

# we transform

*Brussels, 05/03/2024*

## **WE-TRANSFORM: THE POLICY AGENDA**



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*Project coordinator*  
**WE-TRANSFORM**



## WORKFORCE EUROPE - TRANSFORMATION AGENDA FOR TRANSPORT AUTOMATION

WE-TRANSFORM aims to apply a participatory approach, using Collective Intelligence (CI), to generate an evidence-based and action-oriented agenda to tackle the challenges related to the increasing adoption of digital/automation technologies to manage the transition rate to accommodate the workforce skills adaptation to the demands of this new digital era

Coordination and Support Action (CSA)

Call: H2020 MG-2-14-2020: *The effects of automation on the transport labour force, future working conditions and skills requirements*

*The backbone of the project*

# THE CONSORTIUM

Wide:

**34 partners** from 12 European countries and 4 overseas countries in Asia and the Americas

Balanced in terms of:

**Expertise:** it covers a large spectrum of competencies across all modes of transport (land, air, water)

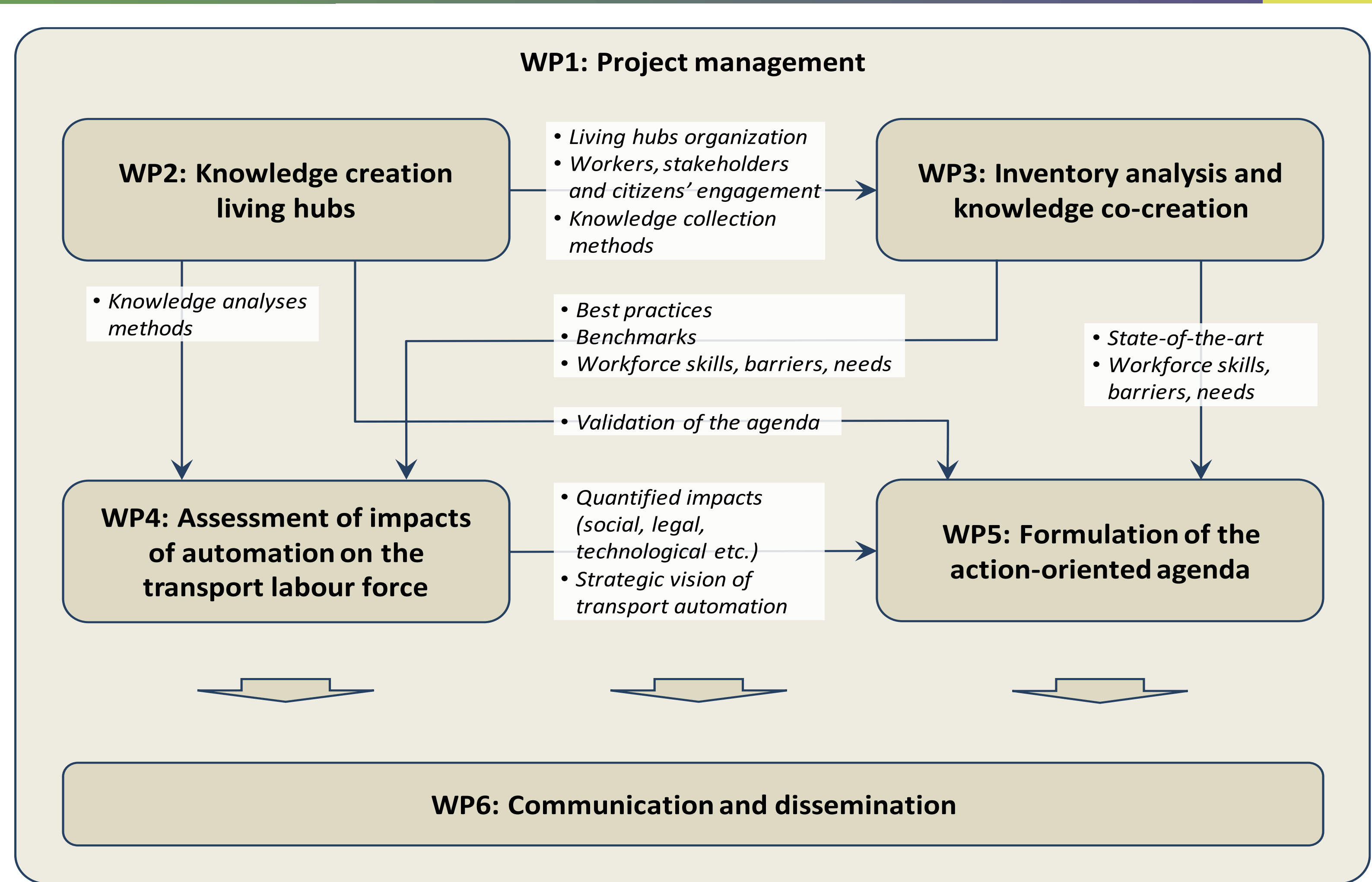
**Partner type:** Original Equipment Manufacturers - OEMs), as well as urban transport, logistics, technologically advanced sectors and new forms of work





# HOW DOES WE-TRANSFORM WORK?

The structure of the project is composed by six Working Packages with different objectives.

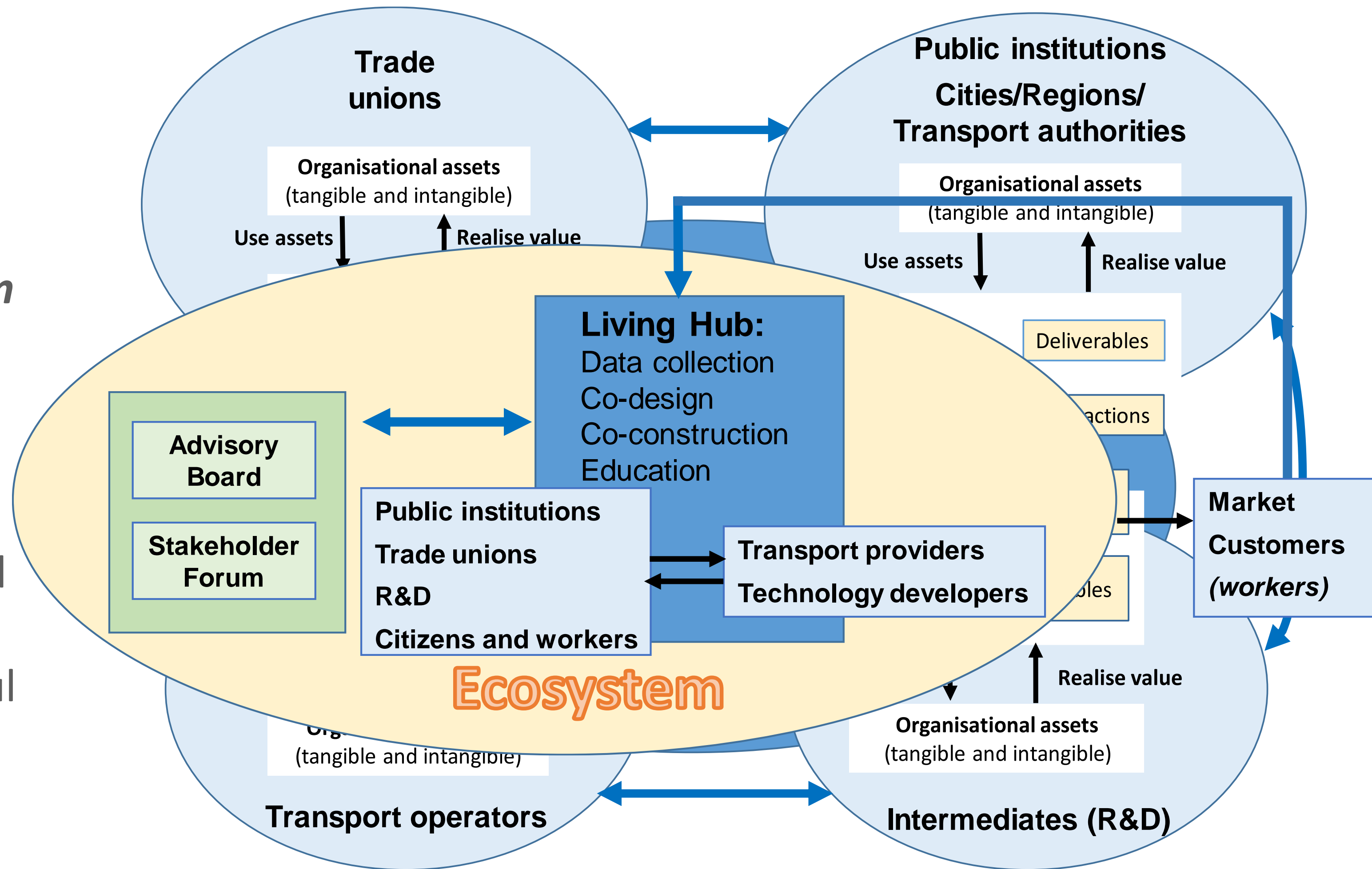




# THE LIVING HUB

Set up and foster a *collaborative platform* for the discussion of the effects of automation on transport labour with **relevant** stakeholders: the cross-national Living Hub.

Together with the Stakeholder Forum and the Advisory Board, creates an inter-continental, cross-sector ecosystem useful for workers and stakeholders as well as citizens' and citizens' representatives.





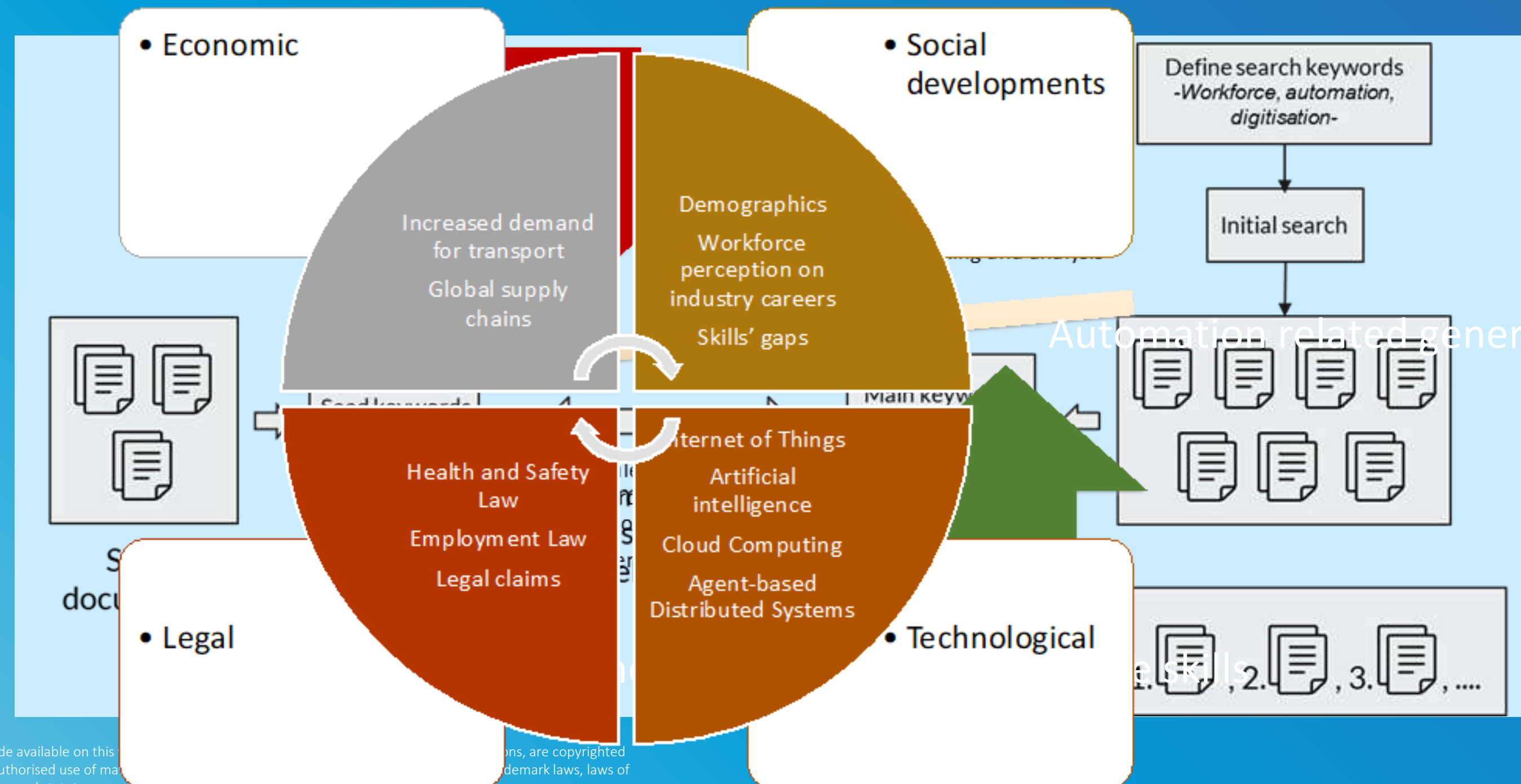
# OUR PROCESS OF KNOWLEDGE CO-CREATION (WP2)

WP2: the creation of living hub

- Stakeholders' selection
- two workshops per year
  - June 2021: online (Athens)
  - November 2021: hybrid: Torino and online (Valencia)
  - June 2022: Riga
  - January 2023: Brussels
  - June 2023: Vienna
  - September 2023: Torino
- Additional workshops and events, interviews and focus groups with companies, trade unions, and workers

# WP3 – INVENTORY ANALYSIS AND KNOWLEDGE CO-CREATION

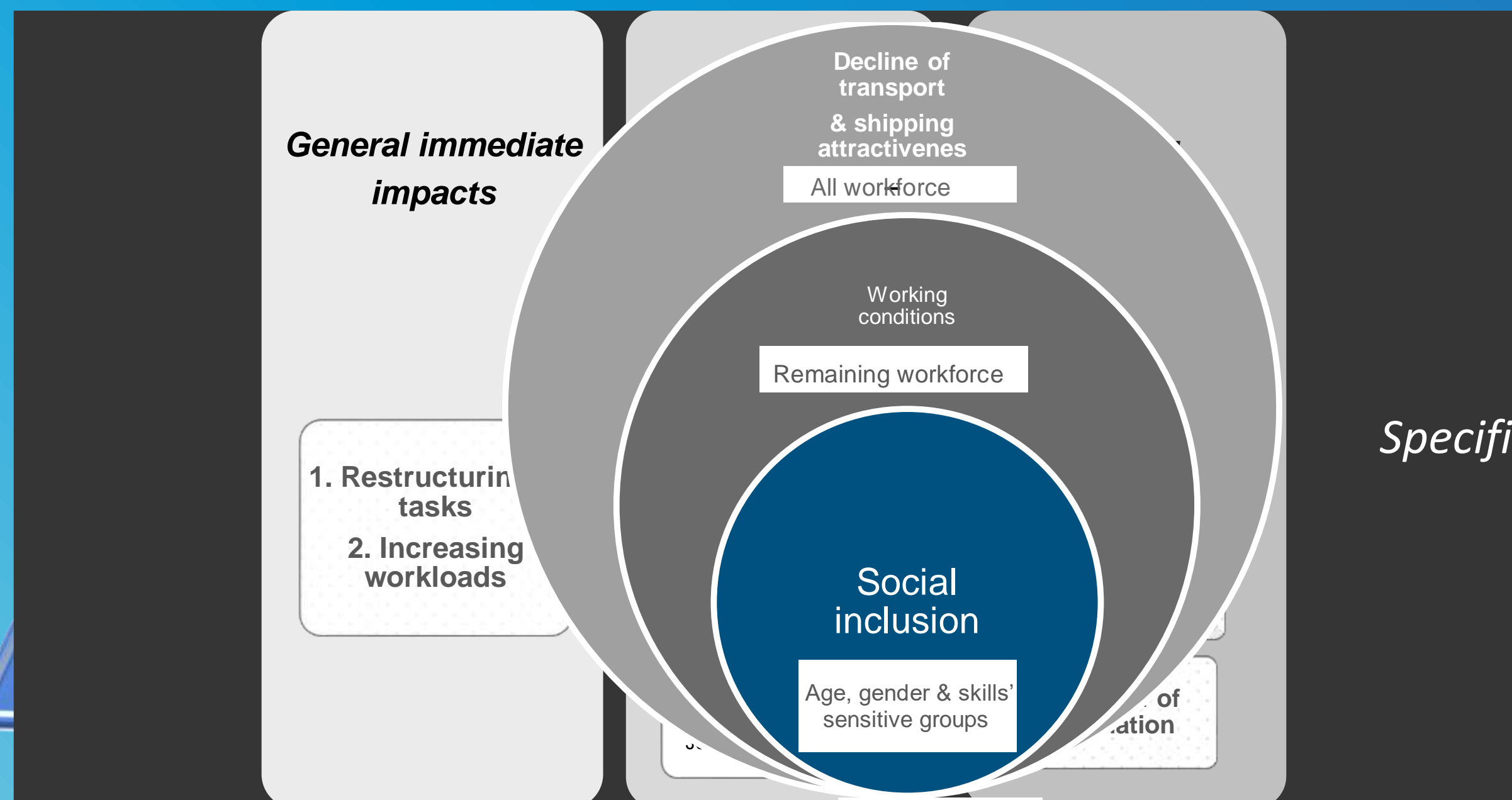
- Create an inventory of research articles, scientific papers, reports – through AI and Intelligent data capture (IDC) techniques – on the effects of digitalisation and transport automation on the labour force and the workforce skills and training needs required;



Automation related general drivers of future changes in work

# WP3 – INVENTORY ANALYSIS AND KNOWLEDGE CO-CREATION

- Analyse the barriers, gaps, opportunities, benchmarks, and success and failure factors of transport automation on the labour force, regarding all transport modes (passengers and freight). Lessons from other related sectors have been considered;



*Main impact and associated commonly emerging main barriers and gaps*

*Specific Challenges for Specific Groups*

*Worked automation related challenges for further and exploration in the next WE-TRANSFORM stages*

# WP3 – INV CO-CREAT

2<sup>nd</sup> Delphi round

(33 actions)

20/12/2022 – 11/01/2023

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Open recovered workbooks? Your recent changes were saved. Do you want to continue working where you left off?

