Module 3: How can my business grow? Discovering opportunities

Lesson Plan

## Objectives:

At the end of this module, entrepreneurs will be able to

* Identify the barriers to growing their businesses and determine the three keys to overcoming them: the entrepreneur, the opportunity and the resources.
* Use the B-Canvas to identify opportunities for growth and improvements in the business.

## Agenda:

| **Section** | **Time** | **Time accrued** |
| --- | --- | --- |
| 1. Welcome and introduction to the module | 25 | 30 |
| 1. Breaking barriers to grow - Triangle of success | 95 | 120 (2h) |
| 20 Min Break | 20 | 140 (2h.20m.) |
| 1. A. B-Canvas:   Icebreaker, Intro and Blocks 1 to 5 | 105 | 245 |
| 20 Min Break | 20 | 265 |
| 3.B. B-Canvas:  Blocks 6 to 12 | 105 | 370 |
| 1. Identify opportunities to grow and improve the business + closing | 30 | 400 |
| **Total** | **6h 40m** | **6h 40m** |

## Before the session:

* The trainer should arrive at least 30 minutes before the start of the session to ensure the venue and all other needed materials are set up and in place.
* Room prepared in a U shape (ideally with tables and chairs) with printed participant workbooks and pencils for each entrepreneur.
* Stick posters to walls
  + - Triangle of business success
    - B-Canvas
* Prepare sound and play welcome music (optional)
* Prepare visually appealing training flip charts in advance
* Remind participants to bring a notebook and a pen or pencil and their participants' manual

##### Materials for the session:

* Attendance list
* Name tags
* Equipment to play music and music playlist
* White Paper
* Tape
* Sticky notes in different colors
* Markers
* Pens/Pencil
* Mirror
* Flipchart / Blackboard or whiteboard
* For specific activities:
  + - Mariam’s Case
    - Pre-drawn spider web template on a large piece of paper

### Section 1: Welcome and Introduction to soft skills

**Objective:** Prepare participants to learn, including framing objectives, setting expectations, and getting to know each other.

**Time:** 30 Min

**Materials needed:**

* Paper
* Equipment to play music and music playlist
* Attendance list
* Name tags

| Time | Activities |
| --- | --- |
| 10 Min | Registration and Welcoming  * INVITE entrepreneurs into the room * ASK them to sign the attendance list * PROVIDE name tags to participants and ASK them to write their names and wear them * GREET the participants and WELCOME them to the session * FRAME the workshop:   + - This is the first workshop in a series of 4 modules where we will help you plan the growth of your businesses.     - Throughout these workshops, you will learn step by step how to make a good growth decision, which you will have the opportunity to present at the end of the fourth module.     - This growth plan that we’ll build across the next workshops can also be used to present your challenge fund grant application.     - But more importantly, we are sure that this complete analysis of your business will help you achieve your goals as a business people, just as it has helped thousands of entrepreneurs.     - For this, today, we will begin with the first steps of this journey.       * In this workshop you will learn to identify the barriers slowing down your businesses' growth.       * You will also learn what the three elements of a successful business are.       * And finally you will learn how to use the B-Canvas to identify opportunities for growth. |
| 15 Min | Icebreaker: What represents my business? **Opening:**   * EXPLAIN   + - We will start with an icebreaker     - You must look in the training room for an object that represents your business. It can be anything meaningful to you.     - For example, if the main characteristic of your business is being very fast, you can choose a clock.     - GIVE 2 minutes for all participants to go find their object.   **Development:**   * SAY:   + Next we will form groups of 5 people at tables   + You and your group mates will have 5 minutes total to share all of your objects. (Take into consideration that it’s not a lot of time!)   + Each of you will need to show the object and explain why you chose it and how it relates to your business.   + Before we begin, does anyone have any questions? * FORM groups and give participants 10 minutes to interact. * PLAY music while participants are in the groups. * STOP the music after the time is over.   **Closing:**   * ASK:   + What did you think of the exercise?     - Collect 2-3 responses. Make sure to collect responses from both men and women.   + What can we learn from it for our businesses?     - Expected response: One thing may be very simple, but for someone it may mean something very important, of great value. * THANK the participants for their intervention. |

### Section 2: Breaking barriers to grow - Triangle of success

**Objective:** Identify the barriers to growing your businesses and determine the keys to overcoming them (triangle of success).

