication skills.



COO

**Ian Shorten**

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Final year BIS student and COO of Refresh. Key skills include analytical and communication skills. With a keen interest in the area of 'bridging the gap' between business and technical areas of an organisation.

# Team



CTO

**Jamie Cole**

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A highly motivated and hard-working Fourth Year BIS Student. I am a very confident and open person with great communication skills. I enjoy working in teams and like to help others. I have a great variation of skills from the Business and IT sector due to the broadness of the BIS course.

# Business Model Canvas

Our business model canvas consists of critical partners who will work with our customers and tell them about our service and the availability of our service; they will also help our customers with opportunities for improvement. Our key activities consist of meeting with all parties involved, thinking of the general design of our website and the actual designing of our website to then monitoring the website activity and broadening the awareness for our website to these ex-prisoners. The essential resources will be the resources we use to get our website up and running and keep our website working cleanly with no bugs or data loss. Our primary vital resources are the server provider, technical support engineer and the companies/ex-prisoners who will use our site. Our customers would be from ages 16-70 and those with a criminal conviction and looking to better their lives. We offer them these services to give them these opportunities available for those without a belief. The channels we will use would be a mobile application and an online platform which will allow these opportunities to be provided to these ex-prisoners. Our revenue streams would be through advertising, grant as an initial source of funds, and a premium subscription offered monthly, bi-yearly, and yearly. The sustainability goals we would hit would be Peace, Justice and Strong Institutions, Reduced Inequalities, Decent Work and Economic Growth and Quality Education. Our costs for setting up would be the initial cost of creating the website, the server, purchasing a computer to uphold the website daily, and advertising costs to bring our customers in.

# Business Model Canvas



## Key Partners

- Irish penal reform trust, who wish to improve the current penal system, they may be interested in partnering with an organization such as ours which attempts to lower the re-offending rate
- Irish Prison services - Possibility of working with this them to provide prisoners with information about our service before they leave the prison
- Irish association for social inclusion opportunities - as ex-offenders would be considered a socially marginalized group, this organization could be a key partner for supporting our venture and providing funding.
- Third-level institutions will partner and work together to provide the opportunity for prisoners/ex-prisoners who would like to pursue a third-level education. This idea is to offer an alternative to returning to the workplace straight away. There are programmes (MTU Progression Scheme), for example, where students from DEIS schools can enter MTU on reduced points. Offering a similar progression scheme for prisoners would be brilliant for the rehabilitation process.
- Cloud Provider (AWS) to provide



## Key Activity

- Step 1** Meeting with Key consumers (former and current prisoners)
- Step 2** Meet with backend stakeholders eg - industry, government, Business, colleges
- Step 3** Initial Design of website
- Step 4** Gather Useful Resources (Finance and generating key partnerships)
- Step 5** Growing brand awareness
- Step 6** Further Website design and efficiency increases



## Key Resources

- A cloud provider that will offer their services and virtual storage space to keep the data in a secure and safe place while complying with GDPR, while allowing the application to be scaled up and down based on demand.
- A group of well-trained technical support engineers will provide 24h support when they might crash or deal with customer-related issues such as blocked accounts.



## Value Proposition

Refresh focuses on the ex-prisoner market segment consisting of male and female ex-convicts ranging from 16-70-year-olds. Such a platform aims to provide equal opportunities and specifically aimed resources along with a targeted job in return providing a place for businesses to search and give those who deserve a second chance to be reintegrated into a workplace or the education system. Besides the increase in workforce and contribution to society, Refresh can be a barrier to re-offending. Refresh provides various services that expand way beyond just the simple concept of finding employment. Allows the tracking of personal and professional development while allowing the possibility to connect directly with potential employers.



## Get Keep Grow

- Get**
  - Advertising the service
  - Unique Features
- Keep**
  - Keeping ex-offenders on our platform
  - Keeping our Businesses on our platform
- Grow**
  - Growth for ex-offenders
  - Grow - Businesses
- Referrals**
  - referral for ex-offenders
  - Business Engagement



## Channel

- Online Service Platform
- Smartphone Application



## Customer Segment

**Segment name:**  
Prisoners

**Company size:**  
16 - 70

**Type of Segment:**  
Business to Consumer (B2C)

**Segment name:**  
Ex-Prisoners (Young Adults)

**Company size:**  
16 - 35

**Type of Segment:**  
Business to Consumer (B2C)

**Segment name:**  
Business

**Age range:**  
1 - 10000

**Type of Segment:**  
Business to Business (B2B)

**Segment name:**  
Ex-Prisoners

**Company size:**  
35 - 70



## Cost

**Annual Fixed Costs**  
408

**Annual Variable Costs**  
878



## Sustainability

**Sustainability Development Goals 4:** Quality Education

**Sustainability Development Goals 8:** Decent Work and Economic Growth

**Sustainability Development Goals 10:** Reduced Inequalities

**Sustainability Development Goals 16:** Peace, Justice and Strong Institutions



## Revenue

**Annual Unit Sold**  
103

**Annual Revenue**  
3800

# Testing

We carried out two forms of Primary research and two forms of secondary research to better understand our industry and our potential target market.