W43 fx

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ROUND 2 (R2)

Does your rating in R1 diverge 1 scale unit or less from the mean score?	Do you want to revise your rating in view of the results of the first round? If YES, revise your score in Column K by adding below a new score for the respective ACTION. Otherwise leave blank!	Does your rating in R2 diverge 1 scale unit or less from the mean score?
YES		NO
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NO		NO
YES		NO

Ready

- ✓ B1. Encourage the development of stronger soft skills
- ✓ B2. Identify common competencies such as basic digital skills and transport-mode specific new competencies required for Automation & Digitalisation
- ✓ D1. Address management training in management of change skills for Automation & Digitalisation
- ✓ F1. Address cybersecurity risks created by transport Automation & Digitalisation
- ✓ H1. Explore and define new occupational profiles arising through Automation & Digitalisation
- ✓ H4. Introduce continuous upskilling and reskilling training programs
- ✓ Explore the funding of the cost of reskilling the workforce
- ✓ I9. Explore the funding of the cost of reskilling the workforce
- ✓ I16. Invite research and education cooperation to cater for Automation & Digitalisation created gaps including legal



# WP4 – ASSESSMENT OF IMPACTS OF AUTOMATION ON THE TRANSPORT LABOUR FORCE

- Project individual impacts
- Legal impacts
- 30 policies with implication w
- Co-create alternative transformation approach;



Importance of each Main Impact, interviewed | WC: Working Conditions, BT: Business Transition, IS: Training Skills & Needs, SO: Social Impacts, LE: Legal Impacts, PR: Policy & Regulatory



# WP5 – FORMULATION OF THE ACTION-ORIENTED AGENDA

Use of Collective intelligence to discuss on the four thematic areas



## THEMATIC AREAS

Profiles involved

Trade unions, legislators (deputies and councillors), labour lawyers, EU law experts, labour economists



1. **Public governance and regulation**

HR manager, organisational managers/officers, strategy managers, workers



2. **Industrial governance**

HR manager, labour psychologists, digitalisation technicians, training companies workers



3. **Training & reskilling**

Trade unions, legislators, workers, workers' associations



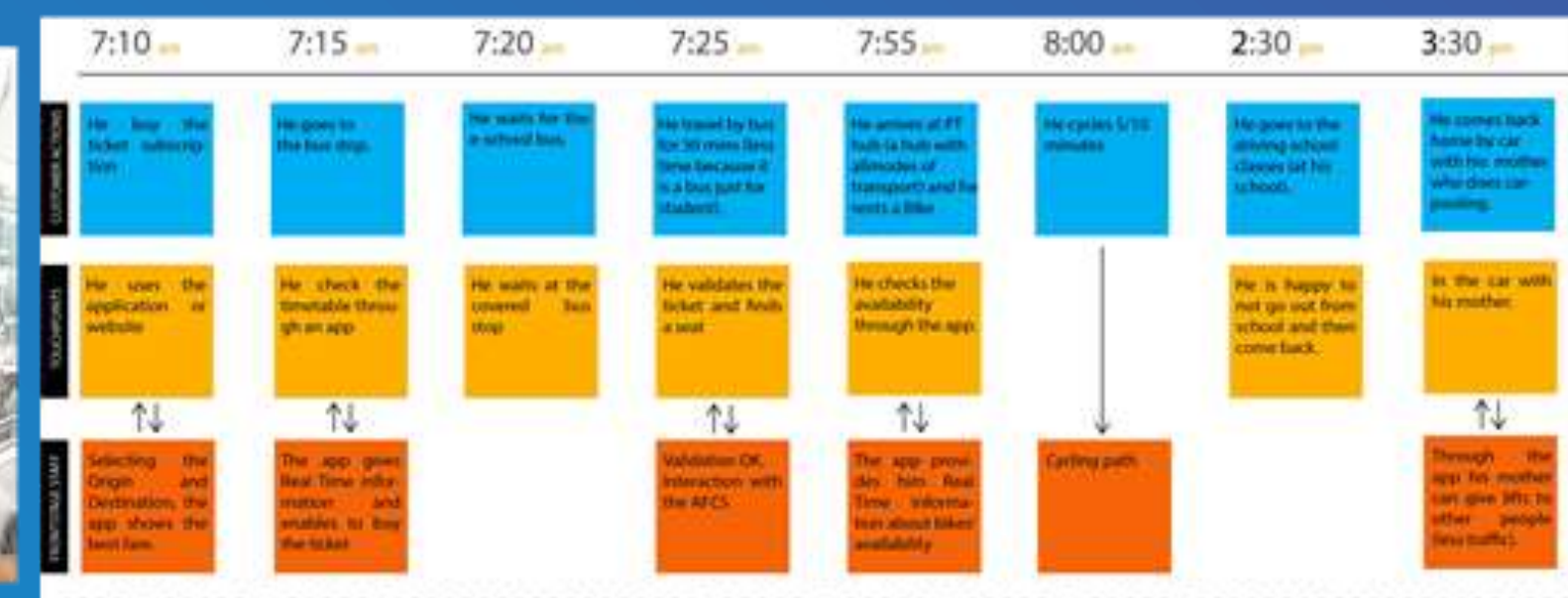
4. **Minimisation of labour exclusion and exploitation**



# WP5 – FORMULATION OF THE ACTION-ORIENTED AGENDA

Using CI, discussions were held within:

- **2 Workshops** (Vienna and Torino)
- **7 specific events** held in several EU countries providing group discussions with stakeholders (focus group and creative thinking):
  - Valencia in July 2023
  - Athens in September 2023
  - Bologna in September 2023
  - San Francisco in July 2023
  - Stuttgart in October 2023
  - Paris in November 2023
  - Brussels in December 2023



- **4 specific events** held in several EU countries providing group discussions with workers:
  - Torino in September 2023
  - Hamburg in October 2023
  - Tampere in October 2023
  - Paris in December 2023



# WP5 – FORMULATION OF THE ACTION-ORIENTED AGENDA

From the 30 policies, 21 were selected for the discussion

Policies	Important	Counterproductive
EU harmonisation		
Minimum wage		
Rethinking of working hours		
Stronger/maintaining guarantees of occupational security		
Stronger/maintaining guarantees of job safety		
Co-managing of digitalisation and automation processes		
Privacy and functional guidelines for remote working		
Structured budgeting on digitalization and automation		
Role of local, regional, and transport authorities		
Company skills plan		
Diachronic workforce placement plan		
Strengthening of second level (company-level) collective bargaining		
Upskilling (quantitative dimension of training)		
Reskilling (qualitative dimension of training)		
Lifelong learning (length dimension)		
Common skills		
Specialised skills		
Policies to protect gig workers		
Policies to protect female workers		
Policies to protect disabled workers		
Policies to protect older workers		

**What: content**  
**How: implementation**  
**When: timing**  
**Who: is in charge**



# WP5 – FORMULATION OF THE ACTION-ORIENTED AGENDA

A first draft of 11 policies :

## AREA 1: PUBLIC GOVERNANCE AND REGULATION (4 policies)

Policy n° 1: EU harmonisation

Policy n° 2: Rethinking wage, working hours and working conditions (Reciprocity between countries, competition, antidumping policies)

Policy n° 3: Stronger/maintaining guarantees of occupational safety and job security

Policy n° 4: Co-managing of digitalisation and automation processes / Structured budgeting on digitalisation and automation



# WP5 – FORMULATION OF THE ACTION-ORIENTED AGENDA

A first draft of 11 policies :

## AREA 2: INDUSTRIAL GOVERNANCE (2 policies)

Policy n° 5: Sustainability of working conditions (follow up of policy n° 2)

Policy n° 5.1: Joint committee on working conditions

Policy n° 5.2: The worker at the centre of the technological evolution of the company

Policy n° 6: Replacement tables: Company skills plan / Intertemporal workforce placement plan Strengthening of second-level collective bargaining



# WP5 – FORMULATION OF THE ACTION-ORIENTED AGENDA

A first draft of 11 policies :

## AREA 3: TRAINING AND RESKILLING (1 integrated policy)

Policy n° 7: The up skilling, reskilling and long-life learning

## AREA 4: MINIMISATION OF WORKFORCE EXCLUSION AND EXPLOITATION (4 policies)

Policy n° 8: Implement governments awareness in the work nature changes

Policy n° 9: Fostering female representation in the transport sector

Policy n° 10: Protecting older workers from the challenges of reskilling

Policy n° 11: Protecting workers with disabilities



# WP5 – VALIDATION OF THE ACTION-ORIENTED AGENDA

- The 11 policies have been validated by the participants to the living hub and by the experts of the AB independently:
- **1 specific events** and bilateral exchanges for validating the policies:
  - Washington DC in January 2024;
  - bilateral exchanges with selected stakeholders in Italy, Spain, Greece, France, Germany, Finland, Latvia, Bulgaria, Turkey, Korea, and UK.

Policy n°	Content			Implementation		
	Positive aspects	Negative aspects	Controversial aspects	Difficulties at EU level	Difficulties at national level	Difficulties at company level
1. EU harmonisation						

Policy n°	Timing		Who is in charge	
	Agreement with proposed timing	Suggestion of different timing	Agreement with proposed actors	Suggestion of different actors
1. EU harmonisation				

Policy n°	Importance of the policy form 1 (not at all) to 6 (extremely important)						General comments (please, write any comment or remark you like)
	1 (not at all important)	2	3	4	5	6 (Extremely important)	
1. EU harmonisation							



# WP5 – BUSINESS MODEL OF THE LIVING HUB

- Sustainability plan to ensure that the wide network of stakeholders of the living hub, the platform and methodology for exchanges and the knowledge creation process remain accessible and are maintained beyond the end of the project

# THE POLICIES - AREA 1: Public governance and regulation

## Policy n° 1: EU harmonisation

### **Context**

Wish for a legal framework at European level

Need of harmonisation implying the need for universally applicable rules across EU countries, knowing that there is a complexity arising from different infrastructures and economic disparities among EU nations

To this end, the word “convergence” over “harmonisation” was preferred, in some cases, due to its flexibility in accommodating diverse contexts

### **Content**

- to establish common minimum thresholds to avoid unequal conditions among member countries.  
Example: safety and training qualifications (e.g., the licenses are valid also in another EU countries), etc.
- to harmonise processes affecting automation and digitalization to prevent, for example, offshoring (e.g. number of hours). Thus, the harmonisation must start from the consensus of the different involved parties on these basic concepts to arrive to a common understanding in all the transport modes (albeit with specific declinations for each mode)



# THE POLICIES - AREA 1: Public governance and regulation

## Policy n° 1: EU harmonisation

### *How to implement the policy*

Directive: to ensure a high level of harmonisation, while leaving some room for manoeuvre to the Member States in terms of concrete implementation. Encouraging experimental processes to inform decisions; this would take longer, but it would be more educational and more accepted at political level in EU countries.

### *Timing*

Immediate, as digitalisation processes have already started to affect companies and workers. Harmonising means anticipating undesirable impacts in terms of inequalities between member states. Implementation could take 2-3 years due to the complexity of this policy but should not take more than 5 years.

### *Who is in charge*

The EU is the key player but together with EU member states and their national governments.

This policy is strongly related to the others and, above all, to the policies in the area of industrial governance. These policies cannot stand without the key role of the enterprises, because social issues are a lever for their economic performance. This implies the necessary negotiation with the social partners.



# THE POLICIES - AREA 1: Public governance and regulation

## Policy n° 2: Rethinking wage, working hours and conditions (reciprocity, competition, antidumping)

### Context

Transport sector not attractive, low salaries, low well-being (labour rights), problem of offshoring. Wage disparities. Lack of reciprocity between EU countries.

### Content

- to define thresholds related to salaries of different typologies of workers, related to new skills needed
- to provide uniform legislation about work rights
- to provide rewards and tax advantages for companies that apply uniform conditions
- to provide limitations and penalties for companies that engage in social dumping
- to define the requirements and needs of the job and of the company that are very different depending on the sector, and public and private sectors do not obey the same logic
- to introduce and promote the concept of flexible working hours reduction (n° h/day, n° days/week, ...)
- to redefine the working day upwards, with a focus on daily working hours
- to monitor worker productivity by shifting from "time paradigm" to "task paradigm"

# THE POLICIES - AREA 1: Public governance and regulation

**Policy n° 2: Rethinking wage, working hours and working conditions (Reciprocity between countries, competition, antidumping policies)**

## *How to implement the policy*

- A "Framework Collective Agreement": different roles imply different skills, different tasks and, thus, different salaries that need to be properly defined.
- A regulatory policy could provide measures establishing - and making mandatory - transnational dialogue and information-sharing mechanisms among countries to facilitate the exchange of good practices and experiences through a stable platform for cross-border cooperation could be useful.
  - this policy requires analysis at the micro level: creation of a regulatory framework allowing for flexibility. A directive could facilitate the establishment of common objectives within the EU while granting member states the flexibility to tailor their laws accordingly for compliance.
- It is essential to define a dedicated space for worker-enterprise negotiation in the agreements to provide recommendations and guidelines by sector and job.
- Pilot studies in the different transport sectors are suggested to feed the regulatory framework.



# THE POLICIES - AREA 1: Public governance and regulation

**Policy n° 2: Rethinking wage, working hours and working conditions (Reciprocity between countries, competition, antidumping policies)**

## *Timing*

As soon as possible, with ongoing modifications affected by expiring/renewal of existing agreement. Changes in the working days should be reviewed periodically considering the changes in the job and how productivity has changed. The implementation could take 2-3 years due to the complexity of this policy.

## *Who is in charge*

The EU and national governments should have a relevant weight. Collective bargaining agreements should also be involved, paying attention to properly involve the companies, trying to tailor the intervention according to the size of the company, and supporting the small enterprises.



# THE POLICIES - AREA 1: Public governance and regulation

## Policy n° 3: Stronger/maintaining guarantees of occupational safety and job security

### **Context**

Anxiety, worries and, sometimes, denial associated with significant changes in the workplace.

### **Content**

- to make mandatory the social dialogue and collective bargaining to reflect the evolution of work. Active role of trade unions in co-managing criticalities: company's level of collective bargaining
- to introduce a regulatory policy to implement measures through:
  - training programmes (including reskilling), ensuring that workers are adequately trained in the use of the new technologies
  - mechanisms for effective reintegration into the labour market in cases of job loss
  - risk assessments
  - system overrides, redundancies, and manual overrides to prevent accidents and protect workers
  - accountability of equipment producers and implementers for a period of six months after changes to system
- to define clear guidelines on the responsibilities and accountability of individuals and organizations concerning safety and security;
- to introduce mandatory insurance for workers in case of accidents that might result from the use of new automation technologies.



# THE POLICIES - AREA 1: Public governance and regulation

## Policy n° 3: Stronger/maintaining guarantees of occupational safety and job security

### *Timing*

Guidelines, to be issued by EU, within 1 year. Study on potential scope and content of EU regulatory measures and impact assessment, within 2 years, Both cases need ongoing monitoring and improvements.

### *Who is in charge*

International Labour Organization (ILO), relevant regulatory bodies, consultation bodies specific to the transport sectors that are well geared to achieving the "competitiveness and social progress" result (e.g. for the road passenger sector, bodies such as the UTP in France and ASSTRA in Italy), and companies with government involvement. Also insurance company associations should be involved.

However, there must be a power of enforcement of the policy by the states and the EU, otherwise there is a risk that the policy will not be implemented.



# THE POLICIES - AREA 1: Public governance and regulation

## Policy n° 4: Co-managing of digitalisation and automation processes / Structured budgeting on digitalisation and automation

### *Context*

The co-management refers to the need for information and dialogue between workers and companies in the processes of automation and digitalisation, in the planning of technological innovation.

### *Content*

- to introduce mechanisms to make the social dialogue more intensive and continuous
- to design a regulatory policy that makes the timeframe for updating collective bargaining and commissions more stringent and consistent, to monitor the progress of agreements in their daily application, with reference to the impact of digitisation and automation on labour provisions. To this end, this legislation should be constantly monitored through a permanent platform/observatory (e.g. the WE-TRANSFORM living hub) to avoid the risk of: 1) being quickly outdated; and 2) creating unnecessary constraints on innovation in the sector
- to set up joint bilateral committees without creating a new bureaucracy unaffordable for small enterprises

# THE POLICIES - AREA 1: Public governance and regulation

## Policy n° 4: Co-managing of digitalisation and automation processes / Structured budgeting on digitalisation and automation

### *Content (continues)*

- to introduce useful tools to manage the transition towards digitalisation and automation, mainly in public transport companies, given the possible lack of resources due, often, to limited budgets. This implies the introduction of a kind of structured budget for companies for digitalisation and automation processes as a growth resource.