**Time: 95 Min.**

**Materials needed:**

* Flipchart with heading: What stops us from growing? (can be replaced by whiteboard)
* Poster with the triangle of success
* Poster of spider web
* Poster with characteristics of a successful entrepreneur
* Paper
* Equipment to play music and music playlist
* Attendance list
* Name tags
* Mariam’s case

| Time | Activities |
| --- | --- |
| 15 min | Icebreaker #2: What barriers we face? **Opening:**   * SAY:   + Now we are going to start with the first topic of the workshop which is How to grow.   **Development:**   * ACTIVATE:   + Who would like to sell twice as much? Raise your hand if you do.   + And who would like to sell triple as much?   + As you see, we all would like to increase our sales, right?   + Write on Flipchart: What stops us from growing?   + So I ask you, what is stopping you from growing your business? * GIVE some time for participants to reflect * WRITE down their answers to this question individually. * INVITE participants to share their answers. * ENSURE you collect insights from both men and women. * COLLECT 10 answers from the participants on the flip chart with the title What stops us from growing? Make a list of the answers on the flipchart. * CHECK: Is something else holding you back? * **FACILITATE a collective reflection exercise. Say:**    + Let’s reflect together on the barriers to growth that we identified. Let’s start with the first one on the list (e.g., lack of money, inflation, etc.). Is there anything we can do to overcome this barrier?   + Collect answers. It is recommended that the reflection be focused on answering yes or no. For example, about lack of money, YES - we can do something about it, but about inflation, NO - there is not much we can do about it).   + Continue with the remaining items on the list, trying to get a general YES or NO.   + After completing the reflection on the things on the list, ask:   + What do you think we should do about the things that we cannot do much about (for example, in the face of a political crisis or inflation)? Do you think we should focus our energy on this?   + Expected answer: No.   **Closing**   * CONCLUDE:   + We recommend that we put energy on the things that we can do something about.   + We hope that this series of workshops help you with ideas, tools and pieces of advice to begin to overcome the barriers you face, and thus grow your businesses. |
| 10 minutes | Mariam’s case **Opening**   * FRAME:   + Next, you will have the opportunity to learn about the case of Mariam, a young entrepreneur from Kenya's coastal region, who was in a workshop very similar to this one and in a situation much like yours, facing the challenge of growing her business. She applied the tools that we will teach you today and achieved remarkable results. Would you like to know more about her journey? Let’s dive in!   **Development**   * GIVE Instructions:   + Pay close attention to the following video/audio about Mariam's entrepreneurial journey. * PLAY the video or audio or READ the story of Mariam. * ASK   + What can we learn from Isioma’s case? * COLLECT 3-5 answers   + Expected responses:     - **Use what you have around you:** Mariam used the mangrove trees and bees in her area to make honey, showing that you can make a living with what's nearby.     - **Keep learning to get better:** Mariam worked hard to learn about beekeeping so she could make the best honey possible.     - **Look for chances around you:** She saw the demand for mangrove honey and used it to start a business that helped her family.   **Closing:**   * CONNECT the learnings that the participants shared with the next topic, for example:   + As you commented, we can learn many things from Mariam’s case.   + She was particularly skilled at several things, such as knowing herself and her abilities very well, being attentive to opportunities, taking advantage of her resources and getting what she lacked.   + These characteristics of Mariam are things that the vast majority of successful businesses have. |
| 20 min | Introduction to the triangle of successCharacteristics of the entrepreneur **Opening:**   * FACILITATE a short activity:   + - Now, I would like to know what you think about the following statements:     - Is a successful business a matter of luck, or is it built? Or both?     - Raise your hand if you think it's a matter of luck.     - Raise your hand if you think it is being built     - Raise your hand if you think it's both. * COMMENT:   + - From our experience working with entrepreneurs, we have seen that a successful business is not a matter of luck.     - We have seen that behind every successful business there is a businessman or businesswoman with vision who knows how to take advantage of the opportunities that arise along the way and that uses the resources it has and those that can be obtained smartly. Just like Mariam.   **Development**   * SHOW poster with the triangle of success * SAY   + - In summary, we have learned that there are three key elements to success: An entrepreneur, resources and an opportunity.     - Therefore, we would like to share with you some of these learnings     - The three elements are: the Entrepreneur, the Opportunity, and the Resources.     - Next, we will explore each of these elements. Let’s discover each element together, starting with the first one—the Entrepreneur! * ASK for participants to raise their hands   + - Who believes that all people can start a business?     - Is everyone willing to work without set hours?     - Can everyone work without a boss?     - Is everyone willing to take risks? * SAY   + - Entrepreneurs have certain characteristics that make them special and set them apart from others. * ASK   + For example what characteristics did Mariam have?   + Expected responses:     - * Creativity       * Resilience       * Willingness to learn       * Visionary * SAY:   + - We will see in detail each of the characteristics that make a businessman or businesswoman successful. * SHOW the poster with the characteristics of an entrepreneur * EXPLAIN each one:    + Over the years we have seen that successful entrepreneurs, both men and women, have the following characteristics in common that we are going to enhance in you throughout this program.     - **Business knowledge:** You must know your business, the more you know, the better you can manage it (you can learn and/or delegate, but it is better to know your own business, how it works and how to manage it).     - **Management skills:** This can be learned and we will help you in the program.     - **Networking:** Take advantage of being in this workshop to network!     - **Willingness to learn:** This is essential because there are always new challenges and that is why you are here.     - **Attitude:** You were selected for your attitude, you already have it, you just need to put it into practice to grow your business.     - **Taking responsibility:** Mariam did not wait for someone to knock on her door with the solution, she saw all the possible options and went out to look for them. She was determined to grow her business.     - **Form a team:** Even if you can’t hire a full team, it’s important to have a few trusted people who can help with certain tasks. This could be family members, friends, or local helpers you can rely on. As your business grows, think about bringing on more employees to handle specific tasks so you can focus on growing the business. * SAY   + - Next, we will invite you to do assess your own characteristics as an entrepreneur * DRAW a Spider Web on the Board: Create a simple diagram with lines radiating from the center, one line for each trait. * LABEL each Line with a Trait (e.g., Business knowledge, Management skills, Networking, etc) * ASK participants to draw the spider web on their notebooks * ASK participants to rate themselves on each trait from 1 to 5, where 1 means they feel they don’t have this trait much, and 5 means it’s a strong part of their personality. * GIVE 5 minutes to self-rate * DEMONSTRATE on the Board: SHOW how to place a dot on each line according to their self-rating. * GIVE them 5 minutes to connect the dots on their notebooks.   **Closing:**   * ENCOURAGE participants to look at their shapes. * FACILITATE a discussion, sharing examples of how strengthening certain traits could positively impact their businesses. * ASK:   + - What traits are they strongest in?     - Which traits do they want to improve and why? * Expected answers:   + - Having a positive attitude shows others that you’re committed and reliable. It makes people trust you which helps your business grow.     - Meeting new people opens doors for your business     - Having a team means you can do more without getting tired * CONCLUDE:   + - Entrepreneurs have characteristics in common that not everyone has, which makes them special.     - And not everyone excels in all areas!     - Many of these skills can be developed over time.     - And when something is particularly difficult for us, we can even delegate to someone we trust, or identify trusted partners who have strengths in areas we do not.     - Important: Be persistent and never give up! * Now, let’s move on to the second element—Resources! |
| 25 min | Resources **Opening**   * SAY:   + - Let's go to the second element of a successful business     - To carry out any growth idea, you need resources.     - It is important to smartly take advantage of two things     - what i already have     - and what I can get. * ASK:   + - Let us remember the case of Mariam. What resources did she use to grow her business?   + Expected responses     - Personal Savings and Family Support     - Community Forest Association     - Mangrove Ecosystem     - Knowledge and Training     - Branding and Marketing Resources     - Partnerships with Local Businesses     - Mentorship and Community Education * SAY:   + - As you may notice Mariam had monetary and physical resources, but she also leverage intangible resources, these are resources that we can not hold or see but are just as important for the business, like her knowledge and partnerships.   **Development:**   * SAY:   + Now we are going to reflect about our own resources. I want you to take 10 minutes to reflect on the following questions:     - What resources do you have already to help you grow your business? Like Mariam, be creative, think not only of money and physical resources, but also about intangible resources     - What other resources do you need to grow your business that you don’t have yet?     - How could you get them?   + ASK participants to:     - Write down the questions and their answers in a notebook     - After finishing the activity, take a 15 minutes to share with the person on your side. * PLAY background music * STOP the music once, 15 minutes are over * ASK if anyone would like to share   **Closing:**   * SAY:   + - Today, we learned that to grow a business, we need to look at all our resources.   + As you continue building your business, remember that resources don’t always have to be big or expensive. Sometimes, a skill you have, a friend who can help, or a piece of advice can be just what you need to grow.   + Keep looking for new resources around you and make the most of what you already have. This smart use of resources will bring you closer to your goals and help you create a more substantial, more successful business. |
| 15 min | Opportunity **Opening:**   * SAY:   + Now let's go to the third element of a Successful Business: Opportunity!   + To grow a business, we must capture business opportunities.   + Sometimes we ask ourselves, how can we identify good business opportunities?   + Let's reflect on this. * ASK the following questions and have them react by raising their hands   + Who is paying attention to what customers are asking for, and making changes based on it?   + Who notices when customers’ needs or preferences change, and responds to these changes?   + Who keeps an eye on new ideas or trends in nearby towns or in the market that might be useful for our business?   + Who is aware of what other businesses are not offering, so you can stand out and attract more customers? * SAY   + See? You already have the ability to detect unmet needs in your market.   **Development**   * SAYLet's remember the case of Mariam. * PLAY the audio/video or READ the story again * SAY How did she identify business opportunities? * COLLECT 2-3 answers   + Expected responses   + She knew the problems of competitors and wanted to do better than them (they were too informal, they were not paying to collectors on time, they were selling dirty plastics)   + She listened to the recommendations from offtakers and their ideas to expand her services (instead of selling just bottles, she now crushes them).   + She observed what was most profitable and made decisions accordingly (focusing on HDPE and PET) * **SAY**   + Let’s see why, in Mariam’s case, focusing on a specific type of honey—mangrove honey—was a good business opportunity.   + A good business opportunity should be:     - Profitable     - Solve a need or have demand     - You can do better than competition   + How does it reflect in Mariam’s case (Optional: you can make this a discussion)      - **Profitability:** Mangrove honey let Mariam sell a special product for a higher price, which helped her earn good profits and improve her family’s income.     - **Demand:** More people, especially tourists and health-conscious buyers, wanted natural and unique products like her honey. This strong demand helped her sell more and grow her business.     - **Doing better than competition:** Mangrove honey was different from other honey because of its special taste from the mangrove trees. This made it stand out from other honey, attracting customers who wanted something unique that they couldn’t find elsewhere.     - By choosing mangrove honey, Mariam created a business that brought in good money, had strong demand, and stood out from the competition—exactly what makes a business opportunity strong.     - Does anybody has a question?   + ASK     - How can we identify business opportunities for our businesses?   + COLLECT responses from participants.     - Expected answers (you can also check if others on the room do this too)       * Notice what customers ask for that we don’t yet offer       * Pay attention to what other businesses in our area are selling       * Look on social media or ask people about popular products in other towns or countries that might give us ideas       * Join workshops or community events to learn more and meet new people who can support our business       * Talk to customers directly to understand what they want and what products they need   + WRITE the answers on the flipchart   + ASK participants to take note of these suggestions   **Closing**   * + Remember: Where a person sees a problem, an entrepreneur sees an opportunity.   + Next we're going to look at a tool that will help you see your business as a whole and prepare to capture opportunities. |

