

Example of business model canvas to help map out our and focus our goals and priorities. Recommend this tool for planning (helps focus priorities and target markets) and more information can be found at: <http://www.businessmodelgeneration.com/canvas>. The basic template is included as an attachment following this report. This tool works as a great compliment to the fruit profitability calculator referenced in this report.

**Goal:** Determine effective use of unique fruits in overall farm business plan resulting in improved business resilience and understanding where fruits fit.

<b>Business Model Canvas</b>	<b>Date: 3-15-14</b>	<b>Version: 2: For NC SARE Fruit Marketing Research Final Report</b>	<b>Author: Erin Schneider &amp; Rob McClure, Hilltop Community Farm, LLC</b>	
<p><b>Key Partners -</b>  <b>Artisan Processors/chefs:</b>            Deli Bean Reedsburg            Quince n Apple            Enos Farms            Potential: Willy St. Cooperative, Madison            Local Food Co-op</p> <p>CSA members            Volunteers – RAHS, FH King, worker share</p> <p><b>Service partners:</b>            CPA/accountant            Insurance agent            Square Space – web hosting            Suppliers – Packaging, Earth Tools, MI State IPM            Nurseries</p>	<p><b>Key Activities</b></p> <p>Field management</p> <p>Sales and Marketing (includes delivery time and customer communication)</p> <p>Special Events (2)</p> <p>Workshops/tastings (3 – 5)</p> <p>R &amp; D – visit 2 – 3 farms/year; attend 2 annual conferences/membership meetings to learn from/with other farmers.</p> <p>Media/write-ups: presence in 2 – 3/yr minimal</p>	<p><b>Value Propositions</b></p> <p>Quality: Offer high quality, nutrient rich organic berry fruits to local markets.</p> <p>Newness &amp; innovation: Introduce new fruits into CSA, local markets (opportunity for customers to try something new).</p> <p>Educational/celebratory: Have fun learning about where fruit comes from through on-farm events and community tastings that bring together farmers, eaters, chefs.</p>	<p><b>Customer Relationships</b>            High tech, high touch, healthy, co-created</p> <p><b>Example:</b>            High Tech: easy to access fruits, sign up for fruit n farm currantcy on-line.</p> <p>High touch - Relational: Personal interaction with farm/farmers and understanding of where fruit comes from, how its grown.</p> <p>Co-Creative: Opportunities co-create ideas for use and products.</p>	<p><b>Customer Segments</b></p> <p>Region: South Central Wisconsin, primarily Madison area and Lake Redstone area (overall all customers are within 100 miles of our farm).</p> <p>Existing CSA members</p> <p>Past/present farm event goers</p> <p>Artisan processors within 100 mile radius of farm</p> <p>Target groups for new customers: Median income: \$35,000 min.</p> <p>Professionals age 29 – early/recent retirees</p>
<p><b>Other Farmers:</b>            Living Earth Community Farm            Spring Rose Growers Co-op            Orange Cat Community Farm            Inn Serendipity</p> <p><b>Organizations/Farmer networks</b>            Madison College - Reedsburg            Driftless Folk School            Organic Tree Fruit Association.            FRESH – Farmers Raising Ecologically Sustainable Healthy Food.            Wisconsin Farmers Union            Wisconsin Local Food Network            Women food and agriculture networks            Local Dirt/Local Harvest (on-line marketing support)            Local chefs – tasting demos/currant events  <b>Media:</b> WORT/radio; country today, local press,</p>	<p><b>Key Resources</b></p> <p>Land</p> <p>Plant material</p> <p>Mulches/amendments</p> <p>Monitoring</p> <p>Tools – pruners, harvesting</p> <p>Time/labor – field management, harvest</p> <p>Time/labor – marketing/sales/education</p> <p>Website</p>		<p><b>Channels</b></p> <p>Past/present CSA members</p> <p>Word of Mouth</p> <p>Events – both on-farm and in community</p> <p>Membership Associations (FRESH, OTFA, Local Food)</p> <p>Farm website/Facebook page/newsletter</p>	<p>Families of 3 – 4</p> <p>Area Farmers (primarily educational, mutual support with marketing)</p>

<p><b>Cost Structure Model - Lean n green n stack functions</b></p> <p>Capital Expense:</p> <p>Walk-in cooler/coolbot – cold storage  Renewable energy 5 kwh ground mount solar array (one-time install expense)  Irrigation -key-lines, water tank, pocket pond(s) install</p> <p>On-going: (mostly variable, though some fixed costs)</p> <p>Utilities – electricity; phone/web; water  COGS – clamshells/packaging  Plant propagation – replacement/additions  Inputs/amenities (variable as much of this is mitigated in design/layout of plant guilds).  Transportation  Professional development – conf./workshop fees</p> <p>Time/labor  Production/harvest/field management and monitoring  Marketing, sales, customer communication  Event organizing</p>		<p><b>Revenue Streams</b></p> <p>CSA</p> <p>Fruit Currantcy coupons</p> <p>Event &amp; workshop income</p> <p>Value added sales &amp; co-created products– jams, chutneys, preserves, possibly fruit concentrates</p> <p>Wholesale to artisan processors</p> <p>Utility paycheck – for energy surplus produced from solar</p> <p>Cost-sharing grants – NRCS for land management ex: CRP, WHIP program</p> <p>Price mechanisms – combination of fixed (CSA, fruit currantcy) and dynamic depending on outlet.</p> <p>Other: Adopt a food forest/plant it forward; gift certificates?</p> <p>Consulting/speaking engagements? (at this time mostly traded for in-kind conference/workshop attendance)</p>		