### *How to implement the policy*

- to design a regulation and its monitoring that foresees the cooperation between the management and the trade unions or the workers, providing (company collective bargaining) measures and agreements that make periodic information about digitalisation and automation processes mandatory;
- to provide measures establishing transnational dialogue and information-sharing mechanisms among countries to facilitate the exchange of good practices and experiences. EU stable platform for cross-border cooperation. Support the development of policies and regulations that reflect the transnational nature of the transport industry and ensure that workers' rights are protected in different member states



# THE POLICIES - AREA 1: Public governance and regulation

## Policy n° 4: Co-managing of digitalisation and automation processes / Structured budgeting on digitalisation and automation

### *How to implement the policy (continues)*

- to make the reinvestment of resources in the development of digitalisation and automation processes profitable, e.g., by introducing tax advantages, incentives, or forms of financing guaranteed by the state
- to provide legal measures that strengthen the workers' right to information, e.g. by providing mandatory and formalised information through trade union representatives, if not even co-management mechanisms, with a precise role, even only advisory, of the same trade union representatives
- to identify a "facilitator", regulated and coordinated at EU level, among the EU social partners (employers' and workers' representatives) who already carry out sectoral and general social dialogue on the impacts of automation and digitalisation processes
- to define a regulation on a stable mechanism of cross-border dialogue between countries, establishing a "Framework Collective Agreement" (see policy n° 2). This agreement can serve as a guide, delineating essential points for national collective bargaining, while considering the different national legislative systems



# THE POLICIES - AREA 1: Public governance and regulation

**Policy n° 4: Co-managing of digitalisation and automation processes / Structured budgeting on digitalisation and automation**

## ***Timing***

As soon as possible, aligning with other automation-related activities. However, the implementation could take from 2 to 5 years due to the complexity of this policy

## ***Who is in charge***

European Commission, national governments, trade unions, companies, and workers.

# THE POLICIES - AREA 2: Industrial governance

## Policy n° 5: Sustainability of working conditions (follow up of policy n° 2)

This policy is proposed in two sub-policies, each one focusing on a specific aspect of working conditions:

### Policy n° 5.1: Joint committee on working conditions

#### **Context**

There are already some elements and profiles both nationally and in relation to each of the transport sectors that could serve as example, but the roles must be redefined

#### **Content and implementation**

- to set up a commission formed by trade unions and the company because technology increases workloads and more breaks are needed so as not to decrease the attention
- the commission must be permanent and must promote a constant dialogue and update technology. Only with a matching between those who change the technology and those who use it, this policy can work
- to define a register of evolved HSRs (workers' health and safety representative) through the establishment of a register similar to that already existing for RSPPs (company safety representative), **set up at the Ministry of Labour**

# THE POLICIES - AREA 2: Industrial governance

## Policy n° 5: Sustainability of working conditions (follow up of policy n° 2)

This policy is proposed in two sub-policies, each one focusing on a specific aspect of working conditions:

### Policy n° 5.1: Joint committee on working conditions

#### *Content and implementation (continues)*

- the change of HSR role: design a European directive introducing this new figure of HSR
- to provide a training plan by category concerning the legislative regulation of the number of training hours. An entry level is envisaged for each worker with a subsequent variable plan for each worker with the number of hours envisaged. Then, 2-3 intermediate checks are foreseen to see the evolution. Even though the right to lifelong learning is part of the "Lisbon Strategy", being a key element of European identity, its application certainly varies greatly from one European country to another, and some rules are fundamental to guarantee its application
- the training package should provide 60-180 hours with intermediate checks so that the training is customised in distinct parts.

# THE POLICIES - AREA 2: Industrial governance

## Policy n° 5.1: Joint committee on working conditions

### *Timing*

The implementation of the technology has to be defined before. Then there needs to be an ongoing training and competence plan. The license must be updated every three years (as the CEO) and/or at each renewal of the contract (it should be every year). The implementation could take from 2 to 3 years due to the complexity of this policy.

### *Who is in charge*

European Commission, which makes regulations and applies them for everyone.

# THE POLICIES - AREA 2: Industrial governance

## Policy n° 5.2: The worker at the centre of the technological evolution of the company

### *Context*

As each technological change must follow a certification to certify the worker, there is a need for certification of skills following technological change. The tool is already there, it just needs to be revitalised

### *Content and implementation*

- to create a new licence that obliges the company to create the training and upskilling. Within the licence there is recognition of professionalism. Future expansion plans will all be technological, so a licence is needed because it has implications on liability;
- to do the training, an application of the skills certification system is needed. While all stakeholders agree, someone is worried about the complexity, with a high risk of bureaucracy, and suggest negotiating agreements at branch level, followed up by negotiations at company level.
- to design a European Directive on the recognition of competences in the technological evolution
- to establish a joint commission that has equal powers and is used to overcome new obstacles
- in addition to sectoral licences, there should be a general license, as a harmonisation tool.

# THE POLICIES - AREA 2: Industrial governance

## **Policy n° 5.2: The worker at the centre of the technological evolution of the company**

### ***Timing***

The implementation of the technology has to be defined before. Then there needs to be an ongoing training and competence plan. The licence must be updated every three years (as the CEO) and/or at each renewal of the contract (it should be every year). The implementation could take from 2 to 3 years due to the complexity of this policy.

### ***Who is in charge***

European Commission, which makes regulations and applies them for everyone.

# THE POLICIES - AREA 2: Industrial governance

## Policy n° 6: Replacement tables: Company skills plan / Intertemporal workforce placement plan Strengthening of second-level collective bargaining

### **Context**

Nuanced strategies are required for different types of companies. It is crucial understanding the current and required skills for effective and competitive functioning. Larger companies, equipped with HR resources, implement re-training plans, while smaller companies tailor strategies based on client needs and internal requirements. Public and private companies are different, and the involvement of trade unions in preparing these plans is suggested.

### **Content**

- to establish a dedicated team for skill changes
- to assign a responsible person within the company who personalises the company's concerns. This person oversees the skills plan and collaborate with trade unions, adapting the plan based on the needs of the company and its clients

# THE POLICIES - AREA 2: Industrial governance

## Policy n° 6: Replacement tables: Company skills plan / Intertemporal workforce placement plan Strengthening of second-level collective bargaining

### *Content (continues)*

- each company (the dedicated team) should create a plan which we may call the updated “Replacement Tables” to do the following:
  - the company skill plan, is a list of skills available and needed in the company's workforce (and thus of job positions). This can ensure a proper organisation of the (re)training of workers to keep pace with new technologies and can help HR for new hirings
  - the intertemporal workforce placement plan, in line with the skills plan, can visualise the required working hours per function in the company over time. In this way, shortages of skilled workers can be avoided and internal movements of (re-qualified) workers between functions can be ensured, making sure that the right workers, right skills and right pace are followed, without firing any current workers. This requires a major change in the HR function: moving from purely administrative management to a key strategic role in the development of the company's overall performance

# THE POLICIES - AREA 2: Industrial governance

## Policy n° 6: Replacement tables: Company skills plan / Intertemporal workforce placement plan Strengthening of second-level collective bargaining

### *Content (continues)*

- to define a regulation capable to make voluntary reskilling rewardable for workers, for example by offering some bonus in salary or some other advantages with regard to career progression steps
- to make voluntary reskilling rewardable for companies, including tax incentives, also taking into consideration: (i) the level of involvement of voluntary participation of employees in reskilling processes; (ii) the size of the related investments; and (iii) the quality of the reskilling processes, for example basing the related evaluation on a common reskilling standard
- to ensure close coordination between company level and national/general agreements, in particular for update of tasks and task switching:
  - introducing flexible and effective mechanisms to ease tasks shifting at different levels of collective bargaining providing for broader duties or allowing performing different duties for specific periods
  - negotiating rules that can balance the emerging need for flexibility, without undermining the **protection of wages and rights**

# THE POLICIES - AREA 2: Industrial governance

## Policy n° 6: Replacement tables: Company skills plan / Intertemporal workforce placement plan Strengthening of second-level collective bargaining

### *Content (continues)*

- to make the transition from one task to another more effective and smoother; for example, balancing the emerging need for flexibility, with the protection of salary and right
- to introduce mandatory reskilling in all aspects related to the impact of digitalisation and automation on work-safety
- to set up a regularly updated catalogue of the jobs' descriptions of the future to better characterise the work and, consequently, the workers' features. This requires a huge amount of work that is out of reach for small companies; in this case, external, accredited "referents" can be very useful (see next point);
- to introduce a special training commissioner who would have relevant knowledge of the new skills needed, also highlighting that the impact of automation on workers could be mitigated by the development of several different common skills



# THE POLICIES - AREA 2: Industrial governance

## Policy n° 6: Replacement tables: Company skills plan / Intertemporal workforce placement plan Strengthening of second-level collective bargaining

### *How to implement the policy*

- creating KPIs to measure the objectives of the enterprise (production side) and working condition (labour side) and to balance the gain of each side. Involve in KPIs' definition who is concerned
- to define a regulation to make the transition from one task to another more effective and smoother
- use social dialogue and a regulation to introduce mandatory reskilling in all aspects related to the impact of digitalisation and automation on work-safety
- ensuring training is a key part of labour uplevelling (also) for company's sake
- the updated catalogue of the jobs' descriptions of the future is implemented through:
  - "regulation first". All newly introduced innovations and unregulated markets must go through a testing period at least at the transnational legal level
  - the regulation could introduce measures to make the social and institutional dialogue on a new catalogue efficient, for example, by reinforcing dialogue between collective bargaining and the institutional level so that the approach is as concrete and streamlined as possible

# THE POLICIES - AREA 2: Industrial governance

## Policy n° 6: Replacement tables: Company skills plan / Intertemporal workforce placement plan Strengthening of second-level collective bargaining

### *How to implement the policy (continues)*

- the special training commissioner should work within a context in which:
  - a social dialogue on a possible common skills-based system is defined, in particular with reference to workers involved in digitalisation and automation processes
  - measures are introduced to encourage the creation of a common skills-based system on digitalisation and automation processes in transport sector. This system should work as a kind of reference entity, also at European level, for training in digitalisation and automation in order to make expertise in this field more uniform and thus foster transnational dialogue
- legal incentives and framework on a case-by-case basis are used
- legislative measures to frame the importance of the second-level collective bargaining



# THE POLICIES - AREA 3: Training and reskilling

## Policy n° 7: The up skilling, reskilling and long-life learning

### *Context*

A systematic survey of declining and of expanding functions and competences allows for a migration strategy that implies a massive effort to up-skill and qualify the workforce: tomorrow's industry will rely heavily on today's workforce.

The issue is how to introduce such a change in transport, an activity showing a too weak attractive power regarding young professionals, in addition with an intense turnover hindering skill enhancement.

The public companies can reskill the workers, but smaller companies cannot frequently reskill and specialise their workers.

# THE POLICIES - AREA 3: Training and reskilling

## Policy n° 7: The up skilling, reskilling and long-life learning

### Content

- to associate the company's training plan with the company's strategic plan (see policy n°6)
- to base the plan on a detailed mapping of the company's jobs, in line with the company's goals and technology trends (see policy n°6)
- to incentivise (through EU/national funds) transport operators to design and implement a company training plan defining the needs for reskilling/upskilling and life-long learning of the common skills and specialised skills (see policy n° 6); to identify the skills of the future, create multi-skilled teams and added value to jobs; to include reverse mentoring. The plan must take into account and preserve the company's culture
- to establish a permanent effort, combining initial and lifelong learning; initial training for all members of the company will contribute to overcoming shortages in talent as well as to increase the job satisfaction
- to provide an initial training for newcomers. In many countries, initial training structures and programs in transport are fragmented and not easily visible or accessible for young people who are unfamiliar with the educational structures available to them

# THE POLICIES - AREA 3: Training and reskilling

## Policy n° 7: The up skilling, reskilling and long-life learning

### *Content (continues)*

- to provide lifelong learning programme based on the analysis of the needs of the workplace and the key points for the digital advancement of the company, to improve technological skills and add value to the job. The programme should be jointly defined by employer and employee who have also decide how to administer the training: in public or private schools/educational institutions or through professional giving the courses inside the company
- to provide training related to cross-sector technologies (automation, digitalisation, decarbonised energy, etc.) that strongly impact transport activities but not limited to them, thus requiring a priority interest
- each transport sector has its own characteristics, and the sectorial plan should be adapted to the particular needs of each company inside the sector
- to provide an easy and affordable access to education related to the jump innovations and their implementation, organisation, management, application and control, including cyber-security and safety issues. Access to adequate education and training is not only important for the current workforce but includes up-skilling of users and citizens in general

# THE POLICIES - AREA 3: Training and reskilling

## Policy n° 7: The up skilling, reskilling and long-life learning

### *How to implement the policy*

- to provide EU-funded incentives for the design and implementation of the training plan inside each transport company, combined with policy n° 6; the company must design the plan;
- to review and evaluate after the workers' training to ensure that the required skills are provided
- to provide regulatory actions, e.g., in the case where training is made mandatory for contractors of major public works and transport companies operating services under Public Service Contracts
- trade unions and workers must be directly involved in the process of the training plan that must be flexible and personalised by going down to detail. The committee could offer a series of recommendations, which are not binding, but which could help to define a common line of action
- to map existing organisations and programmes as first step, allowing efficient information tools for potential pupils and students
- a comparable effort must be made for lifelong training (mapping, information, diagnosis, planning), including also the links with initial training



# THE POLICIES - AREA 3: Training and reskilling

## Policy n° 7: The up skilling, reskilling and long-life learning

### *How to implement the policy (continues)*

- to make access to training programs easier, several didactical formulas are available: distance (digital) learning, summer courses, short sessions imbedded in ongoing activity, etc.;
- cross sector technologies imply that professional training implies a mix of in-house and outside teaching resources. Such a mix facilitates the introduction of new knowledge into existing structures, with the overlap of current and future modes of operation and a corresponding migration process
- such a training strategy will embrace all levels of qualification. In particular, post-graduate highly-skilled jobs (talents) are a key component of effective, internationally competitive solutions. They need to be given a broad, interdisciplinary education, a basis for specific professional skills (Internet of Things, block chain, etc.) that will be constantly evolving in the future
- to put the reskilling of the employees inside the condition of the tenders. After the reskilling, there is a raise in the performance of the workers: a higher commercial speed is a way to measure the better performance. Better efficiency means better services

# THE POLICIES - AREA 3: Training and reskilling

## Policy n° 7: The up skilling, reskilling and long-life learning

### *Timing*

- the plans must be done as soon as possible (short term)
- the training developed by each company and be regularly updated (every year)
- the mapping of existing organisations and programmes must start immediately, aiming at a mid-term planning for implementation
- the need for training is constantly reviewed so that the worker can adapt at best to the needs of his/her position and the company is underlined

### *Who is in charge*

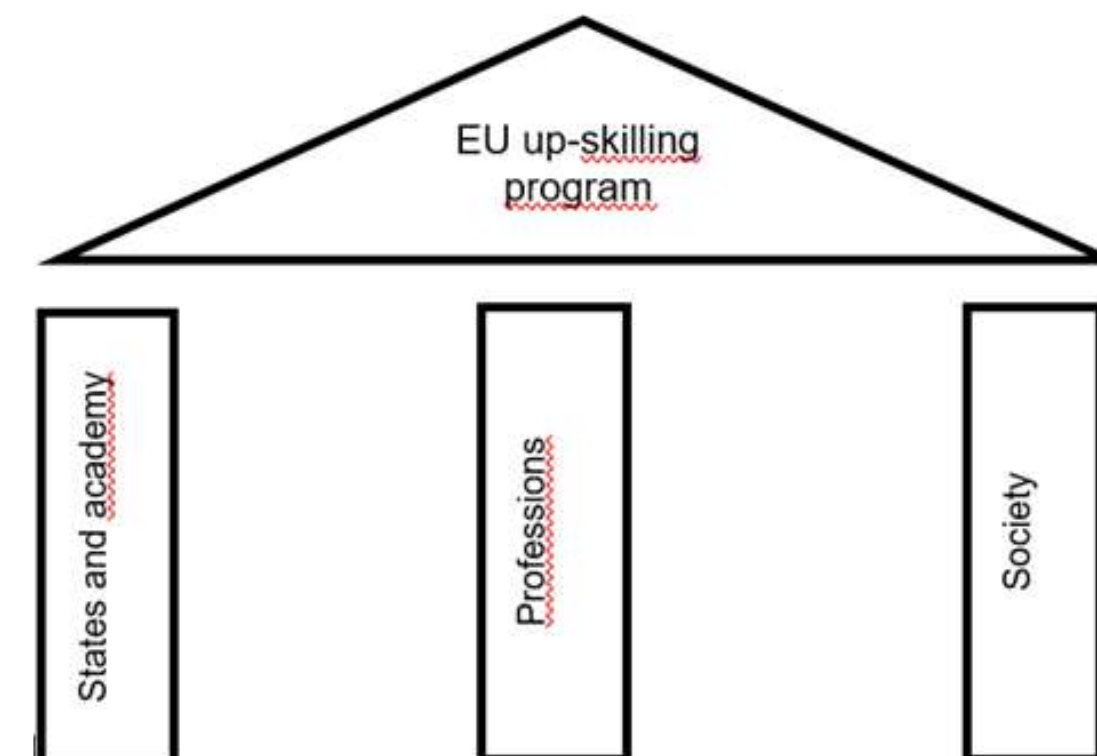
- the companies should be responsible for the development and implementation of the training plan
- the mapping of existing organisations and programmes must be driven at national (education ministries) and EU level. A diagnosis allows identifying bottlenecks and issues, at EU level
- public authorities (Ministries of Education and Higher Education) and academic institutions
- professional bodies and businesses (employers and trade unions)
- citizens via political institutions (at national level and in the EP, in charge of ethics and standards)

# THE POLICIES - AREA 3: Training and reskilling

## Policy n° 7: The up skilling, reskilling and long-life learning

### Who is in charge

- On top of these three pillars, a cross-national European program will play an important role of harmonisation and synchronisation



- In each country, professional training is opaque for many potential pupils and students. A great confusion exists between diplomas, degrees, grades, certificates, etc., validated or not by official authorities or professional agreements. Europe can help clarify and clean up the situation, as it already did with the ECTS and Erasmus system for general education. The coherence of titles will also help easy movements of citizens to work in all EU countries.