We interviewed Dr Helen McGuirk to learn from her previous experiences within the prison sector. She ran a project to teach entrepreneurship skills to prisoners currently within the prison system. Dr McGuirk also has a large amount of experience with new startups, though her role as head of the Hincks Centre for Entrepreneurship.

As part of our primary research, We also created a survey, which we sent out to businesses in the locality, to gain an understanding of the current attitudes from Business Owners/HR Managers to see if they would be willing to employ ex-prisoners and to see if they would be ready to hire a person who had been previously incarcerated. We also wanted to gain general perspectives on why they would/wouldn't employ ex-offenders.

We also conducted secondary research on our potential target market to understand how many users we could reasonably expect on the platform. We decided to conduct this research through a variety of government websites.

Next, we researched the current services available to ex-prisoners and supported these people. Our research found some services currently available; however, rather than seeing them as competitors, viewing them as partners will help us reach our business objective of helping place people on the correct path to success and end the cycle of re-offending, which exists in Irish Society.



# Testing

Status: Valid

BMC Block

## Research

KP

KR

### Assumption

There are only a small number of services and programs that are assigned and designed to help to help those who hold a criminal record. At the same time, we believe that no one platform can provide an equal environment that is easily customisable based on preference with the ability to track actual progress and provide a direct connection to potential employers and educational institutions that can potentially facilitate further growth, development and overall reintegration in the society of such a group.

### Test Plan

The plan is to review and research the existing programs offered within Ireland to such a group and determine if there are similarities and differences between Refresh and what is currently out there. In addition, the plan aims to understand better the various services that are being offered that contribute to the growth and development of those who hold a criminal record while looking for the opportunity to develop partnerships with such a stakeholder.

### Test Result

Based on the secondary research, we were able to find out that there are, in fact, many opportunities that are offered to such a group for further development and inclusion in society. This opportunity was delivered either by providing training material via one-to-one meetings or through the applications to further education programs aimed at achieving a level of education to develop a career. We also noticed that many of the programmes are usually government-funded. In addition, many are aimed to help from the release of the prison to a point where a stable situation is created. Despite the many programmes that exist, such as Pathways Centre, Pre- and Post-Release Programme, and Open University, all aim to integrate ex-convicts into society via education and training in hops to prevent re-offending. We concluded that despite several services offered to such a group that helps with rehabilitation, there is no specific organisation/program that provides an online environment. That is customisable and interactive allows the tracking of processes that can be easily accessed and viewed by any party of interest without the need to include or work with any 3rd party to retrieve such information while providing a direct connection to potential places of employment educational institutions.

[Reffrences.rtf](#)

# Testing

Status: Unsure

BMC Block

## Research

KP

### Assumption

Is there a potential market for our service in Ireland? We assume a target market big enough for us to reach ex-prisoners and people currently incarcerated within the prison system.

### Test Plan

Review CSO and penal data to source how prisoners go through the prison system each year and how many we can potentially market to. Navigating through the database will give us a good indication of the size of our potential market.

### Test Result

From our research, we have discovered that, on average, 4000 incarcerated in the past couple of years have been. According to the CSO, One-in-five offenders (22.0%) had enrolled in education and training up to May 2019. Therefore, we would consider the people in this category to be the likeliest to engage with our platform as being in education is indicative that they are keen to turn to improve themselves. However, targeting this market segment may be difficult as there are no guarantees that everyone within education would be interested in the platform. Furthermore, reaching out to Ex-Prisoners directly is not possible from our perspective due to GDPR reasons, making it difficult to determine the market for that segment. In contrast to that, we see potential because, according to our findings, 47% of Ex-Offenders released in 2017 re-offended. This allows us to reach out to these people directly and offer them a chance to improve themselves and prevent the mistakes they have made previously. Based on our statistical analysis, we believe roughly 800-1000 on average may be interested in our service. This would not be sufficient for a viable business trying to launch a product to sell; however, having fewer customers may be a good thing as our idea is a social enterprise. It will lead to reduced costs from a resources perspective and allow us to provide more specific attention to the platform members. These reasons are why we have gone with "Not Sure" as the Valid/Invalid reason for this test.

[References\\_lan\\_.docx](#)

[References\\_lan\\_.docx](#)

# Testing

Status: Valid

## Survey

BMC Block



### Assumption

We assume that employers would be open to employing people with a criminal conviction. As partnering with businesses is a vital part of our social enterprise, we believe that companies would be available to give people with a criminal conviction a second chance in life and fulfil the organisation's business needs.

### Test Plan

We will send a survey to businesses to see if they would be open to hiring people with a criminal conviction. This information is integral as it will determine whether this is a pursuable idea.

### Test Result

From our 18 respondents, The overwhelming majority stated that they would be open to hiring a person with a criminal record. 77.8% of people surveyed said they would be willing to hire someone with a criminal record. However, we were concerned that the businesses would not be ready to hire convicted criminals due to the stigma associated. However, the results of our study show that companies have a progressive outlook on this issue and would be willing to hire people with criminal convictions. When asked further to state their reasons for their answer to the hiring question, A standard answer we noted was the fact that businesses believed that these people deserved a second chance. We can use this information to attract further businesses to the platform potentially.