| Break - 20 min |
| --- |

### Section 3: B-Canvas

**Objective:** Adopt the B-Canvas as a tool to conduct a holistic analysis of the business model

**Time: 230 Min (includes a 20 min. break)**

**Materials needed:**

* Poster of B-Canvas
* Sticky notes in different colors
* Paper
* Flipchart/Whiteboard or blackboard
* In this activity, we are going to continue using Mariam’s case

| Time | Activities |
| --- | --- |
| 15 min | Pitch Your Business in 30 Seconds" Icebreaker **Opening**   * ASK a Simple Question: Say: "Let’s get to know each other’s businesses better! Imagine you only have 30 seconds to explain your business to someone who knows nothing about it."   **Development**   * ENCOURAGE each participant to briefly share: * What their business does (e.g., “I sell dried fish to local families and markets.”) * Who their main customers are (e.g., “My customers are local families and some tourists.”) * What makes their business special (e.g., “My fish is freshly dried and packaged locally, which customers appreciate for quality.”) * LET Participants Share: Go around the room, giving each person 30 seconds to pitch. * If there are more than 15 participants, have them doing the exercises in pairs.   **Closing**   * TRANSITION to the BMC * SAY: "In just 30 seconds, you covered key pieces of your business! The Business Model Canvas and the B-Canvas helps us map out all of these parts—what we do, who our customers are, and what makes us different—along with a few other important areas. Let’s explore these tools together to see how it can help us grow." |
| 15 min. | Introduction to BMC and B-Canvas ***Note: This entire section is for framing BMC and B-Canvas***   * **SHOW** the Business Model Canvas in a poster   + **SAY** :     - To prepare to capture business opportunities for growth, it is very useful to analyze how the business is currently performing.     - We will see a tool that will help us have a complete look at your business: the Business Model Canvas.     - In case you have heard of it before, it is also known as the BMC or the Canvas.   + **ASK** participants to raise their hands to the following questions.     - Has anyone heard of BMC before?     - Has anyone done the BMC for your business?   + **SAY**     - Let’s watch a video to learn more about the BMC * **Show** the BMC introduction video: <https://www.youtube.com/watch?v=QoAOzMTLP5s> **(slide 31)** .   + **SAY:**     - The BMC allows you to visualize the key elements of a business.     - It helps describe and visualize how the business is currently generating money     - And it also helps to identify possible improvements and visualize them clearly * **SHOW** the BMC Poster   + **MENTION** thatThe Business Model Canvas brings together nine blocks that make up a business, grouped into four questions that must be answered.     - **What do I sell?** Value propositions.     - **Who do I sell it to?** Customer segments; Channels and Customer Relationships.     - **How do I do it?** Key resources, key activities and key partnerships.     - **How much do I earn?** Revenue streams and the cost structure.   + **SAY**     - But since our businesses go beyond profitability, we will use an adapted version of the Business Model Canvas     - And we ask ourselves an additional question: **What is our purpose with regard to society and the environment?** * **SHOW** the B-Canvas   + **SAY**:     - B Canvas is a visual tool for designing business models with purpose.     - It was designed by an international consulting company called “3 Vectores”     - They added some additional elements to the traditional Business Model Canvas and called it B-Canvas.   + **SAY**:     - Next we will discover each block in more detail.     - To do this, we will see how Mariam from Mida’s Mangrove Honey Business learned to better visualize and understand her business with the B-Canvas.   + **READ** Mariam’s story or listen to the audio   + **CHECK** if anyone has questions   + **SAY**     - Let’s talk about what problems Mariam’s business solve! |
| 15 min | *Note: This and the next sections are for developing the topic of B-Canvas* Identified problem  * **EXPLAIN**   + - The identified problem is something of concern to the community or environment that the business plans to provide a solution for     - For each B-Canvas block, we will have some questions to help us assess the responses for the current situation of Mangrove Honey Business   + **ASK**     - What problems is Mariam trying to solve in the community and environment?     - Expected answers:       * Protecting Mangrove Forests: The mangroves around Mariam’s village are important because they protect the coast and provide a home for many plants and animals. But they’re being damaged by cutting and pollution. By producing honey in the mangroves, Mariam helps protect these forests, showing people that they’re valuable and should be cared for.       * Creating Jobs and Income: Many people in Mariam’s community, especially women, don’t have a lot of ways to earn money. Mariam’s honey business gives her family extra income, and she also teaches other women about beekeeping. This helps more families make money in a way that doesn’t harm the environment.       * Providing Healthy, Natural Products: Mangrove honey has unique health benefits. Mariam’s business helps people in her community and tourists access a natural and healthy product. By educating people on its benefits, she encourages them to choose local, natural foods instead of processed products.       * Building Skills and Confidence in the Community: Mariam shares what she’s learned about beekeeping and caring for the environment with her neighbors. This allows others to start similar businesses and also helps her community understand how important it is to protect the environment.   + **TELL** each person who provided one of the previous answers to write it down in a post it and stand up and paste it over the poster   + **CONCLUDE**     - For Mariam, these are the two most essential problems in her community and environment that she wants to address with her business:     - Protecting the Mangrove Forests: By producing honey in the mangroves, Mariam aims to help conserve these vital forests, which protect the coast and support many plants and animals.     - Creating Income Opportunities for Women: Mariam also wants to help other women in her community earn income by teaching them about beekeeping, creating new ways to make money that don’t harm the environment.     - Through her honey business, Mariam is working to improve both her community and the environment.   + **SAY:**     - Now it’s your turn again. Take 5 minutes to think about: * **Community Problems**: What issues in your community could your business solve? For example, creating jobs or providing healthy, local products. * **Environmental Problems**: How can your business help the environment? Maybe by protecting resources, reducing waste, or recycling. * Write down these problems—this will help define your business’s purpose, just like Mariam’s focus on mangrove conservation and creating jobs.   + **PLAY** background music   + **MANAGE** time and once time is over **STOP** the music   + **CHECK** if anyone has questions   + **SAY**     - Let’s move on to the purpose section on the B-Canvas |
| 15 min | Purpose  * **EXPLAIN**   + - The purpose is the way that the business intends to solve the problem.     - "This could mean reducing the problem, adjusting to it, or removing its cause."     - **Read** the question(s)       * What is the reason for the business to exist?       * How is the business trying to solve the identified problem?     - **ASK:**       * **What is Mariam’s business purpose based on these questions?**       * Expected answers or variation of them.         + **Reason for the Business to Exist: Mariam’s business exists to create sustainable income for her family and community while protecting the mangrove ecosystem around her village.**         + How the Business Solves the Problem: Mariam’s business provides a way to produce and sell honey from the mangroves, which not only offers a healthy, local product but also helps conserve the mangrove forest and provides economic opportunities for other women in her community.         + The purpose of Mariam’s Mangrove Honey Business is to create a positive impact by providing jobs and protecting the environment, all while producing a high-quality, natural product.     - TELL the person who said the right answer person to write it down in a post it and stand up and paste it over the poster     - SAY       * Now, let’s define the purpose of your business!       * Ask yourself:       * What is the main reason your business exists? Think about the bigger impact you want to make—whether it’s creating jobs, providing a useful product, or helping your community in a specific way.       * How does your business help solve a problem in the community or environment? Consider what problem you aim to address, whether it’s offering local products, creating job opportunities, or protecting natural resources.     - Take 5 minutes to write down your answers. Defining your purpose will help guide your business decisions and give you a clear reason to move forward, just as Mariam focuses on protecting mangroves and supporting her community with her honey business.     - **PLAY** background music     - **MANAGE** time and once time is over **STOP** the music     - **CHECK** if anyone has questions     - **SAY**       * Let’s talk about the value proposition |