# THE POLICIES - AREA 4: Minimisation of workforce exclusion and exploitation

## Policy n° 8: Implement governments awareness in the work nature changes

### **Context**

Governments are involved in many aspects of this policy: social regulation, technical regulation, education and training, etc. In some countries, negotiations take place between "social partners", without state interference, and lead to collective agreements. In other countries, the State takes part to discussion and may translate the agreement into a law or it can have a law voted if there is no agreement between partners

### **Content**

- to provide social dialogue, essential for governments in building a new approach
- to provide new employment measures that recognise the evolution of work in the transport sector, such as new regulations for workers in non-standard employments
- to establish a collaboration between governments and industry stakeholders to establish ethical and safety standards for the development and use of new technologies

# THE POLICIES - AREA 4: Minimisation of workforce exclusion and exploitation

## Policy n° 8: Implement governments awareness in the work nature changes

### *How to implement the policy*

- a regulation is needed to make the dialogue between government and social parties effective and successful
- a regulation is needed to define new employment measures for non-standard employments

### *Timing*

- Very short term

### *Who is in charge*

- Companies and HR departments
- Regions and municipal bodies
- Trade unions
- Governments



# THE POLICIES - AREA 4: Minimisation of workforce exclusion and exploitation

## Policy n° 9: Fostering female representation in the transport sector

### **Context**

Female workers are underrepresented in the transport sectors; many jobs position in the sectors suffer from a traditional gender-bias, in terms of being perceived as jobs for men.

Women are usually represented in the sector in administrative role. These positions are the firsts prone to be made superfluous or in outnumber by automation.

### **Content**

- to avoid making differentiation between workers based on gender, and to strive for work-life balance and equal opportunities regardless of gender, easing barriers and providing more rights
- to provide a harmonising legislative framework to erase the gender gap, where individual rights are chosen by the individual regardless of their gender [it is warned that legislating only for women runs the risk of preferring to hire only men, this being counterproductive for women, even though gender quota have also been helpful in reducing inequalities]. Whether or not to take parental leave or telework should be a free and universal choice, so that it does not become an incentive not to hire women because of maternity (leave)

# THE POLICIES - AREA 4: Minimisation of workforce exclusion and exploitation

## Policy n° 9: Fostering female representation in the transport sector

### *Content (continues)*

- to introduce new technologies that can improve the level of gender equality by enabling new ways of working and managing work-life balance, e.g. remote working and flexible working hours. Giving real opportunity to choose to work remotely can ensure a better participation of female workers in the transport sector. Flexibility of schedules and rosters according to the worker's needs are also needed to ease participation of people with children in the transport workforce
- to spur a cultural change, which can only be achieved through a process that relies also on external events and sources not directly connected with transport sector developments

# THE POLICIES - AREA 4: Minimisation of workforce exclusion and exploitation

## Policy n° 9: Fostering female representation in the transport sector

### *How to implement the policy*

- collective bargaining agreement can ease the pressure of child-bearing people
- legislative action should focus on be practically viable and immediately applicable to address gender gap, going towards a gender-neutral approach
- providing workers with devices that enable them to connect and work from their homes
- more work options that facilitate family choices based on their circumstances or preferences
- central government funding
- enforcement of equality laws
- awareness initiatives and educational programmes starting in kindergarten and continuing through university and into working life, to foster cultural change on gender-biased stereotypes

# THE POLICIES - AREA 4: Minimisation of workforce exclusion and exploitation

## Policy n° 9: Fostering female representation in the transport sector

### *Timing*

- Cultural change is a long-term goal, but action is needed as soon as possible to make gender-neutral the workers' representation in the transport sector
- Equality rules could be easily enacted, but their implementation in real life still depends on cultural environment. For collective bargaining agreements, refer to policy n°2

### *Who is in charge*

- The company through monitoring committees, HR department, trade unions, and regulatory bodies.
- This general cultural change requires the action of public institutions and the private sector in complex, long-term but now-needed changes that can only be beneficial to the diversity and thus efficiency of the sector

# THE POLICIES - AREA 4: Minimisation of workforce exclusion and exploitation

## Policy n° 10: Protecting older workers from the challenges of reskilling

### **Context**

Older workers may have additional problem in keeping the pace in the reskilling/upskilling process. The age at which someone is considered an "older worker" varies depending on the sector, role, and factors like context and job safety. Sometimes, older workers prefer severance pay and dismissal rather than retraining and adapting to new technologies.

### **Content**

- to define percentages of older workers according to the number of workers in the company
- to provide mandatory training to older workers, tailored to bridge the gaps
- to give priority to workers with experience, able to resolve incidents in comparison with new employees
- to find alternative roles for older workers that leverage their experience without compromising safety
- to consider career switches before reaching "old age" to ensure a smooth transition
- to establish a figure, the "internal mentor", that acts as a trainer within the company – with an interesting trade-off between generations, where older and younger workers help each other to learn

# THE POLICIES - AREA 4: Minimisation of workforce exclusion and exploitation

## Policy n° 10: Protecting older workers from the challenges of reskilling

### *How to implement the policy*

- to support and invest in re-skilling or alternative roles for older workers approaching retirement
- to categorise old age by sector and responsibilities, consult with trade unions, and provide career consultation and advice for older workers
- to ensure, when possible, that older workers are put in the least-changing job position, safeguarding integrity of work life and not causing irreversible unemployment
- to provide recommendations by the Ministry of Labour
- to define pre-established professional development plans
- to provide action for ensuring awareness of the worker by knowing at each stage in the company what role they are going to perform
- to provide tailor-made training and job rotation, with an internal mentor
- to value the experience of seniors through internal procedures

# THE POLICIES - AREA 4: Minimisation of workforce exclusion and exploitation

## Policy n° 10: Protecting older workers from the challenges of reskilling

### *Timing*

- Action is needed as soon as possible to preserve older workers job security. For collective bargaining agreements, refer to policy n°2.

### *Who is in charge*

- Companies and workers
- Trade unions
- Ministry of Labour
- European Commission

# THE POLICIES - AREA 4: Minimisation of workforce exclusion and exploitation

## Policy n° 11: Protecting workers with disabilities

### *Context*

The degree of disability is relevant, as well as the need to adapt jobs and give them priority in positions related to public employment.

### *Content*

- to give them priority for public positions
- to use digitalisation to give them more opportunities, leveraging technology to making jobs more accessible to people with disabilities (e.g., leveraging technology to make their jobs easier or enable them to work in jobs that would otherwise not be possible)
- to facilitate their access to the labour market
- to facilitate their training for their incorporation into the labour market

# THE POLICIES - AREA 4: Minimisation of workforce exclusion and exploitation

## Policy n° 11: Protecting workers with disabilities

### *How to implement the policy*

- to define percentages of workers with disabilities according to the number of workers in the company (in the U.S., this policy is controversial and referred to as “affirmative action”; it can include other populations such as women and minorities)
- to define regulations and laws favouring the hiring of workers with disabilities (they already exist, but often not applied)

### *Timing*

- Short term, with a gradual approach that could be more effective

### *Who is in charge*

- National governments
- Companies
- Trade unions

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## STAKEHOLDERS FORUM



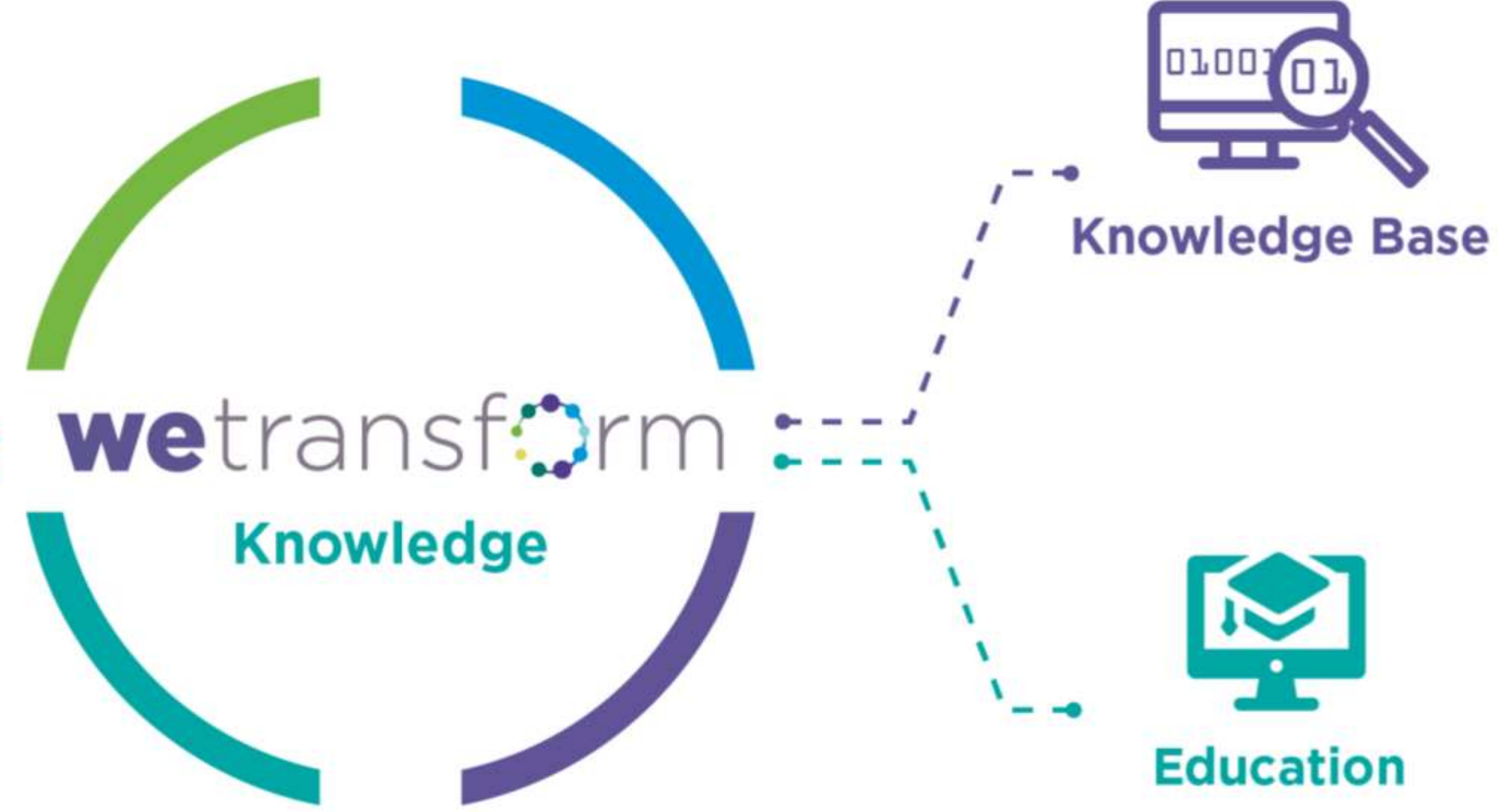
Julie Castermans





Sustainability of the project outcome


# THE LIVING HUB



TARGETED TYPOLOGIES

# STAKEHOLDER FORUM

- Related to the project objectives
- Different sizes organisations (e.g. multinationals, SMEs) per category

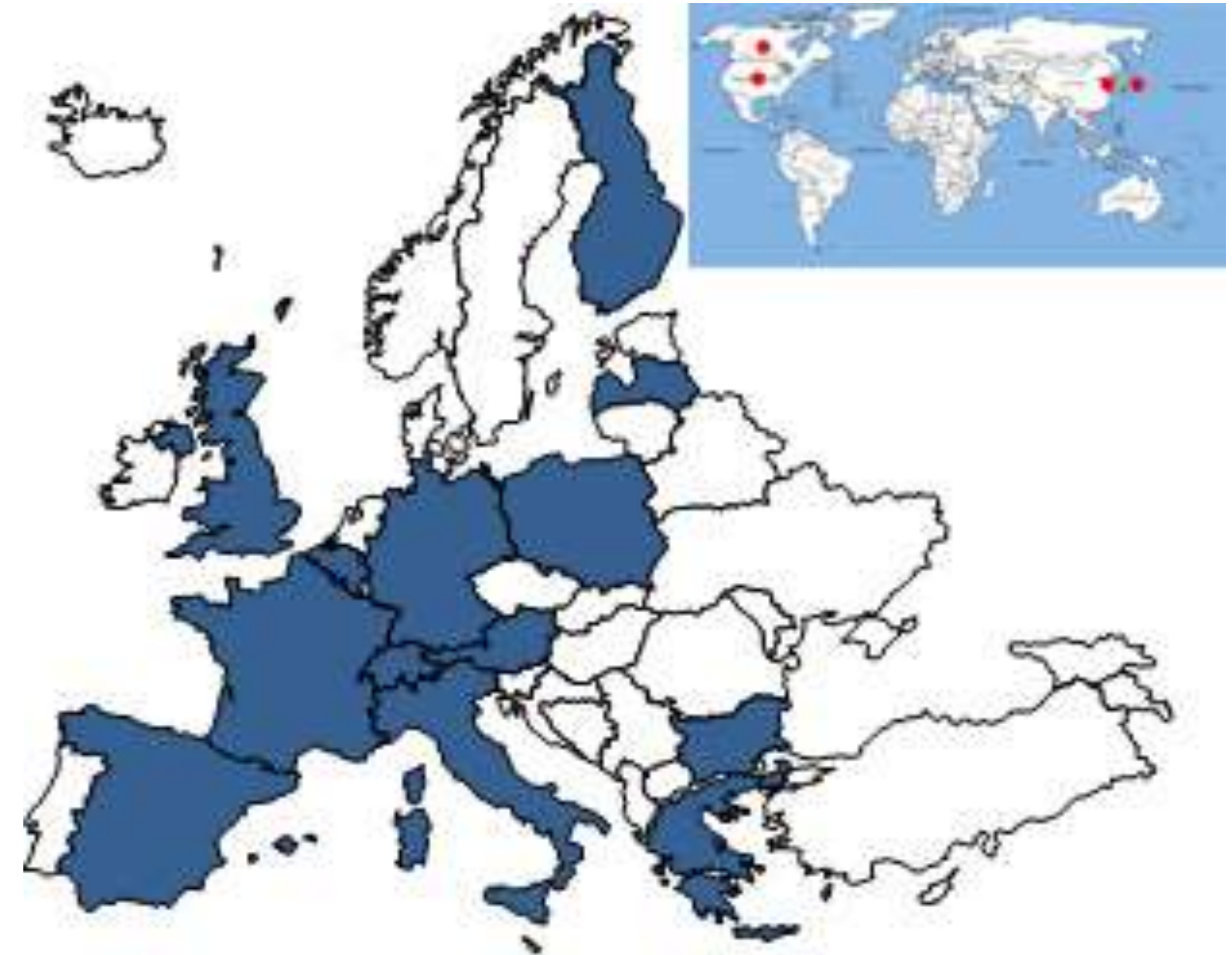
Stakeholder Category	Sub-categories
Citizens	Workers 
Users	User associations (incl. informal civil associations) Consumer associations Transport user association (including Passengers)
Social dialogue actors	Trade Unions Employer organisations Associations/ Federations of workers/ employers]
Public institutions	EU institutions. National, regional (ministries.) and local (cities) authorities Transport Authorities/ Public Transport Authorities
Research organizations	Academia Research organisations and associations
Transport industry	Manufacturers (OEM) Automotive suppliers Car dealers (including maintenance and repair) Road operators Transport operators Freight transport operators Infrastructure Managers Transport Service Providers All related associations
Industry (others)	Tourism, banking and finance, agriculture, energy, construction sectors Telecom operators
Technology provider	Technology developers ITS associations
Other	Consulting firms Expert platforms & individual experts

*The backbone of the project*

# THE CONSORTIUM

## REPRESENTATIVENESS

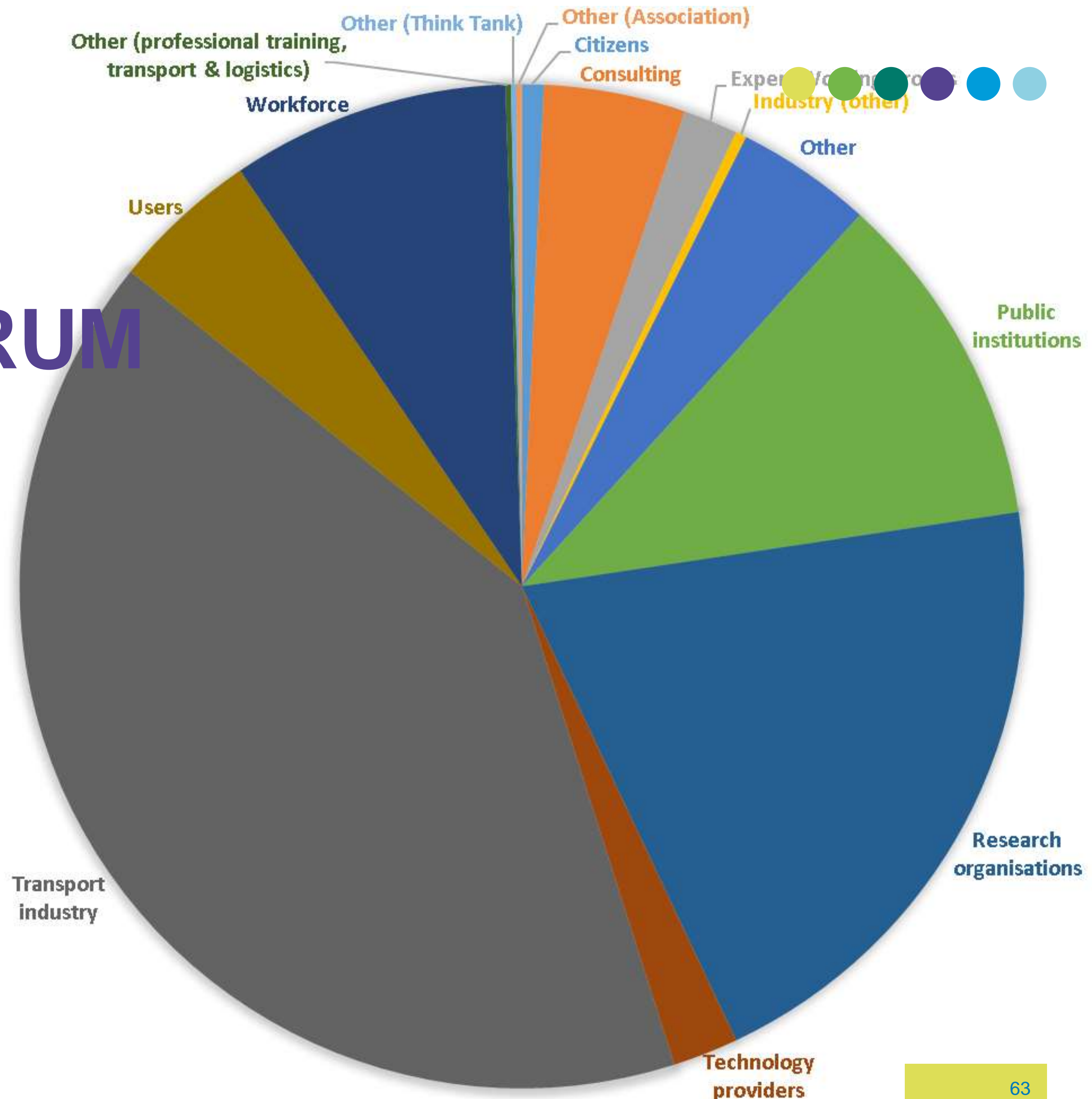
- **GEOGRAPHICAL**  
12 European countries and 4 overseas countries in Asia and America
- **SECTORAL**  
Transport industry (incl. logistics), public authorities, workforce and citizens
- **(Transport) MODAL**  
Road, rail, water, air