[Copy of Final Year BIS Study Responses .xlsx](#)

# Testing

Status: Invalid

BMC Block

## Interview



### Assumption

Current Incarcerated Prisoners will be able to sign up to the Refresh Platform to build up their profile and prepare for when they leave prison and/or have knowledge about our service before they leave the prison system. We will be meeting with the prisoners, and then once our presentation to them is completed, they will be able to sign up for the platform.

### Test Plan

We planned to engage with Dr Helen McGuirk to understand better the projects she has previously done within this sector and gain some insider knowledge of how to implement a social enterprise in the prison system. We held a meeting ourselves to discuss our current assumptions and our project's current state and create several questions we wished Dr McGuirk to answer.

### Test Result

From our in-depth discussion with Dr McGuirk, we had the opportunity to ask her about the challenges prisoners face when they leave prison. In addition, we asked her specifically whether prisoners would be interested in engaging with this platform to find employment opportunities whilst they were currently in prison. We learned that based on Dr Helen's experience in Cork Prison, Prisoners do not have any access to the internet. This insightful information is essential as we adapt and develop our idea further, as up until that point, we were under the impression that the prisoners would be able to have access, albeit limited and monitored. However, based on our interview with Helen, we learned that the prisoners have only access to downloaded versions of web pages. While the interview allowed us to understand that we were restricted in some regions of the project, i.e. integration of platform in prison centres due to lack of internet access, We learned that there is a potential and need for such a platform like a Refresh within this niche market. Dr McGuirk provided a vivid insight into how we should market such a platform, providing an idea such as a pre-release programme, where prisoners who were leaving prison could understand our platform, was given as a starting point for our research and gathering of knowledge. Overall, The interview with Dr Helen was, without a doubt, very useful based on the question and answers we were able to gain. We were able to understand the limitations that our platform holds. At the same time, on the other hand, it allowed us to spot the opportunities and re-designed certain aspects of our project to ensure the successful implementation and targeting of our customer base.

[Dr\\_Helen\\_McGuirk.docx](#)

# Desirability

Our ideal customers would be ex-prisoners seeking to better themselves and actively seeking new employment opportunities. Ideally, the customer's offence would be a petty crime rather than a more severe offence—for example, minor theft rather than murder. An ability to use apps/websites is a plus. Willingness to change and reform and evidence of this would be shown on our website through our tracking ability. Also, the desire to want to change their life, better their education and seek employment as our website offers multiple training courses which will be of benefit to these ex-prisoners and our platform will provide an opportunity to reach out to businesses who have prior knowledge that this person has a criminal conviction.



## Customer Segment

Our customer segment comprises a niche market of ex-offenders ranging from 16-70, as our platform is designed to target this entire niche equally. However, The Platform will separate this niche into two main segments to adjust its marketing strategy accordingly. We also have a 16-35 segment, with an approach to cater to this age group.

We will also be targeting businesses that are willing to employ ex-offenders. This can range from anywhere to small businesses up to multinationals that will access our platform to see the progress of ex-offenders in their rehabilitation progress. Our secondary research has shown that there are currently 4000 people within the prison system currently serving sentences, indicating potential customers.



# Customer Segment

## Prisoners



### Age range

16 - 70

### Type of Segment

Business to Consumer (B2C)

### Description

Males or Females who are currently reforming themselves and are imprisoned to develop new skills and qualifications that will help them find employment upon completing their sentence.

### What are their goals?

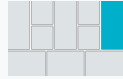
To develop the essential skills and qualifications to help them find a suitable place of employment once they leave prison. Ultimately looking to be reintegrated into society, contribute to the community while not being treated differently due to holding a criminal record. In the long run, they are looking for a style of life to keep them away from the opportunity of reoffending.

### What frustrates them?

Being treated differently due to what they have done in the past is significant. The lack of resources and the absence of social platforms that help develop and track personal progress adds up to the aspect of frustration that they might experience. Ultimately the lack of opportunity that is given to start over again.

### What problem are you solving for them?

Using refresh and gaining access to the variety of courses and training, prisoners will now have the opportunity to start developing despite being imprisoned. In addition, the ability of such a system to track activity will increase the chance of those to be employed once they finish their sentence.



# Customer Segment

## Ex-Prisoners (Young Adults)



### Age range

16 - 35

### Type of Segment

Business to Consumer (B2C)

### Description

Males or Females. Young people who have made a mistake seek a second chance to turn their lives around before they go down a path of constant reoffending. Those that may haven't been given another opportunity to have turned their life around as of yet or have not had access to the services available to them to provide them with this opportunity.

### What are their goals?

Males: Due to their age many young male adults who look to re-integrate back into society will usually look for a place of work / apprenticeship and only a small proportion of them will follow the path of further education "In 2018, Irish apprentices are almost exclusively (85%) young men under 25 years of age"

<https://www.solas.ie/f/70398/x/fb640012f5/pathwaysapprenticeshippreviewnov18.pdf> . Ultimately the goal of a young male adult who is currently holding a criminal record is usually to find and set a stable situation where by income can be earned via employment and keep away from re-offending. Females : While young males search for places of employment, many young women try to pursue a career in further education by taking on 3 to 4 years courses or small to medium course that can take up only few months . Unlike young male adults not many pressure carers in apprenticeship programs" Of 14,953 apprentices completing training in October 2018, just 332 or 2% were women". Ultimately like young male adults , women also are set to create a

### What frustrates them?

Male: here is no specific platform for ex convicts to help male convicts re-integrate back in to society and improve themselves from a job opportunity/education standpoint. Whilst there is supports such as the IASIO, there is no particular platform which directly addresses this issue. Re-fresh is focused on helping these people through supports and resources. Female: The lack of opportunity to gain quality education as well as the information that is not necessary easily accessible or available is what can cause frustration among young females who are looking to pursue a path in further education .The lack of flexibility that such a group needs and which is hard to find via other groups that offer such a services as per the 1:1 meeting ,is a point of frustration.

