






# Business Model Canvas WORKSHEET - Group Name: NYS Black Farmers Co-op, "Black Brand"

| <b>*KEY PARTNERS</b>    | <b>**KEY ACTIVITIES</b>    | <b>VALUE PROPOSITION</b>    | <b>*CUSTOMER RELATIONSHIPS</b>   | <b>**CUSTOMER SEGMENTS</b>    |
|--|---|--|---|--|
| <p><b>Who are our key partners? <i>Other Farmers??</i></b></p> <ul style="list-style-type: none"> <li>• "Org-to-Org" partnership approach</li> <li>• Orgs training up and coming farmers               <ul style="list-style-type: none"> <li>◦ Important that farmers are being grown/groomed and introduced to the co-op</li> <li>◦ TA and \$</li> <li>◦ Training</li> <li>◦ Consideration around the #s</li> </ul> </li> <li>• Farm School NYC</li> <li>• Cornell Coop. Ext.</li> <li>• Municipalities</li> <li>• Gleaners??</li> <li>• 43 North in Buffalo</li> <li>• Headwater Co-op (?)</li> <li>• RIT, UB (students) -</li> <li>• Steph Wiley (Hylo)</li> <li>• <b>Black Farmers United</b></li> <li>• Federation of SOuthern Cooperative</li> <li>• Black Farmers Fund</li> <li>• Buffalo Go Green</li> <li>• Food for the SPirit</li> <li>• NEFOC</li> <li>• Soul Fire Farm</li> <li>• Corbin Hill Food Project</li> <li>• NYS 1115 Waiver project</li> </ul> <p><b>What activities will partners perform to support the co-op?</b></p> <ul style="list-style-type: none"> <li>• RIT, UB (students) - create interesting softwares and platforms</li> </ul> | <p><b>What activities do we want to collectively steward</b> (aggregation, trucking and distribution, packaging, marketing, etc.)?</p> <ul style="list-style-type: none"> <li>- Connect with Black farmers throughout NYS who grow food</li> <li>- Pick up produce               <ul style="list-style-type: none"> <li>- <b>Deliver it to buyers in the network direct from farms?</b></li> <li>- Deliver it to a central aggregation station/wash station                   <ul style="list-style-type: none"> <li>- Small number of specific, branded crops</li> </ul> </li> </ul> </li> <li>- Distribute produce to markets that serve underserved populations/areas               <ul style="list-style-type: none"> <li>- Starting out focusing on 'anchor' buyers, and moving towards more direct-to-consumer</li> </ul> </li> <li>- Take phone calls (and other types of requests for bulk quantities of produce               <ul style="list-style-type: none"> <li>- Forward contract "matchmaking" with participating farmers and anchor buyers                   <ul style="list-style-type: none"> <li>- This is strategy #1 to help farmers have the resources to build sustainable practices</li> <li>- Assigning farmers to buyers based on requests</li> <li>- Mapping buyer needs and producer volumes</li> <li>- Growth planning will depend on scale of member farms collectively</li> </ul> </li> </ul> </li> <li>- Members creating compost inputs?               <ul style="list-style-type: none"> <li>- Collecting food scraps - waste diversion - \$ for it</li> <li>- Municipalities? Other orgs?</li> </ul> </li> <li>- Take the phone calls, emails, logistics out of the farmers hands into centralized</li> </ul> | <p><b>Business</b> (what problems we solve for customers, and what we offer each customer segment)?</p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>Community</b> (what problems we solve for the community, and what we offer the community)?</p> <ul style="list-style-type: none"> <li>• Issues of scale and numbers and land access for Black farmers</li> </ul> <p><b>Farmer-Members</b> (what problems we solve for the members, and what we offer them- what qualifies them)?</p> <ul style="list-style-type: none"> <li>• Access to markets</li> <li>• Individual</li> </ul> | <p><b>Types of relationships customers expect?</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>Existing customer relationships?</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> | <p><b>For whom are we creating value</b> (individuals, institutions, retailers and other businesses)? <b>Retail customs (Buyers from the co-op)</b></p> <ul style="list-style-type: none"> <li>• Markets who want to buy specifically from Black farmers</li> <li>• People in need of nutrient dense foods</li> <li>• Farmers markets</li> <li>• Food co-ops</li> <li>• Black-owned business (Juice bars)</li> <li>• Schools, hospitals, institutions and other housing, senior housing               <ul style="list-style-type: none"> <li>◦ Individually we don't operate at a scale to meet need, but together we may</li> <li>◦ Nutritiona</li> </ul> </li> </ul> |