COMPOSITION

# STAKEHOLDER FORUM

- Consortium Partners
- Advisory Board Members
- Associated Partners
- Online Forum applications
- Participants in Living Hub activities
  - > 600 contacts from 450 different organisations and 40 countries

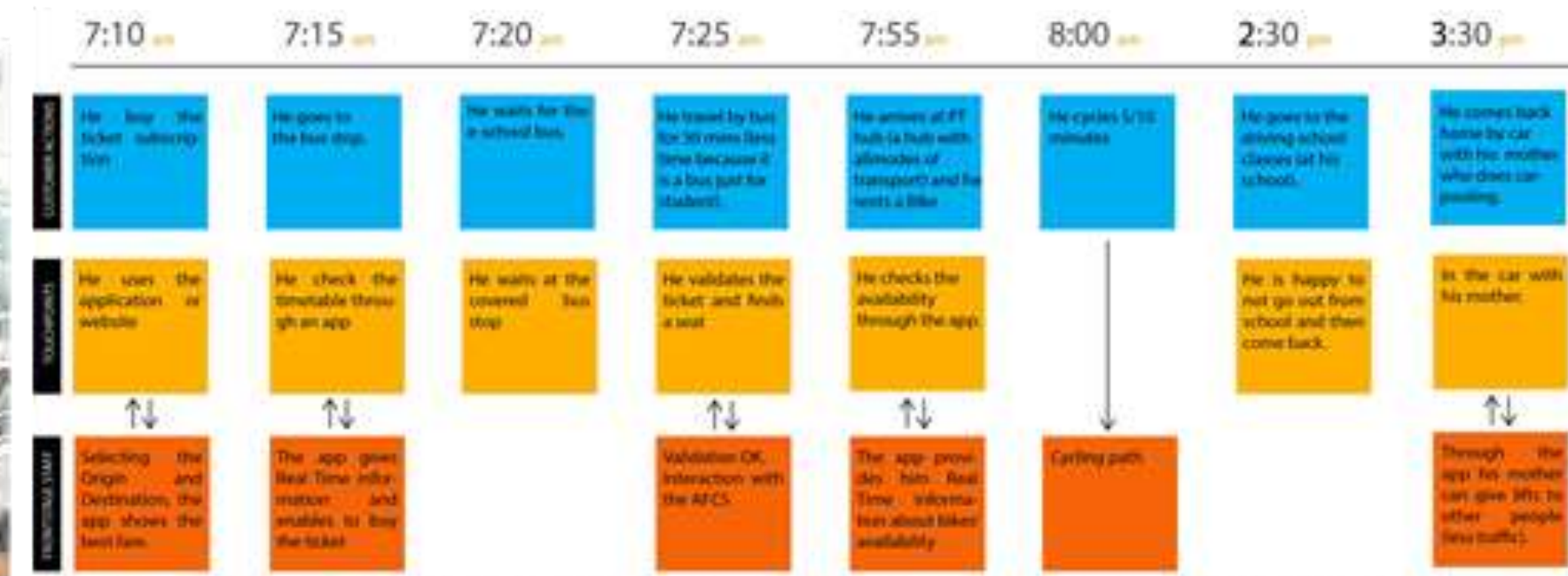
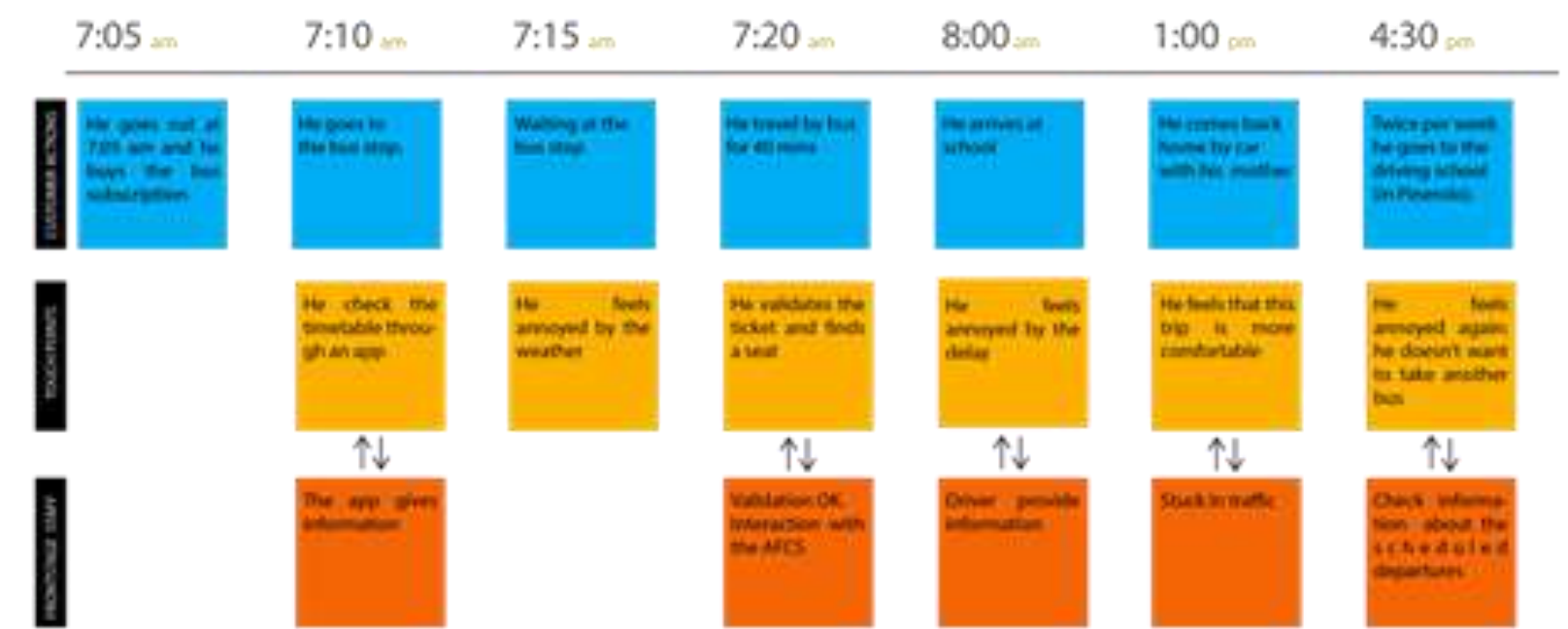




Co-creation activities

# METHODOLOGY

- 6 workshops
- 8 thematic area groups
- 1 survey (online) & 83 interviews
- 23 Focus groups
  - 5 dedicated ones with workers

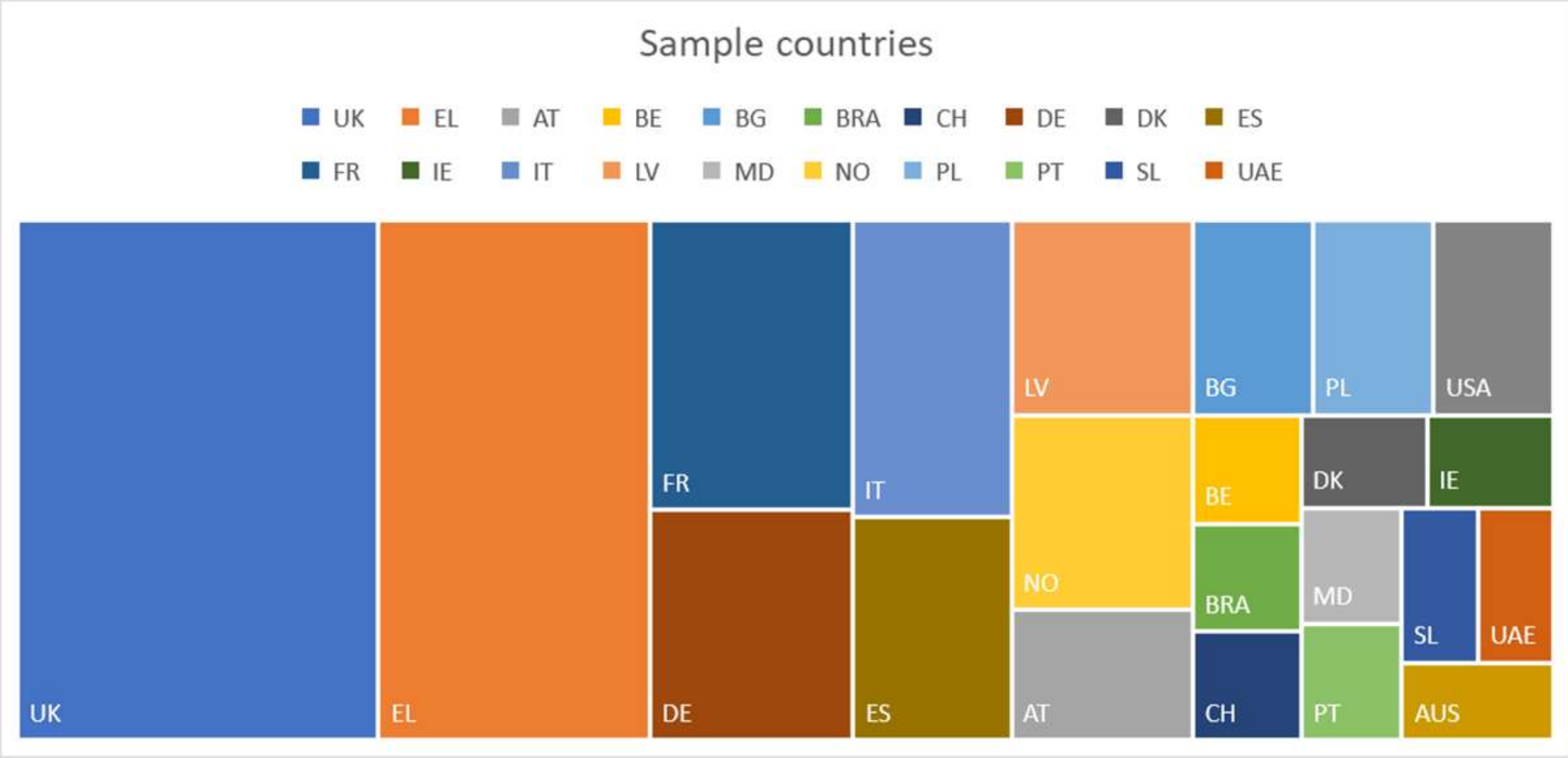
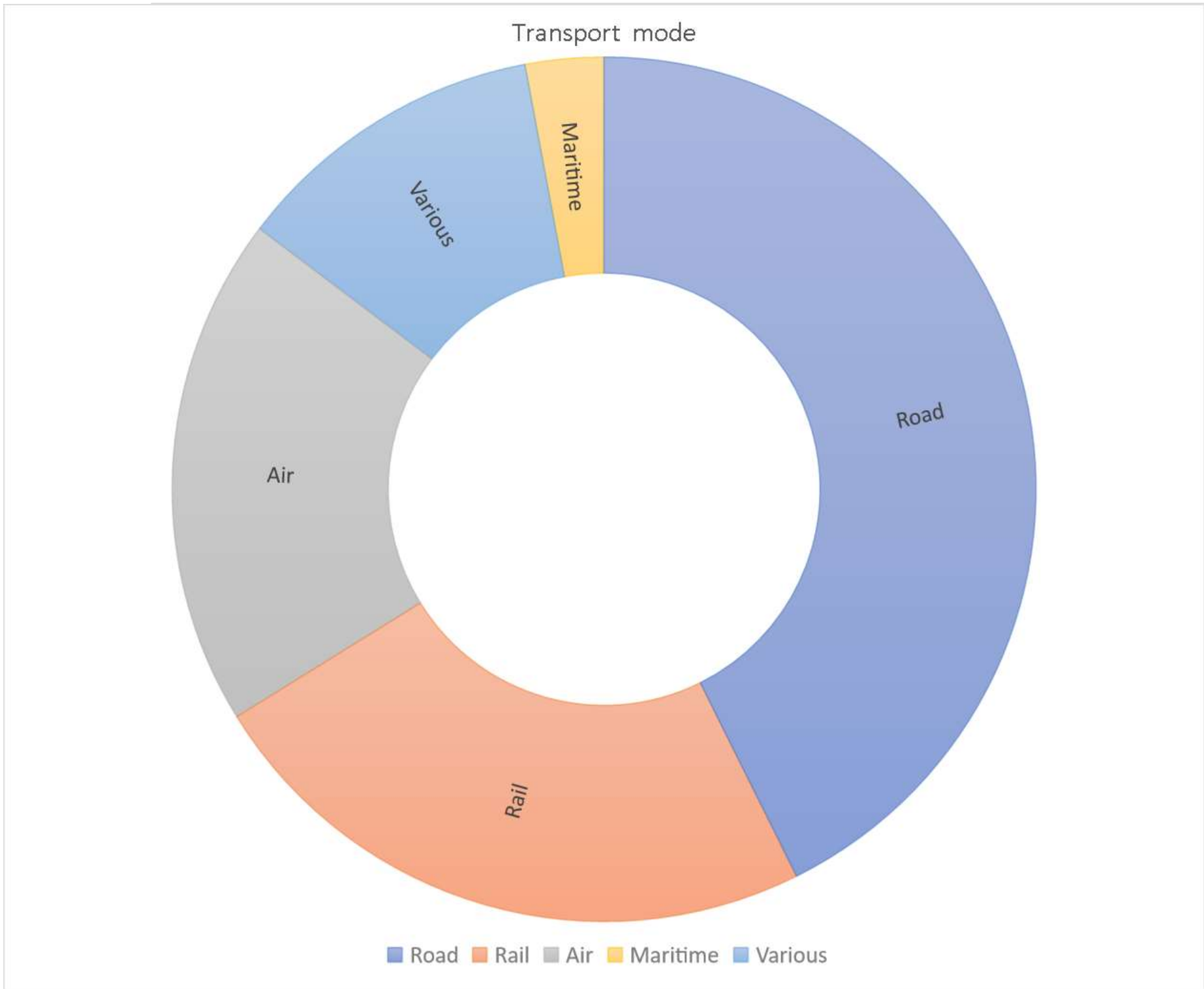






Co-creation activities

# SURVEY & INTERVIEWS



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Research  
25%

Co-creation activities

# FOCUS GROUP

- Athens - GR (2)
- UK - online (2)
- Italy - online (3)
- Wroclaw - PL
- Paris - FR (2)
- Riga - LV
- Valencia - ES
- Bologna - IT
- San Francisco - US
- Sofia - BU
- Stuttgart - DE
- Brussels - BE
- Washington - US