### What problem are you solving for them?

Through our platform, we allow users to track their rehabilitation progress to show employees the steps that the user has taken to turn their lives around, giving them far more opportunities that may have otherwise been available to them. We also provide a sianpostina utility for these users. hiahlihtina...





## Customer Segment

### Ex-Prisoners (Young Adults)

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the different routes they can take to education, entrepreneurship, or straight employment.





# Customer Segment

## Business



### Company size

1 - 10000

### Type of Segment

Business to Business (B2B)

### Description

To develop personally and professionally, businesses willing to provide training and a place of employment through engagement via the (Refresh ) to those who currently hold a criminal record. In addition, organisations seek to improve communities and offer those with less of a chance and opportunity to start a new life in the world of work.

### What are their goals?

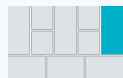
Gain and strengthen their employment force with skilled workers while helping those currently facing challenges in employment and development. Meet the organisation's business needs by hiring employees who can be dependable and trusted.

### What frustrates them?

Employees who are not engaged or can't be dependable. Labour shortage leads to positions not being filled and increased workload for current employees. Staff turnover and losing out on revenue because of the inability to fill the workplace gaps. Staff turnover is a common factor that many businesses face and is a source of frustration, as time and effort has to go into training each employee.

### What problem are you solving for them?

Re-fresh provides employers with employees that a determined to take a second chance in life. By giving this employee will reduce the business needs of the company. Hiring someone with a criminal record on the Refresh platform also diversifies the business background. Many businesses have the goal of hiring people from different backgrounds. We also believe that the companies have a social responsibility to improve the community. Companies, especially multinationals, commit social responsibility; our platform will help companies dedicate and support our business objective, giving people a second chance.



# Customer Segment

## Ex-Prisoners



### Age range

35 - 70

### Type of Segment

Business to Consumer (B2C)

### Description

Males or females seeking rehabilitation and integration in society have shown evidence of rehabilitation in searching for employment, training, and education. Those who are looking at a service to help them learn such skills while providing them with the ability to be connected and recruited by possible places of employment

### What are their goals?

Male - To break the cycle of reoffending and trying to gain quality education to change their lives and go down the route to pursue their dream career. 80% reconviction rate for males. Female - To get a quality education and break the reoffending cycle. To pursue a lifestyle that keeps them away from trouble and gain employment or education. 57% reconviction for females. If they have children, showing the improvement and willingness to gain employment might give them.

### What frustrates them?

Male - Having a criminal conviction over their head, being rejected by multiple jobs because they made mistakes before, and trying to do better. Still, they cannot seem to get the opportunity they need to prove themselves. Female - Not being allowed the opportunities they deserve due to a criminal conviction. They are not being given reasonable training in terms of C.V., interviews, etc., which negatively impacts employment.

### What problem are you solving for them?

Male - The problem we are solving is giving them the necessary education for interviews, C.V., etc. We are connecting them with businesses who know before the interview that these people have criminal convictions, so if rejected, it is not due to such and showing them the possibilities of furthering their education through FAS or a college of further education. Female - We are allowing them to connect with businesses, gain training in C.V. and interview skills, etc., and seek the opportunities to further their education and to enable them to take the same opportunities available for those without a criminal conviction.



# Value Proposition

We offer an employment/skills development platform that allows ex-prisoners to go down a better route. Workshop and engagement opportunities for businesses and prisoners will be available, enabling these businesses and ex-prisoners to broaden their network and gain valuable experience to help others. Along with a platform that brings ex-prisoners and companies together, we offer a service that tracks and records the ex-prisoners progress and knowledge. Along with advertising employment opportunities, we will promote further education for ex-prisoners, such as SOLAS, a different education college or a university degree which will benefit these ex-prisoners to gain better employment and build upon their portfolio. Offering these courses give these ex-prisoners the opportunity first of all to learn. Still, most of all show that they are committed to becoming a new person and our website offers a tracking feature that shows the completed courses on the user's profile and allows them to comment on such experience gained. Our primary focus is to enable ex-prisoners to connect with businesses that have prior knowledge that this person has a criminal conviction. We wish to reduce the rejection and loss of confidence for those who have the necessary skills. Still, because of this conviction, they are continuously rejected.



# Value Proposition



## Solution

An online self-service platform that provides a variety of services for ex-prisoners, ranging from different ages and gender, allowing them to find employment, training, and overall develop personally and professionally. In an environment that is provided and tracked by the capabilities that such a platform like a Refresh can offer. Businesses will also be able to sign up and recruit those who show a promise based on their skills and overall development tracked by the online platform. At the same time, provide a back and forward direct communication between the two parties for further connection and retrieval of information.

