### Business Model Canvas

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**Version:** NC-SARE Final Report: Where Do Unique Fruits Fit in Overall Farm Plan?  
**Author:** Clare Hintz, Elsewhere Farm

#### Key Partners

**Customers:**  
- Summer CSA Shareholders  
- Winter CSA Shareholders  
- Ehler’s General Store, Cornucopia, WI  
- (future) Black Cat Coffeehaus, Ashland, WI  
- (future) Chequamegon Coop, Ashland, WI  
- (future) Ashland Baking Company  
- (future) Coco’s Bakery, Washburn, WI  
- (future) White Winter Winery, Iron River, WI

**Networking Partners:**  
- Permaculture Research Institute, Minneapolis, MN  
- Organic Tree Fruit Association  
- Lake Superior Sustainable Farming Association  
- Women, Food, and Ag. Network  
- Midwest Organic and Sustainable Education Service

#### Key Activities

- Establishment of new plantings  
- Maintenance of existing plantings  
- --fertilizing  
- --mulching  
- --pruning  
- --harvesting  
- Processing  
- Marketing  
- Sales  
- Field Days and Tastings

#### Value Propositions

**Taste:** Complex, deep flavors that add zest to favorite and new recipes  
**Nutrition:** FRESH, locally grown fruit suited to the Lake Superior bioregion  
**More fruit throughout the whole growing season and throughout the winter.**  
**Production practices:** organically produced with a commitment to soil health, biodiversity, mimicking young successional forest

#### Customer Relationships

**Emphasis on local character of fruits/regional diet**  
**Direct:** farmer’s markets, on-farm events  
**Indirect:** online through website and Facebook page, through regional media (e.g. Coop marketing and publications)

#### Customer Segments

Professional adults who want to eat healthy and local and try something unusual:  
- Customers within 100 miles of the farm: Ashland, Bayfield, Iron, and Douglas counties in WI (about 45,000 people): towns of Ashland, Bayfield, Cornucopia, Herbster, Washburn, Iron River, Superior… in MN, the Duluth area  
- Existing Winter CSA members  
- Existing Summer CSA members  
- Local store: Ehler’s General Store  
- (Future) Local restaurants (e.g. Black Cat Coffeehouse)  
- (Future) Local Coop (Ashland)  
- (Future) White Winter Winery

#### Key Resources

- Rich clay soils, high soil moisture most of the year  
- Existing and local sources of cuttings  
- Hand tools and commercial cider press  
- Existing root cellar/cold storage  
- Access to commercial kitchen  
- Labor: harvest, marketing  
- Existing direct markets and local wholesale markets  
- Existing social media: website

#### Channels

- Farmer’s market customers  
- Winter and summer CSA members  
- Patrons of Black Cat Coffeehouse  
- On farm events/workshops  
- Off farm workshops  
- Website/Facebook page  
- Slow Food groups  
- Lake Superior Farming Association events
<table>
<thead>
<tr>
<th><strong>Cost Structure</strong></th>
<th><strong>Revenue Streams</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishment: (Existing) plantings, field tools, fencing, mulch, processing equipment, commercial kitchen access, cold storage</td>
<td>Winter CSA: fresh and processed fruit (fixed income)</td>
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<tr>
<td>Maintenance: (Ongoing) replantings, new mulch, packaging, compost and organic mineral amendments, market fees, and utilities for kitchen processing and cold storage, maintenance, harvest, and marketing labor</td>
<td>Summer CSA: fresh and processed fruit (fixed income)</td>
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<tr>
<td>Growth: (Investment) New plantings, new drying and juicing equipment, small harvest tools</td>
<td>Farmers Markets: fresh and processed fruit (variable income)</td>
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<td>(future) Black Cat Coffeehouse; White Winter Winery: fresh fruit wholesale, variable income</td>
<td>on-farm workshops: fresh and processed fruit and plants (variable income)</td>
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<td>off-farm workshops: knowledge</td>
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