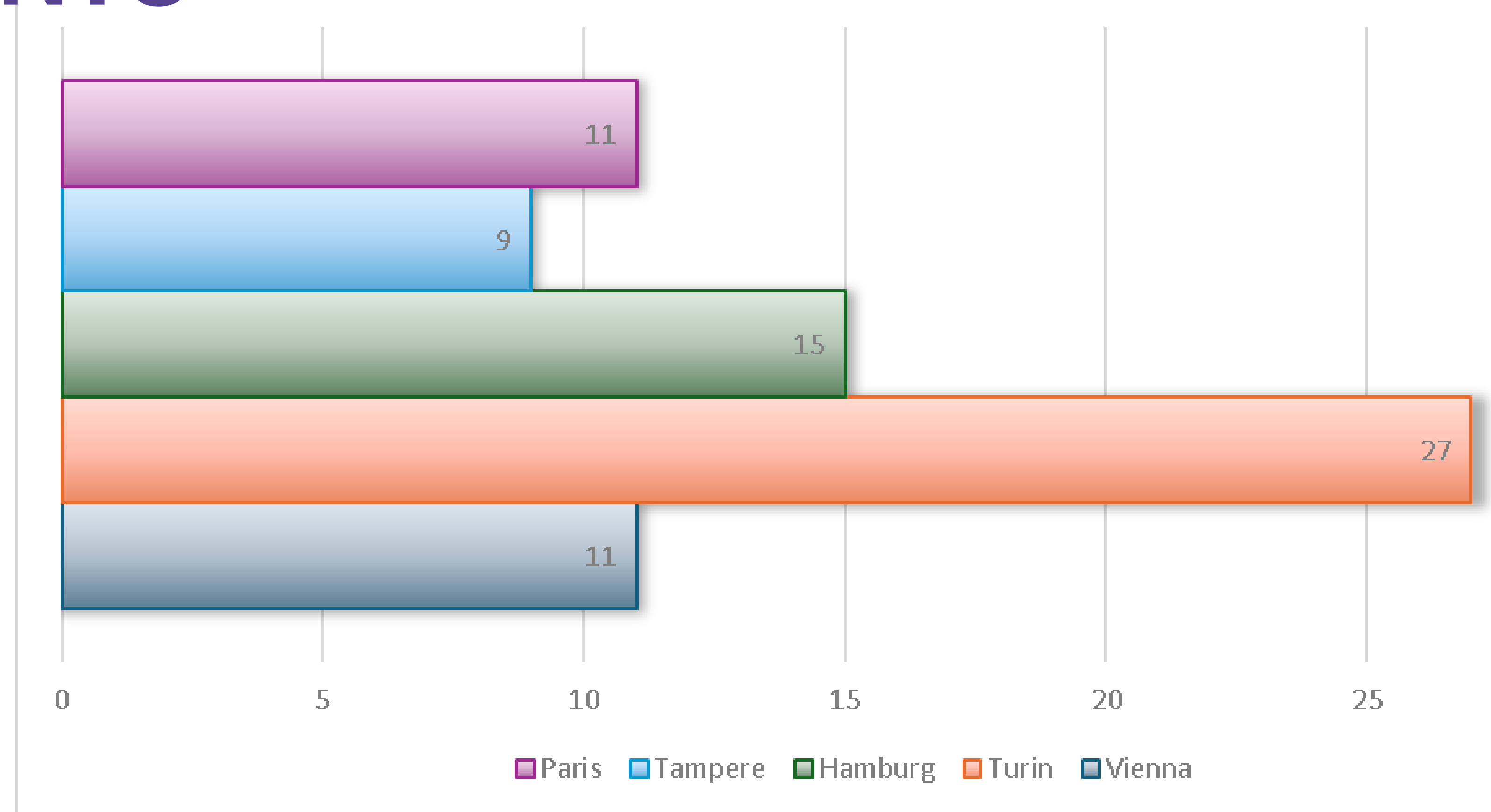




Co-creation activities

# WORKERS EVENTS

- Vienna - AT
- Turin - IT
- Tampere - FI
- Hamburg - DE
- Paris - FR





Co-creation activities

# THEMATIC AREAS

- Phase II: 8 Thematic Areas groups
  1. Governance of transition and regulation
  2. Industrial goals to develop between same-level workers in different sectors of the transport industry
  3. Minimisation of flexing processes in the reskilling of the workforce
  4. Platform for gig workers exploitation and production
  5. The role of local and regional authorities
  6. Role of workers in Automated Public Transport Settings
  7. Regulation of transition in the view of collective bargaining
  8. Automation and sustainability

What  
How  
When  
Who



# BUSINESS MODEL OPTIONS & IMPLEMENTATION ROADMAP



George Lamah  
Charlotte Burnod

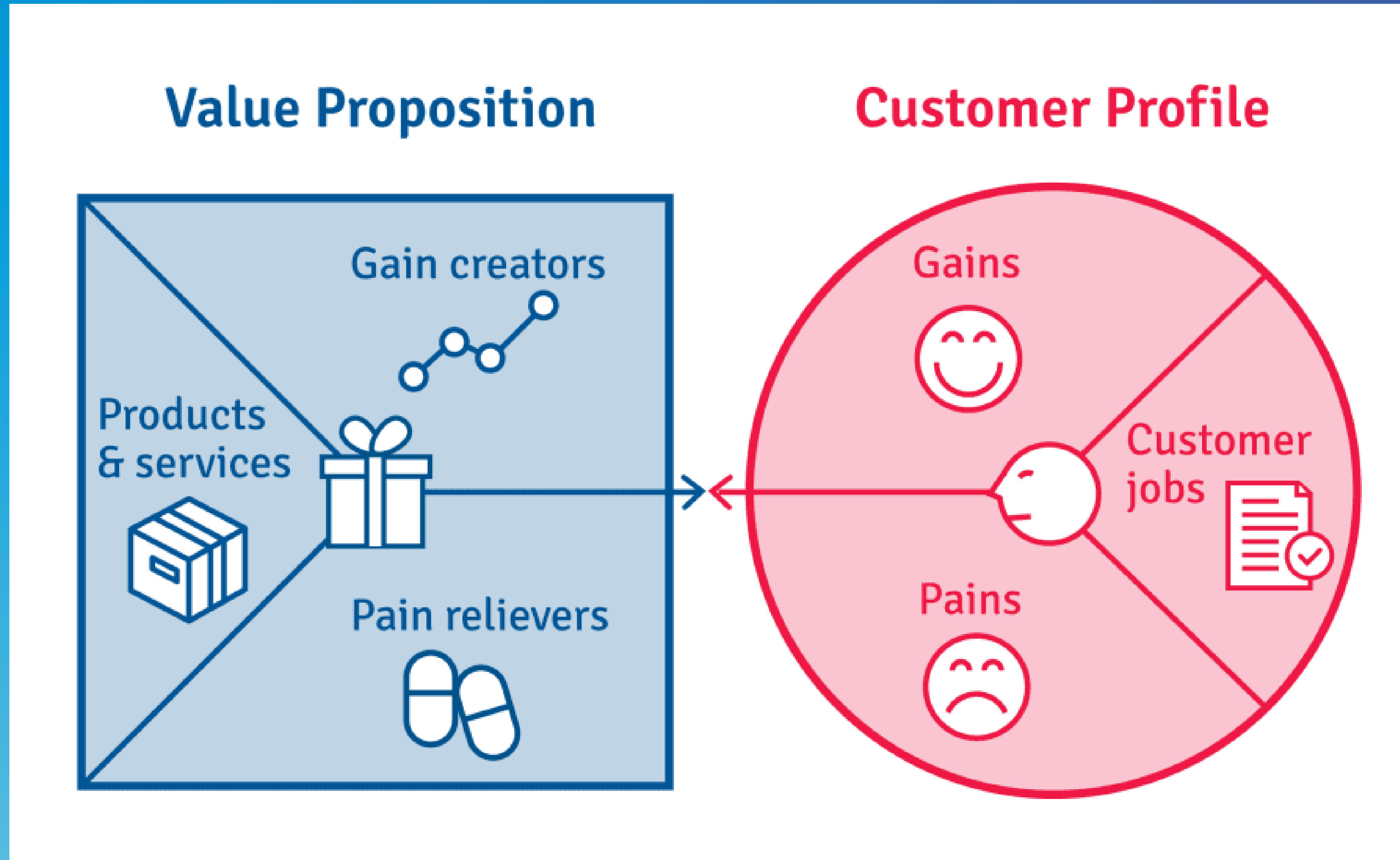




# Outline

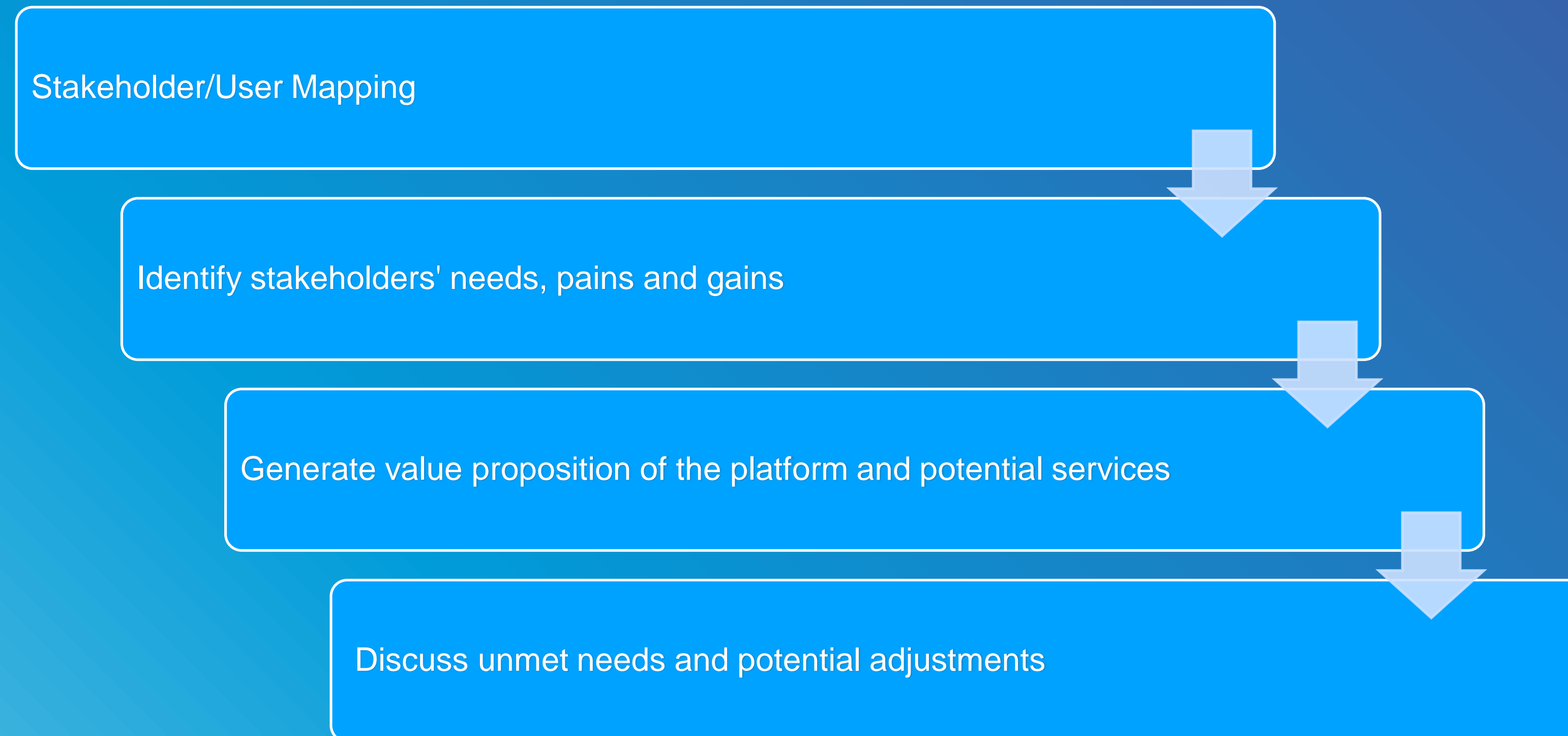
- Value proposition
- Business model options & cost estimates
- Governance model options
- Roadmap and sustainability strategy

# VALUE PROPOSITION OF THE PLATFORM

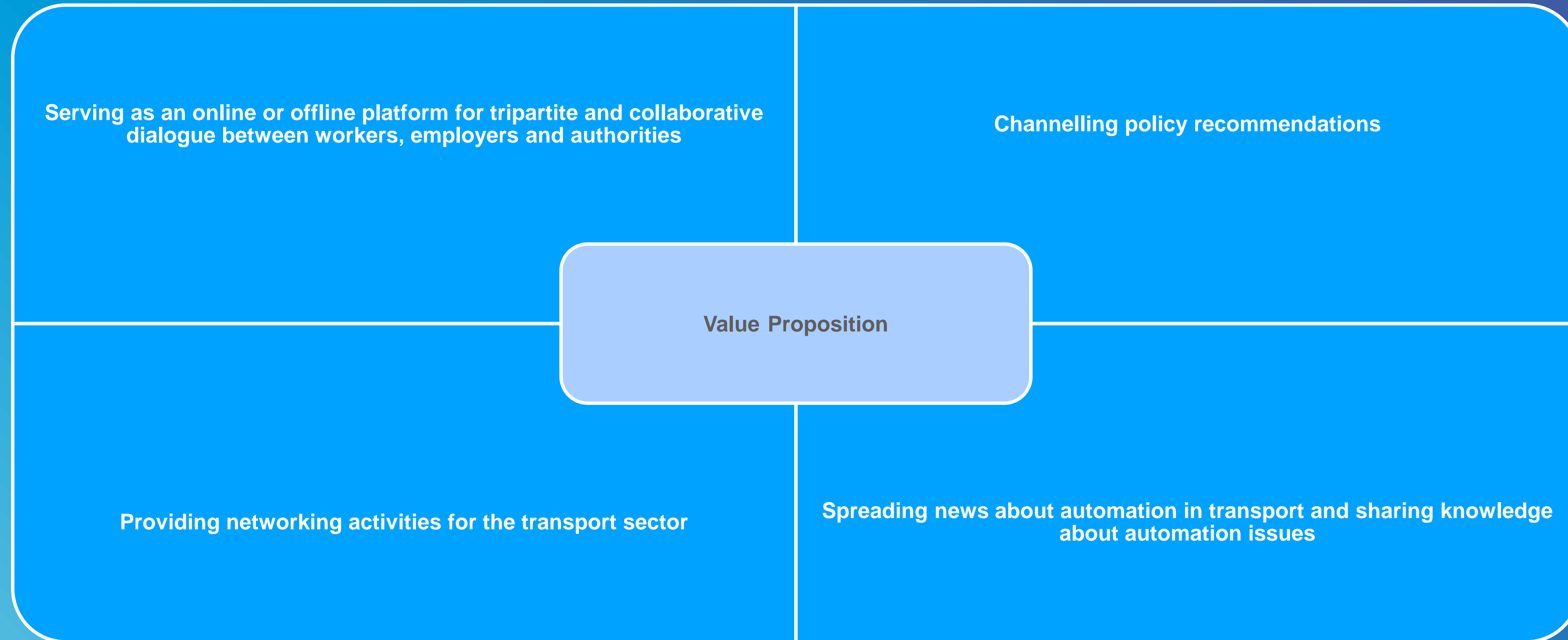


Value Proposition Canvas  
Adopted from Osterwalder et al. (2014)

# VALUE PROPOSITION OF THE PLATFORM



# VALUE PROPOSITION OF THE PLATFORM



<b>Key partners</b> <ul style="list-style-type: none"> <li>Who are our key partners?</li> <li>Who are our key suppliers?</li> <li>Which key resources are we acquiring from our partners?</li> <li>Which key activities do partners perform?</li> </ul>	<b>Key Activities</b> <ul style="list-style-type: none"> <li>What key activities do our value proposition require?</li> <li>Our distribution channels?</li> <li>Customer relationships?</li> <li>Revenue streams?</li> </ul>	<b>Value Propositions</b> <ul style="list-style-type: none"> <li>What value do we deliver to the customer?</li> <li>Which one of our customers' problems are we helping to solve?</li> <li>What bundles of products and services are we offering to each segment?</li> <li>Which customer needs are we satisfying?</li> <li>What is the minimum viable product?</li> </ul>	<b>Customer Relationship</b> <ul style="list-style-type: none"> <li>How do we get, keep, and grow customers?</li> <li>Which customer relationships have we established?</li> <li>How are they integrated with the rest of our business models?</li> <li>How costly are they?</li> </ul>	<b>Customer Segments</b> <ul style="list-style-type: none"> <li>For whom are we creating value?</li> <li>Who are our most important customers?</li> <li>What are the customer archetypes?</li> </ul>
	<b>Key Resources</b> <ul style="list-style-type: none"> <li>What key resources do our value propositions require?</li> <li>Our distribution channels?</li> <li>Customer relationships?</li> <li>Revenue streams?</li> </ul>		<b>Channels</b> <ul style="list-style-type: none"> <li>Through which channels do our customer segments want to be reached?</li> <li>How do other companies reach them now?</li> <li>Which one work best? Are more cost efficient?</li> </ul>	
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>What are the most important cost inherent to our business model?</li> <li>Which key resources are most expensive?</li> <li>Which key activities are most expensive?</li> </ul>			<b>Revenue Streams</b> <ul style="list-style-type: none"> <li>For what value are our customers really willing to pay?</li> <li>For what do they currently pay?</li> <li>What is the revenue model?</li> <li>What is the pricing tactics?</li> </ul>	

## The nine dimensions of the Business Model Canvas

To determine a suitable business model for the WeTransform platform during the BMC workshop, project partners were presented with three possible scenarios:

## 1. Freemium model

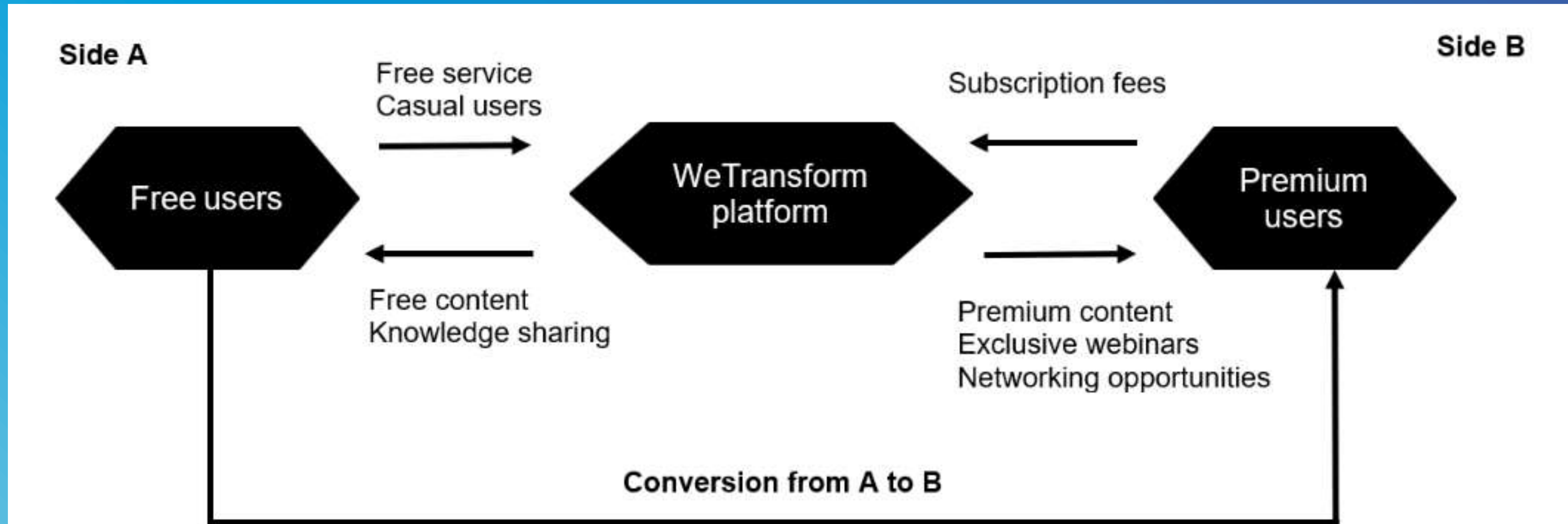


Figure 10 Freemium Model applied to the WeTransform platform

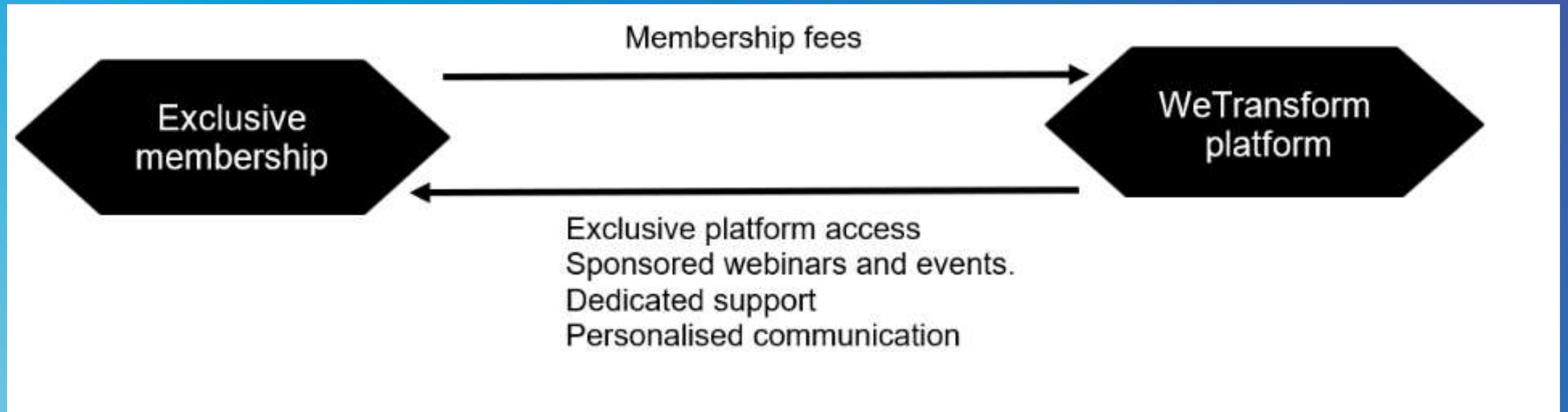
Recreated from Pujol (2010)

<b>Key partnerships</b> <ul style="list-style-type: none"> <li>• Industry associations</li> <li>• Technology providers</li> <li>• Educational institutions</li> <li>• Media outlets</li> </ul>	<b>Key activities</b> <ul style="list-style-type: none"> <li>• Regularly update and curate free content</li> <li>• Create premium content for subscribers</li> <li>• Promote premium features and attract sponsors</li> </ul>	<b>Value propositions</b> <ul style="list-style-type: none"> <li>• Basic access to a wealth of knowledge and best practices for free</li> <li>• Premium subscription for advanced features, exclusive content, and networking opportunities</li> </ul>	<b>Customer relationships</b> <ul style="list-style-type: none"> <li>• Self-service</li> <li>• Community engagement</li> <li>• Regular updates</li> <li>• Email communication</li> <li>• Helpline and customer support</li> </ul>	<b>Customer segments</b> <ul style="list-style-type: none"> <li>• Logistics companies</li> <li>• Manufacturers</li> <li>• Policymakers</li> </ul>
<b>Key resources</b> <ul style="list-style-type: none"> <li>• Content creation team</li> <li>• IT team</li> <li>• Marketing team</li> <li>• Customer support</li> <li>• Legal team</li> </ul>			<b>Channels</b> <ul style="list-style-type: none"> <li>• Website &amp; blog</li> <li>• Social media</li> <li>• Forums</li> <li>• Industry publications</li> </ul>	
<b>Cost structure</b> <ul style="list-style-type: none"> <li>• Content creation costs: hiring writers, researchers, etc.</li> <li>• Technology infrastructure costs: development and maintenance of the platform</li> <li>• Marketing and outreach costs: social media marketing and advertising</li> <li>• Community engagement costs: webinars, workshop, event hosting costs</li> <li>• Miscellaneous costs: customer support, helpline, etc.</li> </ul>			<b>Revenue streams</b> <ul style="list-style-type: none"> <li>• Freemium model with basic access for free.</li> <li>• Premium subscription for advanced features and exclusive content.</li> <li>• Sponsored content and advertising opportunities for businesses.</li> </ul>	

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## BUSINESS MODEL OPTIONS

### 2. Exclusive membership-based model



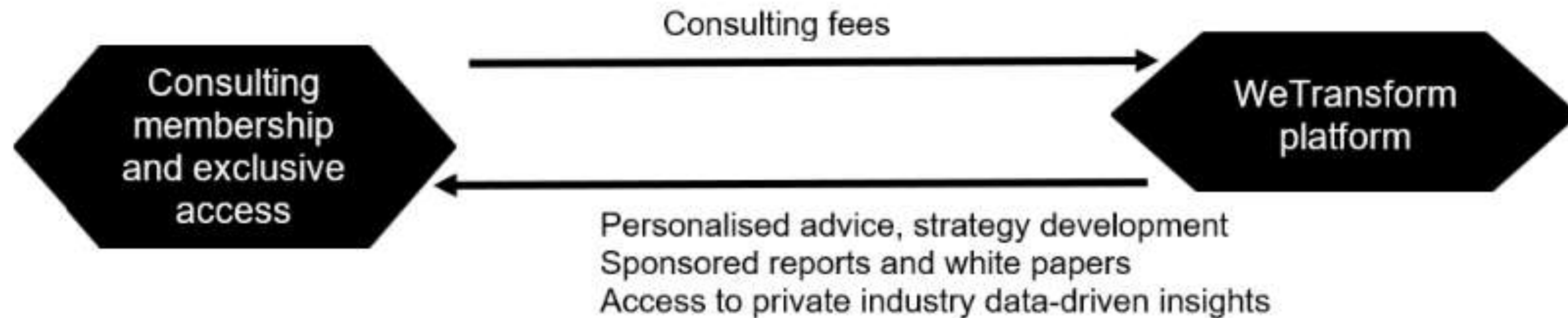
# BUSINESS MODEL OPTIONS

<b>Key partnerships</b> <ul style="list-style-type: none"> <li>• Industry experts</li> <li>• Training providers</li> <li>• Professional associations</li> <li>• Corporate sponsors</li> </ul>	<b>Key activities</b> <ul style="list-style-type: none"> <li>• Curate exclusive and in-depth content</li> <li>• Develop and conduct premium training programs</li> <li>• Facilitate high-level networking events for members</li> </ul>	<b>Value propositions</b> <ul style="list-style-type: none"> <li>• Exclusive membership with access to in-depth industry reports, case studies, and expert forums</li> </ul>	<b>Customer relationships</b> <ul style="list-style-type: none"> <li>• Personalized communication</li> <li>• Networking opportunities</li> <li>• Dedicated support</li> </ul>	<b>Customer segments</b> <ul style="list-style-type: none"> <li>• Manufacturers</li> <li>• High-level executives in transportation</li> <li>• Technology solution providers</li> </ul>
<b>Key resources</b> <ul style="list-style-type: none"> <li>• Subject matter experts</li> <li>• Training developers</li> <li>• Tech infrastructure</li> <li>• Customer support</li> <li>• Marketing team</li> </ul>			<b>Channels</b> <ul style="list-style-type: none"> <li>• Webinars &amp; events</li> <li>• Exclusive platform access</li> <li>• Industry seminars</li> </ul>	
<b>Cost structure</b> <ul style="list-style-type: none"> <li>• Technology infrastructure costs: development of premium content, training platform costs, etc.</li> <li>• Marketing and outreach costs: promotion of exclusive membership</li> <li>• Miscellaneous costs: customer support, helpline, etc.</li> </ul>			<b>Revenue streams</b> <ul style="list-style-type: none"> <li>• Membership fees for exclusive access.</li> <li>• Sponsored webinars and events.</li> </ul>	

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## BUSINESS MODEL OPTIONS

### 3. Consulting-based and data driven model



# BUSINESS MODEL OPTIONS

<b>Key partnerships</b> <ul style="list-style-type: none"> <li>Government agencies</li> <li>Data analytics providers</li> <li>Consulting firms</li> <li>Research organisations</li> </ul>	<b>Key activities</b> <ul style="list-style-type: none"> <li>Collect and analyse industry data</li> <li>Offer consulting services for tailored solutions</li> <li>Regularly publish data-driven reports and insights</li> </ul>	<b>Value propositions</b> <ul style="list-style-type: none"> <li>Access to data-driven insights and industry trends</li> <li>Consulting services for implementing automation and digitalisation strategies</li> <li>Sponsored reports and whitepapers</li> </ul>	<b>Customer relationships</b> <ul style="list-style-type: none"> <li>Specialized consultations</li> <li>Regular consultation and webinars</li> <li>Collaborative partnerships</li> </ul>	<b>Customer segments</b> <ul style="list-style-type: none"> <li>Policymakers</li> <li>Government agencies</li> <li>Large logistics companies</li> </ul>
	<b>Key resources</b> <ul style="list-style-type: none"> <li>Data analytics team</li> <li>Consulting team</li> <li>Technology infrastructure</li> <li>Marketing team</li> <li>Legal team</li> <li>Customer support</li> </ul>		<b>Channels</b> <ul style="list-style-type: none"> <li>Data driven reports and whitepapers</li> <li>Social media</li> <li>Industry webinars</li> </ul>	
<b>Cost structure</b> <ul style="list-style-type: none"> <li>Data collection and analysis tools and software costs</li> <li>Marketing and outreach costs: promotion of data driven insights</li> <li>Technological costs: developing a platform for delivering insights and consulting services</li> </ul>			<b>Revenue streams</b> <ul style="list-style-type: none"> <li>Consulting fees for personalized advice, strategy development and access to data-driven insights</li> </ul>	

General cost estimation for the proposed business model scenarios for one year

Cost category <sup>7</sup>	Freemium model	Membership-based model	Consulting-based model
Content creation costs	High	Moderate	Low
Technology infrastructure	High	Moderate	Moderate
Marketing and outreach	Moderate	Moderate	Moderate
Community engagement	Moderate	Low	Low
Miscellaneous costs	Moderate	Low	Low
Data collection and analysis	Low	Low	High
Consulting fees	Low	Low	High
<b>Total estimated costs</b>	<b>Moderate to high</b>	<b>Low to Moderate</b>	<b>Moderate to High</b>

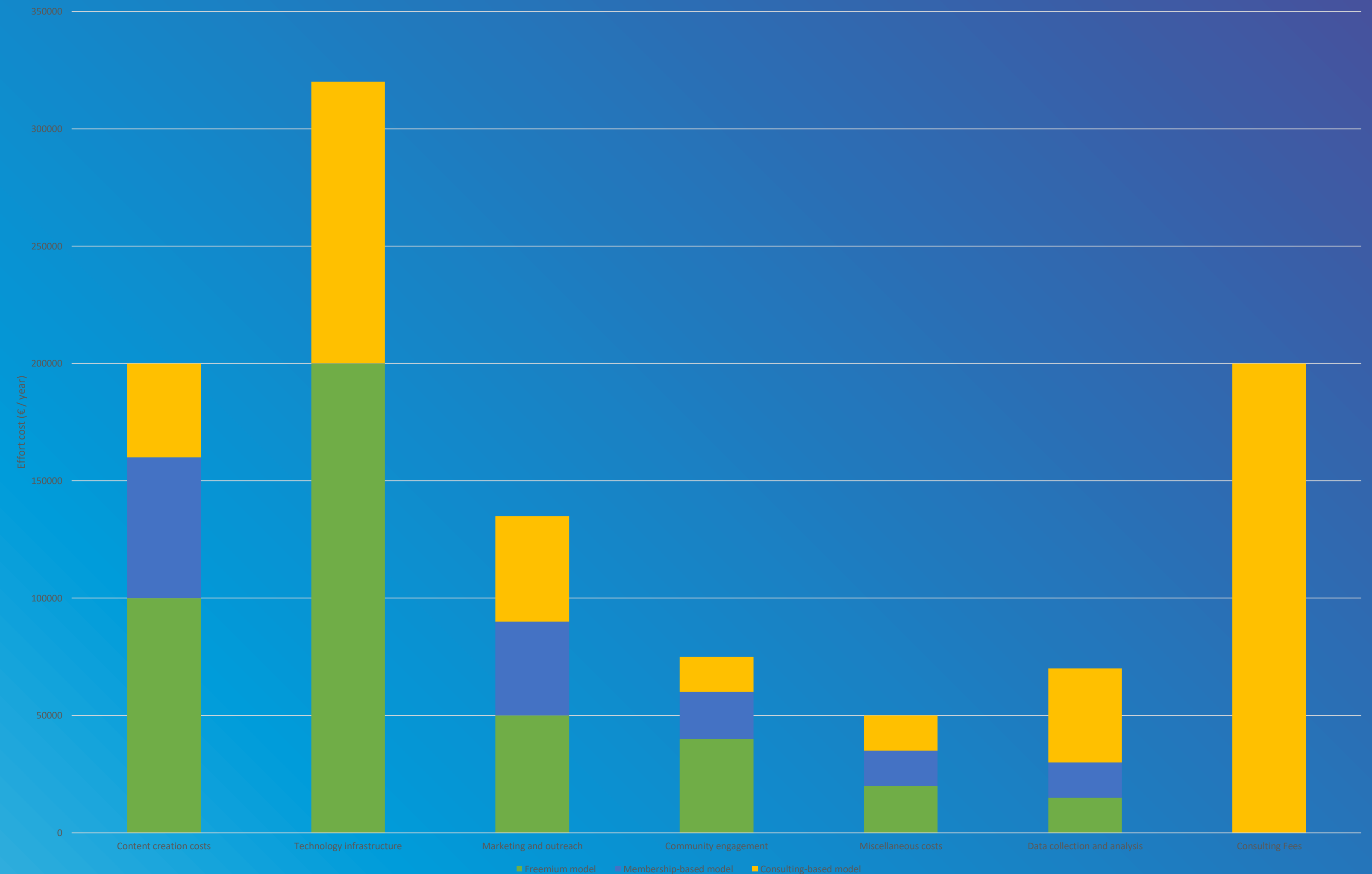
- The estimation was done based on LGI's experience and by allocating person-month (PM) to each cost. Plus, to facilitate the comparison between the different scenarios, effort costs were calculated by PMs into euros using the following equivalence: **1PM = 5,000 €.**
- The numbers and costs provided are rough general estimates and may not reflect the exact costs for the WeTransform platform. This can be only achieved by conducting a thorough market research to gather more detailed and accurate quotes from different value service providers
- Additionally, these estimates do not include potential revenue, and the viability of each model would also depend on the expected income generated from each revenue stream.