## Key Features

Specific online platform directed and designed for certain groups of people. Unlike other platforms, Refresh provides equal opportunity and does not disadvantage those who hold a criminal record. Provides key features such as a road map and development tracking. Along with training, courses and direct advertised employment for those with criminal records. Ability to provide back and forward direct communication between potential employers and users. Per our primary research, we found that an based on our 18 detailed respondents, that the majority of those surveyed would be open to hiring someone with a criminal conviction. However, one thing in particular we did notice was the fact that employers would be concerned about hiring someone with a certain crime and the fact that they might not be properly vetted. Our platform will seek to alleviate these concerns and encourage more employers to sign up to the platform through a signing up process which will prevent those with a certain crime, such as murder, from registering with the site, as this would be a major concern for our employer segment.

## Unique Selling Point 1

Refresh focuses on the ex-prisoner market segment consisting...





## Value Proposition



of male and female ex-convicts ranging from 16-70-year-olds. Such a platform aims to provide equal opportunities and specifically aimed resources along with a targeted job in return providing a place for businesses to search and give those who deserve a second chance to be reintegrated into a workplace or the education system. Besides the increase in workforce and contribution to society, Refresh can be a barrier to re-offending. Refresh provides various services that expand way beyond just the simple concept of finding employment. Allows the tracking of personal and professional development while allowing the possibility to connect directly with potential employers.



## Analyse Competitors

The primary competitor we derive is LinkedIn, as it is the most similar to our service outside of our USP. Alongside their domination in this market. We also highlight that Jobs. I.e. is another critical competitor. It provides CV development opportunities similar to our model, advertises employment opportunities and works with employers closely. This site would be our main competition in Ireland, but they lack differentiation between prisoners and ex-prisoners. Secondary competitors consist of Care After Prison and Release. These both are in the non-profit or charity sector; however, this would infer that they are not necessarily competitors but potential partners in our entrepreneurial endeavour. However, should they choose to not work in partnership with our organisation, they may always take potential customers from our site.



# Analyse Competitors

## Competitors

## What they do well?

## What they do badly?



LinkedIn

According to The Irish Times, our secondary research found that LinkedIn has a significant global presence. In 2020, LinkedIn Ireland Unlimited made 3.2 Billion Dollars, demonstrating their financial strength. (Irish Times, 2021) (<https://www.irishtimes.com/business/technology/profit-falls-at-linkedin-s-irish-arm-despite-revenue-rise-1.4717009>) In addition, LinkedIn also has a significant amount of users in Irelands. In 2019, there were 2 161 000 LinkedIn users in Ireland in August 2019, which accounted for 43.4% of its entire population. (<https://napoleoncat.com/stats/linkedin-users-in-ireland/2019/08/>) NapoleonCat.com, 2020 It has a large number of professional user accounts and a variety of courses that can be taken. In addition, it is a well-known platform where jobs are advertised and allows the possibility of being recruited.

LinkedIn is a general platform like Facebook or Twitter, designed for networking and advertising jobs from a company perspective. However, in contrast to our forum, their business objective differs from ours. We hope to pursue a more "hands-on" approach and are committed to helping our customer base and a new chance in life.



Jobs.ie

Continues job posting and updates. Allows you to track the process of application and provide your CV on the platform for other recruiters to see. Provides customisable job search while enabling you to turn on the alert notification feature.

Do not focus on ex-prisoners. It can be a waste of time regarding the application process. After entering all details regarding previous experience, the last question is usually if they hold a criminal record which most likely will disqualify you from the process.





## Customer Relationships

With Refresh, building a successful customer relationship would not be an issue. Due to the capabilities and direct support that it can offer via its training courses. Tracking ability and direct connections that can easily be created between user to business and business to business, creating a stable and long-lasting customer relationship would be without a doubt an aspect that such a platform can quickly adapt. While engaging with users through the continuous provision of courses, training materials and features that are specifically aimed at him/them, Refresh can keep in touch during their re-integration and after by offering employment and self-development. While on the other hand, Rerefers will be able to connect and stay in touch with other businesses by providing them with a skilled workforce and opportunities to improve the community.



# Customer Relationships



Get

## Advertising the service

Make those part of our customer segment aware of Refresh by investing in advertisement via various channels. Such an advertisement will portray the capabilities and opportunities that Refresh can offer to those looking to reintegrate back into society. Through such a model, we will target our customers and other businesses that are willing to partner with us in hopes of creating a better community by offering employment and other services to reduce crime within the specific area.

## Unique Features

Promote the features of the unique platform such as its tracking ability of personal and professional progress, its flexibility as well as the abundance of resources that our customers can avail of to help them with the reintegration process, while at the same time removing the idea of a 3rd party by providing a direct connection between the users and organisations.



# Customer Relationships



## Keep

### Keeping ex-offenders on our platform

We will use our progress tracking features to keep users on the platform, as they will constantly be able to update these states as they complete the various course and training programs. We will also provide signposting to many other services they can access that will impact their progress, creating a cyclical cycle for them to return to the site.

