**INCOME**

* **What are the income sources**? Could there be any seasonal fluctuations?
* What are the estimated sales? Could this be achieved by meeting market needs and with the available structure?
* What method will be used to charge customers?
* Price strategy based on customer segment **(margins, competition, etc.)** The following must be detailed: production costs, gross product margin, etc.
* Own resources, subsidies, other financial sources (loans, credit accounts, etc.)
* What investment-related growth is expected? What is the **ROI-return on investment**?
* **Where is my company’s income obtained from? Sales**, pay per use, advertising, etc.
* **Pricing mechanisms:** Fixed (list of fixed prices, variable according to the product features, market segment or volume) or Dynamic (negotiation, auctions, purchase time)

**What payment method will be used to pay suppliers?**

**Have any provisions been considered for contingencies?** (delays, breaches, exchange risks, etc.)

**When is the balance point presented?**

**COSTS**

* **Main variable or fixed costs** (lands, manufacture, maintenance, marketing, insurance, taxes, interest, etc.)
* **Have the installation costs and their settlement been taken into account?** (Land, buildings, machinery, vehicles, R&D, feasibility studies, prototyping, set-up costs, licences, patents, etc.)
* **Can I start a business on a smaller scale?** (leasing vs purchase)
* **What payment method will be used to pay suppliers?**
* **Have any provisions been considered for contingencies?** (delays, breaches, exchange risks, etc.)
* **When is the balance point presented?**

**CUSTOMERS OR USERS**

**Who wants to purchase from you?**

* **Features of the end consumers and customers. Who purchases, uses and decides?**
* **People:** age, residence, education, income, profession, digital skills, etc.
* **Companies:** sector, size, income, decision process, purchase history, suppliers, etc.
* **Details about the current market and the stage at which the target market is in:** without any known need, growth, maturity or decline
* **Forecast and speed of the market**
* **What future trends could affect it?**
* **Any possible barriers of entry to the market and how they can be overcome**

**SALES, COMMUNICATION, DISTRIBUTION CHANNELS**

**How should you offer and introduce your offer to the customer?**

* **Means and forms of contact to be used to introduce the product/service to the customer, for him/her to purchase it and to remain a customer** (sales team, website with online sales, advertising, social media, own stores, food and catering channel, wholesalers, etc.)
* **Which are the distribution channels for the products/services offered?** (Delivered directly or through intermediaries through a physical, online or other type of channel)
* **Are there any commercial restrictions?**
* **What are their particular features?** (Packaging, cold chain, labels, etc.)
* **An actual test of how the products/services arrive to customers should be performed**

**VALUE PROPOSAL/OFFER**

**What makes your product/service unique?**

* **Description of the product and/or service offered by customer segment**
* **Need it meets, reasons for purchase**
* **Qualitative and quantitative benefits** (novel, customisation, design, price, accessibility, etc.)
* **Range: What elements of our offer can we reduce, remove or add?**
* **Life cycle of the product and competitive advantage**
* **Features and benefits of the product/service**
* **Is it easy for the customer to understand the value proposal of the product/service? Does he/she need to be educated on any aspect to benefit from all the aspects of the product/service?**
* **Does the product/service replace any other one already on the market? Are there replacement products?**
* **Up to what point does your product/service depend on the user changing his/her beliefs and attitudes? What changes would it require?**
* **The reason why non-customers would not buy from us**
* **Actively listen to the customer: option of getting to know their preferences, suggestions, complaints, etc.**

**ANALYSING THE COMPETITION**

**Why buy from you?**

* **Is the product/service the first on the market or are there similar products available? Is the innovation disruptive or incremental?**
* **Direct competitors, its offer and price. What is its success based on? What innovative ideas have been implemented and what were the results?**
* **Indirect and/or potential competitors: their offer and prices**
* **Positioning against competitors: sales case per segment**

|  |
| --- |
| **KEY SKILLS AND RESOURCES** |
| **What should you invest in?** |
| * **PEOPLE:** promoters’ motivation, training and experience of the idea, required supplementary profiles, way of attracting customers, and how they achieve their commitment for key activities |
| * **MATERIAL:** type of material resources required to each of the activities (facilities, equipment, machinery, material for transport, equipment assets, tools**,** technical equipment, etc.) |
| * **INTANGIBLE:** legal knowledge, data bases, patents and trademarks, industrial and intellectual protection certifications, etc. |
| * **FINANCIAL:** destination and role of the financial resources |

**NETWORK OF ALLIANCES**

**Who should you seek as an alliance?**

* **Supplier details** (raw material, packaging, digitalisation, innovation, logistics and distribution, etc.) **What type of agreements should be reached?**
* **Strategic partners to reach customers:** export agency, Food Cluster, Nekatur, groupings, etc.
* **Network of agents for authorisations and licences** (Provincial Councils, Basque Government, Town Halls, Customs, etc.)

**HOW?**

**KEY ACTIVITIES**

**What will you do to reach your business goals?**

* **Detail the actions to be performed to deliver the value proposal to the customer and ensure that the value generated remains on time** (design, manufacture, product delivery, quality required, healthcare aspects, contact platform and answering questions, promotion activities, cold and early distribution, etc.)
* **Activities required to identify potential consumers/customers and retain them**
* **Actions required to establish alliances**

**WHAT?**

**WHO?**

**RELATIONSHIP WITH THE CUSTOMER**

**How should you treat customers to ensure their loyalty?**

* **What type of relationship do you want to establish with the user/customer along all points of contact** - information, assessment, purchase, delivery, after-sales-? (Personal, automated, through third parties, self-service, etc.)
* **What experience is my customer looking for? How do I cover his/her needs and preferences?**
* **Customer retention model How are the customers’ behaviour keys going to be studied?**

**HOW MUCH?**

 **CANVAS PROJECT XXXXXXXXXXXXXXXX**

**Promoter’s name: E-mail: Phone number: Date:**

**RELATIONSHIP WITH THE CUSTOMER**

XXXXXXX

**KEY ACTIVITIES**

XXXXXXX

**NETWORK OF ALLIANCES**

XXXXXX…

**CUSTOMERS OR USERS**

XXXXXXX

**VALUE PROPOSAL/OFFER**

XXXXXXX

**SALES, COMMUNICATION, DISTRIBUTION CHANNELS**

XXXXXXX

**KEY SKILLS AND RESOURCES**

XXXXXXX

**COSTS**

XXXXXX…

**INCOME**

XXXXXX…

**ANALYSING THE COMPETITION**

XXXXXXX