Cost category	Effort (PM/year)			Effort Human Costs (€/year)		
	Freemium model	Membership-based model	Consulting-based model	Freemium model	Membership-based model	Consulting-based model
Content creation costs	10 PM – 20 PM	6 PM – 12 PM	4 PM – 8 PM	€50,000 - €100,000	€30,000 - €60,000	€20,000 - €40,000
Technology infrastructure	20 PM – 40 PM	10 PM – 20 PM	14 PM – 24 PM	€100,000 - €200,000	€50,000 - €100,000	€70,000 - €120,000
Marketing and outreach	6 PM – 10 PM	4 PM – 8 PM	5 PM – 9 PM	€30,000 - €50,000	€20,000 - €40,000	€25,000 - €45,000
Community engagement	4 PM – 8 PM	2 PM - 4 PM	1 PM - 3 PM	€20,000 - €40,000	€10,000 - €20,000	€5,000 - €15,000
Miscellaneous costs	2 PM – 4 PM	1 PM - 3 PM	1 PM - 3 PM	€10,000 - €20,000	€5,000 - €15,000	€5,000 - €15,000
Data collection and analysis	1 PM – 3 PM	1 PM – 3 PM	4 PM - 8 PM	€5,000 - €15,000	€5,000 - €15,000	€20,000 - €40,000
Consulting fees	N/A	N/A	20 PM - 40 PM	N/A	N/A	€100,000 - €200,000
<b>Total estimated costs</b>	<b>43 PM - 85 PM</b>	<b>24 PM - 50 PM</b>	<b>49 PM - 80 PM</b>	<b>€215,000 - €425,000</b>	<b>€120,000 - €250,000</b>	<b>€225,000 - €400,000</b>

# we transform

## COST ESTIMATES

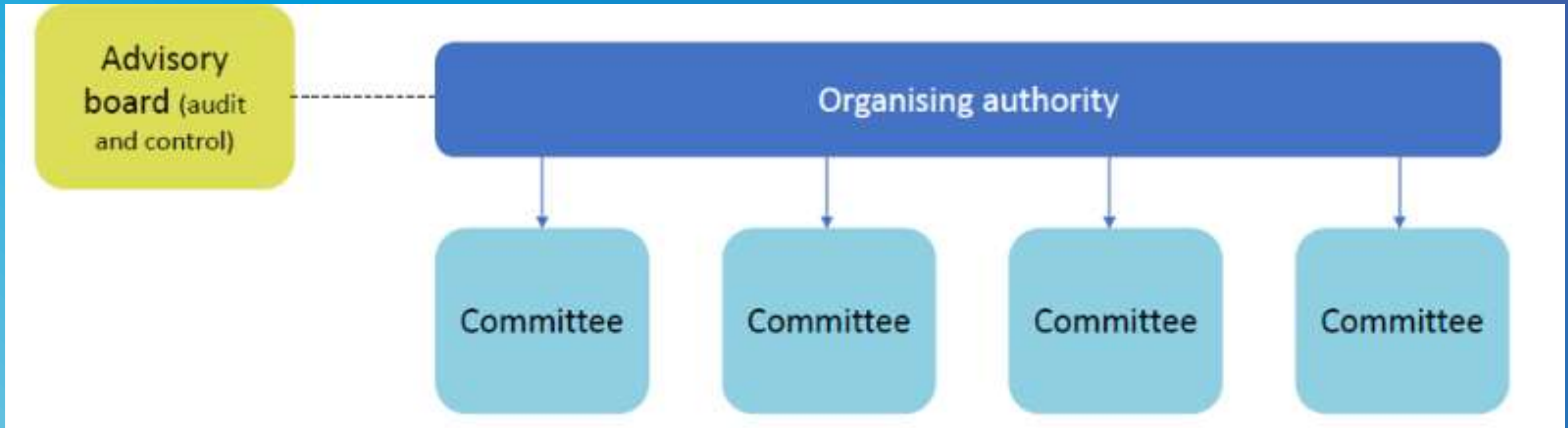
LGI proposes the freemium model for the WeTransform platform, at least for the first two years following the platform's creation, as it can theoretically provide a balance between revenue potential and manageable costs.



# GOVERNANCE MODEL OPTIONS

To determine a suitable governance model for the WeTransform platform during the GMC workshop, project partners were presented with two governance scenarios:

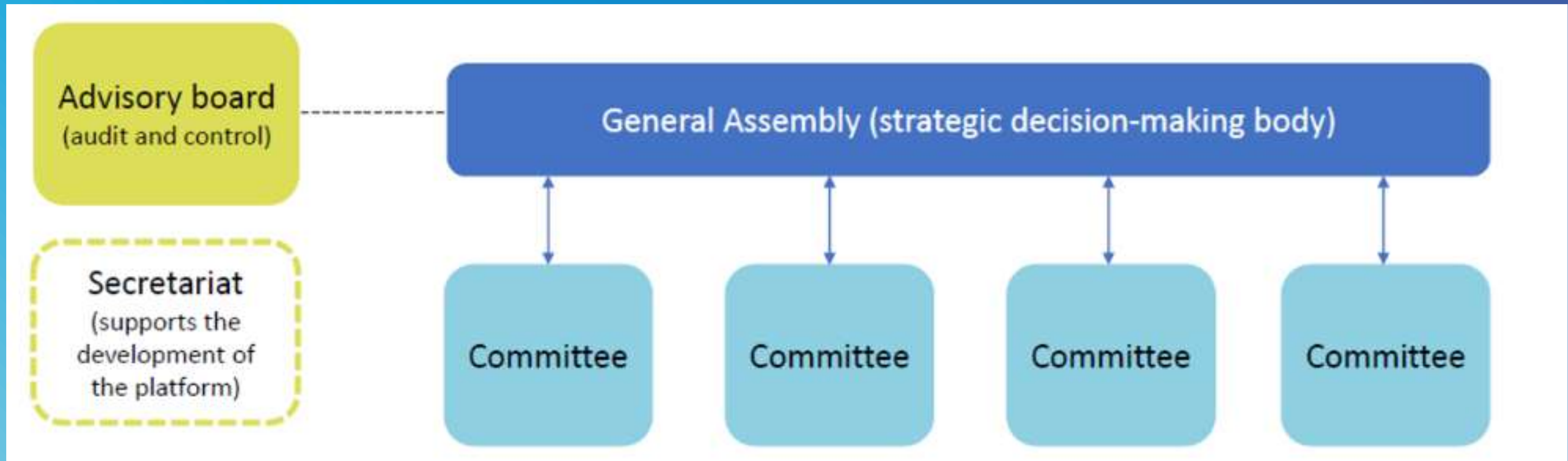
## 1. Directive top-down approach



# GOVERNANCE MODEL OPTIONS

To determine a suitable governance model for the WeTransform platform during the GMC workshop, project partners were presented with two governance scenarios:

## 2. Flexible Bottom-up approach



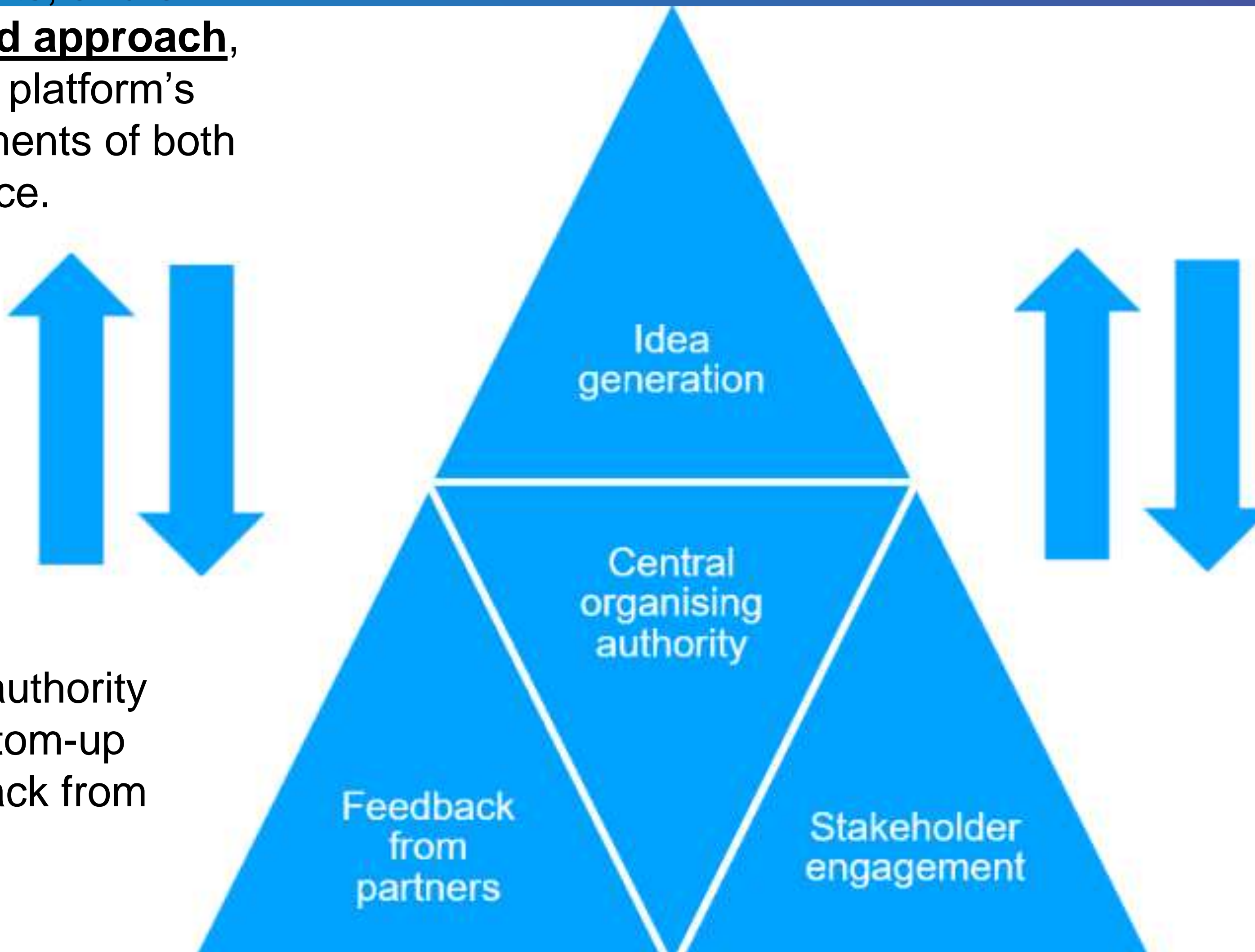
## Top-down approach

## Bottom-up approach

	Top-down approach	Bottom-up approach
<b>Advantages</b>	<ul style="list-style-type: none"> <li>• Efficient decision-making</li> <li>• Clear structure and accountability</li> <li>• Simplified processes for compliance</li> <li>• Rapid response to critical issues</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusivity and diverse perspectives</li> <li>• Stakeholder engagement</li> <li>• Innovation and local knowledge</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>• Risk of alienating stakeholders</li> <li>• Potential lack of input from the ground</li> </ul>	<ul style="list-style-type: none"> <li>• Slower decision-making process</li> <li>• Challenges in maintaining a cohesive vision</li> <li>• Potential for conflicts in decision-making</li> </ul>

# GOVERNANCE MODEL OPTIONS

Based on partners' contributions and insights, and on current best practices, LGI proposes a **hybrid approach**, at least for the first two years following the platform's creation, as it can theoretically combine elements of both top-down and bottom-up governance.



This could involve a central organising authority for key decisions (top-down) and a bottom-up structure for idea generation and feedback from stakeholders

# ROADMAP & SUSTAINABILITY STRATEGY

## Implementation timeline

## Roadmap of proposed key activities

### Short Term<sup>8</sup>

1. **Proof of concept - pilot with selected stakeholders:**
  - a. Conduct a proof of concept for the platform.
  - b. Identify and engage potential highly involved stakeholders from companies, workers, and trade unions.
  - c. Initiate a pilot program to test platform functionalities with the selected stakeholders.
2. **Sign Memorandum of Understanding (MoU):**
  - a. Establish a Memorandum of Understanding (MoU), outlining collaboration terms.
  - b. Engage in negotiations and formalise agreements with key stakeholders.
  - c. Sign the MoU to solidify commitment and cooperation for the platform.

### Medium Term<sup>9</sup>

3. **Structured governance: hybrid approach and stakeholder engagement**
  - a. Implement structured governance mechanisms to handle the growing number of engaged stakeholders.
  - b. Implement a hybrid governance approach, with a central organizing authority for key decisions (top-down) and a bottom-up structure for idea generation and feedback from stakeholders
  - c. Define roles and responsibilities for effective decision-making and collaboration.
4. **Create electronic environment and apply the freemium model:**
  - a. Develop an electronic platform with a freemium business model approach, having free content and premium content.
  - b. Formulate and communicate explicit rules for participation, content creation, and interaction on the electronic platform.

### Long Term<sup>10</sup>

5. **Continuous funding for a financially sustainable hub:**
  - a. Establish mechanisms for continuous funding to support the development and maintenance of the Living Hub and platform.
  - b. Ensure financial sustainability by exploring diverse funding sources, such as partnerships, grants, and subscription models.
6. **Need for re-evaluation:**
  - a. Schedule periodic evaluations to assess the effectiveness and relevance of the Living Hub, including the platform.
  - b. Consider the evolving needs of the stakeholder community in the re-evaluation process.
  - c. Adjust the platform's features, rules, and content based on feedback mechanisms identified through re-evaluation.

<sup>8</sup> Short term: < 1 year

<sup>9</sup> Medium term: Between 1 and 4 years

<sup>10</sup> Long term: > 5 years





# FIRST HYPOTHESIS OF TECHNICAL AND LEGAL PROCESS FOR BUILDING OF THE LIVING HUB



Filippo Traviglia  
Chiara Notaro





“The we-transform proposal aims to apply a participatory approach, using collective intelligence (ci), to generate an evidence-based and action-oriented agenda to tackle the above identified challenges. We-transform, leveraging existing data and people’s expertise, will create a **cross-national living hub as a knowledge & prioritization agenda-creation platform, offering a path forward for smarter decisions, more innovative and evidence based policymaking, through accountable and informed governance**”.

## 2020 Proposal Assumptions



The project aims to “set up and foster a collaborative platform for the discussion of the effects of automation on transport labour with relevant stakeholders. This will be done mainly by the establishment of a cross-national living hub – meant as an **inter-continental European-based platform including Japan, Canada, USA and South Korea – that will comprise of the key stakeholders of all transport modes, researchers, decision makers, trade unions and workers’ associations, according to the professional profiles that have been preliminary identified**”.



“A business model which includes a multiannual financial plan to make the living hub **perennial beyond the duration of this project is foreseen**”.

“the cross-national living hub is the platform for sharing experiences, best practices and requests and needs from the different EU and non-EU stakeholders. It will become the **ecosystem that activates the engagement of the social partners and EU Member States to:** a) **elaborate an action-oriented agenda** for achieving at least an overall neutral impact of automation at the level of the entire economy; b) **increase their participation/involvement in the implementation of identified actions”**.



Therefore ...

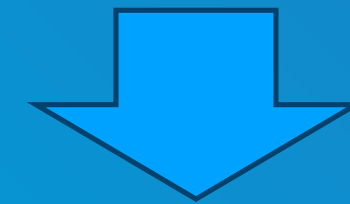


“The living hub will be established as a cross-national platform at EU level, in collaboration with key stakeholders in the US, Canada, Japan and S. Korea, who will replicate locally and nationally our activities to create an **ecosystem in which citizens, even though they are those affected by the transport automation – and, thus, the customers – become one of the main actors of value exchange”**.



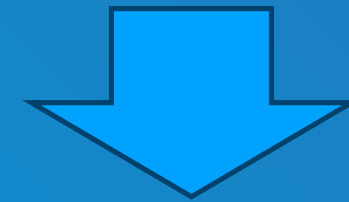
“In the end, the living hub, starting from the co-creation of knowledge thanks to extensive data/information collection and exchange, **will arrive to community capacity building**, strengthening the skills and competencies of communities so they can overcome the impacts on their lives”.

According to the business model, the first step of the technical and legal process for building the living hub is the so-called «Proof of concept – pilot with selected stakeholders», including the following activities: *«Conduct a proof of concept for the platform, Identify and engage potential highly involved stakeholders from companies, workers, and trade unions, Initiate a pilot program to test platform functionalities with the selected stakeholders».*



This introductory and exploratory phase can be conducted **without too much formality**, but with the project coordination itself being in charge.

Following this phase, a Memorandum of Understanding (“**MOU**”) outlining collaboration terms may be signed by the stakeholders, also in order solidify commitment and cooperation for the platform.

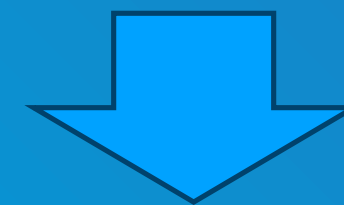


the memorandum should contain the following minimal **essential and fixed elements** of stakeholder agreements, such as:

- those relating to **governance**;
- those relating to **economic and financial commitments**;
- those relating to the definition of the **living hub concrete objectives and purposes** (which will then become the subject of subsequent formal documents, including the association bylaws);
- those relating to **operating commitments and roles**;
- those relating to **decision-making processes**;
- those relating to the **representation** of the living hub;
- those relating to the **nature and type of stakeholders** that may be involved;
- those relating to the **democratic principles** of the structure.

The Memorandum should also indicate a **precise timeframe** within which the negotiations should be concluded, in order to reach a final formalisation of the initiative.

The negotiation based on the MOU principles should lead to the formalisation of the living hub in the legal form to be chosen by the participants according to the essential terms included in the same MOU.



Therefore, all the principles contained in the MOU will be deepened and declined in **actual, binding rules**, and, therefore, in a more **detailed formal act**, which will have to define with reasonable precision, first of all, the governance mechanisms and, subsequently, all the elements that, in summary, had already been the subject of definition in the MOU.

A careful evaluation will have to be made, close to and after the signing of the MOU, with reference to the **legal form to be chosen**, which will also depend on the objectives that the organization will aim to achieve.



In this perspective, the Proposal for a DIRECTIVE OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL (5/9/2023) on **European cross-border associations (ECBA)** offers interesting insights.



This proposal is based on the following assumptions:

“Non-profit associations create economic and societal value across the Union and conduct activities in key sectors such as health, care and social services, culture, employment services, sports, research and development and education. 3.8 million non-profit associations exist in EU Member States contributing 2.9% of EU GDP”

“Acknowledging the need to create an enabling environment for the non-profit sector, the proposal stems from the European Parliament Resolution with recommendations to the Commission on a statute from European cross-boarderassociations and non-profit organisations adopted on 17 February 2022”.

“The proposal is embedded in the broader political objectives of the **European Green Deal** and the **Digital Decade 2030** and embraces the political priority for an economy that works for people. The proposal contributes to the objectives of the Action Plan for the Social Economy and is linked to some of its actions, such as the proposal for a Council Recommendation on developing social economy framework conditions in the Member States and the two Commission Staff Working Documents on ‘relevant taxation frameworks for social economy entities’ and on ‘non-discriminatory taxation of charitable organisations and their donors: principles drawn from EU case-law’.

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**THIS IS NOT THE END**



**Prof. Cristina Pronello**  
*Project coordinator*  
**WE-TRANSFORM**



# AND NOW ?

The project is finished BUT:

- the political agenda must be implemented
- exchanges with key stakeholders will continue
- the living hub must continue to live ...



**New EU Parliament**

**National governments**

**Social parties**

**we**transform



THANK YOU

Contact us

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