### Keeping our Businesses on our platform

Based on our primary research feedback received from employers, it is clear that having a financial incentive would go along way with regards to taking on ex convicts. Incentives such as a tax benefit would be significant towards keeping these stakeholders on our platform. Per secondary research, We found in 2006, that The Government intended to introduce a tax benefit to employers who hired someone a criminal conviction however this did not happen due to the recession. (<https://www.irishtimes.com/news/firms-who-hire-prisoners-released-from-jail-to-get-tax-breaks-1.1019672>) Conor Lally, Irish Times, 2006 We looked into this more through our secondary research, however we couldn't find any relevant up to date information on this. Furthermore, We reached out to the Department of Justice for a comment, and whether there was any current incentive now, however they confirmed to us that this tax relief was not being currently offered. Based on our findings, we intend to fight for greater tax incentives for businesses, who decide to hire people with a criminal conviction. In other countries, such as America, in certain states there exists a tax incentive for hiring ex convicts. (<https://www.irs.gov/businesses/small-businesses-self-employed/work-opportunity-tax-credit>) In order to reach our mission statement, of giving people a second chance, we firmly believe this would go along way towards helping reduce the re-incarceration rate and increase or maintain the number of businesses on our platform. Another incentive that we would be able to promise employers is a potential employee willing to learn and determined to be given a second chance. The potential employee would also be vetted and fit for work. This comprehensive process would make the employee more attractive to hire and encourage the businesses to engage with our platform.



# Customer Relationships



## Grow

### Growth for ex-offenders

We will work with key partners to promote and expand our platform, and a low maintenance cost and free movement of labour expansion into other European jurisdictions will allow us to expand our potential target market pool

### Grow - Businesses

Collaborate with Government Agencies to raise awareness of the platform. Having a government campaign will enable us to reach more potential employers.



# Customer Relationships



## Referrals

### referral for ex-offenders

We will work with successful candidates to work as role models to inspire other users to join our platform and work with key partners to promote our platform for its progress abilities.

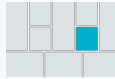
### Business Engagement

Having successful examples of businesses that have been part of the Re-fresh platform can engage further referrals and reach new contacts for companies who wish to engage with the platform. The re-fresh platform will be reliant on word of mouth in particular. It will encourage businesses, in particular, to spread the news of the social enterprise to other business owners, in particular those who may report worker shortages. In addition, testimonials from Business Partners who have been hired from the platform will act as a basis towards convincing more employers to engage with the platform.



# Channels

We have concluded that we have two main channels for our business model. Firstly, an online service platform in the form of a website. This would enable our customers to establish a profile to track their skills and log their records. On the development side, it would offer the customer-tailored workshops and opportunities to develop them further to increase their chances of gaining employment. We would also provide additional support and training via this channel. Our second channel is very similar to our first channel, but it would be a connected app instead of a website. We were offering all the same functionality and services as the website. This would be available on both IOS and Android. It is reasonable to suggest that the app would be a more successful channel by tracking our competitors, such as LinkedIn and their success.



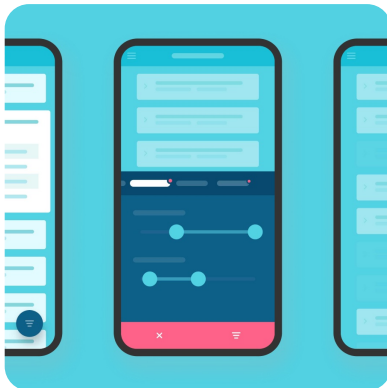
# Channels



## Online Service Platform

### Channel Strategy

An online self-service platform that provides the opportunity for those who hold a criminal record, to upskill, find suitable employment and track their development progress, with the help of organisations who are willing to offer the training, support and employment.



## Smartphone Application

### Channel Strategy

An online application that can be accessed via mobile and any operating system such as Android and IOS, to allow the ease of access from any location and at any time of the day.



## Key Activities, Resources & Partners

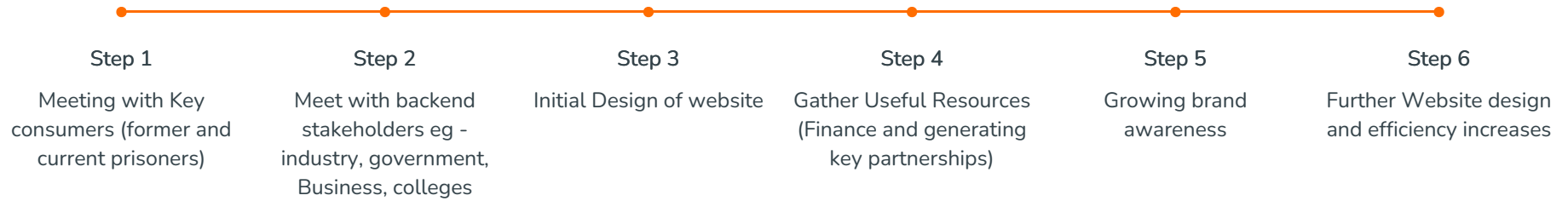
Our key activities would be meeting with our consumers to find which services they would like to be available for them, designing the website and meeting with key shareholders to develop the best idea for all involved. Resources we would need are a cloud provider, a technical team, and customers willing to put in the time and effort to make a change. Our partners would be the Irish penal service, prison services, businesses, and third-level institutions.