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| <ul style="list-style-type: none"> <li>● Mapping Black farmers across the state (BFU)</li> <li>● Support funding for Steering Committee Stipends, marketing plan, etc.</li> <li>● NYS 1115 waiver project could add a start up boost if we are in accordance with their program - food insecurity and food access</li> <li>● Would our infrastructure have to be formal??</li> </ul> <p><b>What value do we reciprocate to partners?</b></p> <ul style="list-style-type: none"> <li>● High Level insights to the Black farmer mapping project directly from farmers on the ground</li> <li>● We can have a sense of the supply chain, where product needs to go</li> </ul> | <p>automated systems (\$ to create systems - 43 North in Buffalo)</p> <p>Co-packing potential</p> <p>Leaning towards produce, but shared butchering, aggregation and packaging for meat, Value Added products</p> <ul style="list-style-type: none"> <li>- Hot sauce at scale under a shared label</li> <li>- Aggregate hot peppers and spices across farms</li> <li>- Commercial kitchen facility for shared use, shared scheduling</li> <li>- Other Value Added products: <ul style="list-style-type: none"> <li>- Meal kits</li> <li>- Medically Tailored Meals</li> </ul> </li> </ul> <p>Shared buying of equipment and produce (inputs for the farm season)</p> <ul style="list-style-type: none"> <li>- AM Leonard (tool company) has bulk bordering discounts</li> <li>- We can share \$15% off as a member with bulk ordering</li> <li>- Entity can purchase and get sent to addresses</li> <li>- UPS Plastics works the same way. This is a great value that we can offer</li> <li>- Inter-state commerce - as the NYS entity, we could sell to the Southern Federation of Cooperatives (may take something different)</li> </ul> <p>Inter-member buying and selling of produce (Wil's Collards) and get member pricing, farm to farm</p> <p>Shared equipment (bed layer) - take for a week in a shared schedule idea</p> <p><b>What specific products/services will result?</b></p> <ul style="list-style-type: none"> <li>- A state of the art, cream of the crop</li> </ul> | <p>brand visibility</p> <ul style="list-style-type: none"> <li>● Established farmers</li> </ul> <p><b>Who might invest in us?</b></p> <ul style="list-style-type: none"> <li>●</li> </ul> |  | <p>I programs that support the buyers with a subsidy that gives them an advantage to healthy affordable food, not at the cost to the farmers</p> <ul style="list-style-type: none"> <li>● Direct to consumer? <ul style="list-style-type: none"> <li>○ Maybe with meal kits?</li> <li>○ Maybe as Multi-Farm CSA?</li> </ul> </li> </ul> <p><b>Farmers (Producers - membership)</b></p> <ul style="list-style-type: none"> <li>● NYS Farmers! - Question of if we are trying to get aggregated products to effectively do what we are trying to do?</li> <li>● Farmers consuming/gaining access to distribution, a plan for distribution</li> <li>● Business sustainability</li> <li>● Training (could also include new farmers? Maybe in the</li> </ul> |
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coordination system and software for connecting growers to buyers

- Steph Wiley - [Hyla](#)

**What activities does the co-op NOT do for the members?**

- How definitely do we want to engage the marketplace?
- Do we want to be more autonomous within the collective and just share costs and tools?
- Transitioning to a larger co-op

**KEY RESOURCES** 

**Producer-owners (skill we have, skills we need)?**

**What do we need to create value for customers?**

- A very TALENTED and skilled person coordinating on a high level
  - Hired for the co-op
- State of the art logistics system that can ask a farm if they can meet a customer request
  - Custom made software algorithms
- A fleet of distribution vehicles
- A central aggregation station including wash station
- Partners working on network map of prospective members

**Inputs? From where?**

- Supply chain networkers - logistics

**knowledge needed?**

- An assessment/survey of existing softwares that may support the program
- Research into the number and scale of existing Black farmers
- Specific products to focus on?
  - Smaller number of branded crops
- Assessing production planning across

**\*CHANNELS** 

**Reaching customers** (who is aware of us, how do we reach them physically and verbally, how do we stay connected)?

**Marketing and info dissemination:**

- **Social media!** (facebook, instagram, other social medias)
- **Word of mouth and partner referrals** - valuable
  - Ecosystem and network (BFU, BFF)
- **Recruiting membership and educational partners** - folks doing education (in a way a customer
  - Direct to consumer marketing



**Existing market channels** and direct retail portals and memberships - Wholesale portals and systems

- **Education & higher ed**
- **Healthcare**
- **Community Groups**
- **Food Businesses**
- **BFU map** will be a great way to connect people to farms and spread the word about the system
- **Marketing direct TA to farmers** (host workshops on OSHA, Organic

- **future...)** Complete support for people transitioning to (non gmo, sustainable practice) - already established farmers

**Where are they?**

- New york? Beyond?
- We may have farmers closer to the NY border we want to service
- Volume will help us know our reach

|   |              |  |   |  |
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|   | member farms |  | Certification, etc) <ul style="list-style-type: none"> <li>● <b>Act as an intermediary to federal and state level programs (NRCS) - offering support to apply to programs</b> <ul style="list-style-type: none"> <li>○ Farm Service Agency (employee handbook encouraged not supporting black farmers in the past - reaching out to Black led orgs and farms - advantage</li> <li>○ USDA to FSA</li> </ul> </li> <li>● <b>Come back to physical channels</b></li> </ul> |  |
| <b>REVENUE STREAMS</b>   |              | <b>COST STRUCTURE</b>   |   |  |
| <p>What value do customers currently pay for the products/services we will offer? Willing to pay? Want to pay?</p> <ul style="list-style-type: none"> <li>●</li> </ul> <p>How does the co-op take a cut from the sales (fees, %, etc.)? How much does the co-op take?</p> <p>How much does each revenue stream contribute to the overall revenue landscape?</p> <ul style="list-style-type: none"> <li>●</li> </ul> |              | <p>What are some costs we only need at the beginning?</p> <ul style="list-style-type: none"> <li>●</li> </ul> <p>What costs will be ongoing?</p> <ul style="list-style-type: none"> <li>●</li> </ul> <p>Most expensive key activities and resources?</p> <ul style="list-style-type: none"> <li>●</li> </ul> <p>How do we ensure that the co-op stays Values-Driven?</p> |   |  |

[Patterns for cooperative networks and associations](#)