# Key Activities, Resources & Partners

## Key Activities





# Key Activities, Resources & Partners

## Key Resources

- A cloud provider that will offer their services and virtual storage space to keep the data in a secure and safe place while complying with GDPR, while allowing the application to be scaled up and down based on demand.
- A group of well-trained technical support engineers will provide 24h support when they might crash or deal with customer-related issues such as blocked accounts.
- An experienced group of programmers and app developers can incorporate the required functionality within the application.
- A well established and efficient advertisement strategy to allow traffic and use of the application.
- A select group of key stakeholders will work together with Refresh to provide various support and training material to allow the users to develop and increase their employment opportunities.
- A collection of companies that will use Refresh to show promise as per the progress. That Ex-offenders can visualise through their active accounts.

## Key Partners

- Irish penal reform trust, who wish to improve the current penal system, they may be interested in partnering with an organization such as ours which attempts to lower the re-offending rate
- Irish Prison services - Possibility of working with this them to provide prisoners with information about our service before they leave the prison
- Irish association for social inclusion opportunities - as ex-offenders would be considered a socially marginalized group, this organization could be a key partner for supporting our venture and providing funding.
- Third-level institutions will partner and work together to provide the opportunity for prisoners/ex-prisoners who would like to pursue a third-level education. This idea is to offer an alternative to returning to the workplace straight away. There are programmes (MTU Progression Scheme), for example, where students from DEIS schools can enter MTU on reduced points. Offering a similar progression scheme for prisoners would be brilliant for the rehabilitation process.
- Cloud Provider (AWS) to provide the required infrastructure for our application.

# Viability

Based on our financial analysis, we believe that our business is financially viable. We see sustained profit generation year on year, as our platform has little to none variable costs.

In particular, in Y2, we believe that we will see a cash influx due to a government grant from Enterprise Ireland in addition to a loan to help finance our business. Furthermore, we predict that we will sell 100 units at a price of 9.99 per month for a basic plan. We have different subscription levels, ranging in prices. Meaning that we would be able to attract a variety of different customers who are looking to improve themselves to our platform. Whilst our premium subscription offers extra features such as the ability to take additional premium courses. Due to the nature of our business, we intend to bootstrap and save costs on office costs, by having employees work from home. We also intend to save on external contractors such as website designers, as we believe as BIS Students, We possess the necessary knowledge to build the platform for the use of our customers, which in turn saves our business from spending thousands of euro on costs which then can be used into promoting our platform further. Overall, through our cost analysis and our forecast of earnings, we firmly believe that the Re-fresh platform is a financially viable product capable of making a profit.



# Finance

## Subscription costs

We based these figures around the cost of our nearest competitor, which is LinkedIn. Who charge €30.48 per month.

Our services will cost €9.99 per month. We have a limited scope, and our product will only be accessible through this paywall.

We will also offer a 6-month subscription for €49.99 or €8.33 per month and a year subscription for €89.99 or €7.5 per month as this is standard practice for many subscriptions services.

## Advertising

We estimate we will charge around €100 per company that wishes to advertise on our site for a year. This price is limited by the fact we have a niche target market that will be using the site and the fact that at the being of the site launch, we will have a limited user base,

We expect this user base to grow year on year as it begins to gain popularity, leading us to estimate that by year 3, we will increase the cost per company to 200 for advertising for the year. This will then grow proportionally to user growth.

## Overheads

### Fixed overheads

Our research discovered that the average cost per year was about €10, remaining unchanged.

We also estimate that we will need to provide a work from home overhead to complete our work from home, thus negating office space. We will take no salary out, so these will be the only fees related to employees, and we do not plan to expand the core team for now.

### Variable overheads

We estimate the only variable overheads we will have are related to Hosting services. However, as our user base grows, the proportional impact of hosting costs will begin to diminish. Thus we have estimated that the initial effect of hosting charges will be around 25%; however, we also believe this will reduce as a variable cost for each user that joins by about 5% per year for the first five years of growth.

## Funding

As we have relatively low long term costs, our initial funding will be required in the project's being. We expect to gain a grant of about 30,000 from the enterprise office for our project and take out a 20,000 loan in the second year, which we will repay over ten years.

## Assets –

We expect to spend 5000 of our initial funding to purchase computer equipment to run the business from home. Per our research, there is a 40% depreciation rate on these computers. Thus in year four, we estimate we will sell the majority of these computers and upgrade them, spending a further €4000



## Financial Model

### Revenue Strategy

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#### Advertising

Advertising from several different sources, including a more general implementation of Google AdSense. We also include advertising slots for various educational institutions advertising specific and tailored courses to our user base. This allows us to generate a meaningful amount of revenue while allowing our platform to rank high in the search list attraction more potential customers.

#### Premium Subscription

Have both free and premium accounts - Premium accounts add extra features such as free 3 courses, no ads, one to one mentorship, see who views your profile, increased profile customisation. This will be at a price 9.99 euro per month allowing us to receive this payment upon the delivery of specific platform functionalities to the user.

#### Government Grant/subsidy

Approach government about subsidy for social enterprise. Enterprise Ireland is the organisation that we have chosen to go due to the flexibility and support that is given in regards to social enterprise start-up. We will be looking for a grant of 30000 that will allow us to start up and purchase the assets we need to implement the platform.

#### Fee for workshops/courses

In the future, as our user base grows, we plan to add a subsidised fee for various additional courses, e.g. CV, employment skills. With this model, we aim to charge those who participate in the unique course to receive certification a small fee in return for the content and certificate received upon completion of the course. This will be a small price as we aim to make this affordable compared to another course that can range from 30 to 100 euro on platforms such as Coursera.



# Finance

## Financial Model

### Revenue Strategy

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#### Loan

Our business will require additional revenue in the initial years to get the platform running independently. As we expect our initial income to come from grants, we also hope to get a business loan to subsidise any additional costs we may incur. Per our forecasting, we expect to make a profit in year 3, which this loan can finance if sales are less than expected. From there, we do not plan to take out another loan as per our projections. We will be profit-making from year three onwards without the need for additional revenue sources.

# Financial Model

## Unit Economics

Product Name	Unit	Unit Cost	Sale Price	Gross Profit	Gross Margin
Premium account (1-Month)	Per monthly subscription	2.5	9.99	7.49	74.97%
Premium account (6-Month)	Per 6 month subscription	10	39.99	29.990000000000000002	74.99%
Premium account (12-Month)	Per 12 month subscription	22.5	89.99	67.49	75.0%
Advertising	Per company anually	0	100	100.0	0%

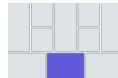


# Finance

## Financial Forecasts

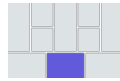
Cash In	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12
Premium account (1-Month)	50	50	40	40	40	40	40	40	40	40	40	40
Premium account (6-Month)	120	120	120	120	120	120	80	80	80	80	80	80
Premium account (12-Month)	180	180	180	180	180	180	180	180	90	90	90	90
Advertising	100	100	0	0	0	100	0	0	0	0	0	0
Total Cash In	450	450	340	340	340	440	300	300	210	210	210	210
Cash Out	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12
Fixed Cost												
Domain	1	1	1	1	1	1	1	1	1	1	1	1
Work From home	33	33	33	33	33	33	33	33	33	33	33	33
Variable Cost												
Premium account (1-Month)	13	13	10	10	10	10	10	10	10	10	10	10
Premium account (6-Month)	30	30	30	30	30	30	20	20	20	20	20	20
Premium account (12-Month)	45	45	45	45	45	45	45	45	23	23	23	23
Advertising	0	0	0	0	0	0	0	0	0	0	0	0
Total Cash Out	122	122	119	119	119	119	109	109	87	87	87	87
Balance	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12
Monthly Cash In/Out	328	328	221	221	221	321	191	191	123	123	123	123
Cumulative Balance	328	656	877	1098	1319	1640	1831	2022	2145	2268	2391	2514





## Sustainability

Our crucial sustainability goals that we are hitting/targeting are Goal 4. Quality Education, Goal 8. Decent Work and Economic Growth, Goal 10. Reduced Inequalities and Goal 16. Peace, Justice and Strong Institutions. For our business, these goals are critical. We want to give them opportunities to these ex-prisoners to become more equal with others, get the chance to gain quality education and obtain decent work, and lead to economic growth through the use of the Refresh platform. Also, giving these people justice for their past life and their mistakes might regret these things and maybe a shadow over their head when it comes to employment. Our platform will reach all of these goals as we offer the opportunity to learn, grow and teach, along with the chance to gain decent work with an equal view on the person's past life. Also, with our platform, we would like to promote economic growth as we would get these people off the social welfare and into a paying job that will pay tax, reduce government expenditure, and increase income. Finally, peace, justice and strong institutions are massive goals for us as we would like to reduce the re-offending rate and crimes. With the help from our platform, we would hope that people would like to turn a new leaf in their life and go down a route that will lead to more benefits and positives within their lives.



# Sustainability



## Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



## Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



## Reduced Inequalities

Reduce inequality within and among countries



## Peace, Justice and Strong Institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

### SDG

### Social/Environmental Problem

### Social/Environmental Value



Many prisoners have limited access to education and have difficulty accessing the required resources to gain further education.

We provide an engaging platform to allow users to access the various education options available to them, ensuring they get access to the education that most suits their needs and skillsets. We also ensure all providers we show are credited with high standards of education delivery.



The unequal opportunity of employment for those who currently hold a criminal record. Despite having skills and quality's that would be of value to an organisation, the idea of holding a criminal record acts as a barrier to employment. The inability to track the progress of those who try to reintegrate into society can be a disadvantage as businesses will not have the required evidence that will allow them to employ those with criminal records, in return reducing economic growth due to a decrease in the workforce.

Using Refresh will provide those who currently hold a criminal record with an equal environment to find employment and participate in the various courses, contributing to society. In addition, We will provide businesses with skilled works that will further help them increase revenue and contribute to the economy while giving those with a criminal record a second opportunity to be re-integrated and included in society.



Those with a criminal conviction face the issue of discrimination when applying for jobs. Many job applications have "Do you have a conviction" as a question.

Engaging with employers who do not see a criminal conviction as a barrier to employment will reduce the unemployment rate amongst prisoners and reduce inequality. This SDG seeks to increase economic inclusion amongst this minority group.

# Contact us

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Refresh

[www.refresh.ie](http://www.refresh.ie)