| 15 min | Value proposition  * SAY:   + The **value proposition** is what makes your business special. It explains:   + What you sell.   + How it solves a problem or helps your customers.   + Why customers choose you instead of others.   + Every customer group may need a different value. For example, someone buying food might care about price, while someone else might want high quality.   + Let’s look at **Mariam’s case**. Anybody wants to share what you think is her value proposition?   + Expected Responses:     - Mariam sells honey from mangroves, which is natural and healthy.     - People choose her honey because it is special—they trust her quality, it is good for their health, and it helps protect the environment.   + TELL the person who said the right answer person to write it down in a post it and stand up and paste it over the poster * **CONCLUDE**: Mariam’s main customers—tourists and health-conscious people—buy her honey because it is organic, unique, and supports the mangroves. This shows that “value” is not just what Mariam sells, but why her customers prefer her product. * **CHECK** if participants have any questions or comments. * SAY:   + Now, let’s think about your business:   + What do you sell? Write down your main product or service.   + How does it help your customers? For example, does it save them time, give them a better option, or solve a problem?   + Why would customers choose you? Think about what makes your business special—price, quality, location, or impact.   + Take 5 minutes to write your answers. Remember, your value proposition is what makes people want to buy from you, just like Mariam’s honey is special because it protects the environment and supports her community. * **PLAY** background music * **MANAGE** time and once time is over **STOP** the music * **CHECK** if anyone has questions * **SAY**   + Let’s talk about Customer Segments |
| 15 min | Customer segments  * **ASK**   + Who are Mariam’s primary customers?   + Expected Responses:     - Local Community Members: People in the surrounding area who buy her honey for household consumption.     - Tourists and Visitors: Tourists visiting the coastal region, who are often attracted to unique local products and eco-friendly items.     - Health-Conscious Consumers: People who prioritize natural, organic, and health-boosting products are drawn to the unique properties of mangrove honey.     - Eco-Tourism and Hospitality Businesses: Local restaurants, hotels, and eco-lodges that cater to tourists interested in sustainable, locally-sourced products. * **TELL** each person who provided one of the previous answers to write it down in a post it and stand up and paste it over the poster * **SAY:**   + Now it’s your turn. Let’s start building your B-Canvas   + Think about:     - 1. Who buys or might buy your product or service?     - **2. Group them into segments**: Are they local buyers, tourists, businesses, or people looking for something unique? What do they have in common?     - **3. Decide who to focus on**: Which groups are most important for your business right now?   + Take 5 minutes to list your customer groups and think about how they are different. This will help you decide where to focus your energy, just like Mariam did with her honey business. * **PLAY** background music * **MANAGE** time and once time is over **STOP** the music * **CHECK** if anyone has questions * **SAY**   + Now, let’s talk about what are the customers’ relationships |
| 20 min | Customer Relationships  * **EXPLAIN:**   + The Customer Relationship block describes how your business interacts with customers.   + This includes how you:   + Attract customers to your business.   + Keep customers happy so they stay loyal to you.   + Good customer relationships help you increase sales and prevent customers from leaving you for a competitor.   + Let’s look at how Mariam builds relationships with her customers. * **READ the questions:**   + How does Mariam attract her customers?   + What does she do to keep them coming back?   + Expected answers:     - Tourists and Visitors: Mariam attracts them by sharing her story on social media and partnering with eco-tourism businesses. She keeps them loyal by offering high-quality honey and promoting the environmental impact of their purchase.     - Local Buyers: She builds trust with locals by selling fresh, organic honey at community markets and sharing the health benefits of her product.     - Eco-Tourism Businesses: Mariam collaborates closely with local hotels and gift shops, providing them with reliable, eco-friendly products for their guests. * **TELL** each person who provided one of the previous answers to write it down in a post it and stand up and paste it over the poster * **CHECK** if participants have any questions or comments. * **CONCLUDE:**   + Building strong relationships with customers is important to keep them loyal. For each customer group, you may need a different approach that fits their needs and preferences. * **SAY:**    + Now It’s Your Turn: Apply This to Your Business   + Think about your customers: How do you attract them? What makes them choose your business?   + How do you keep your customers loyal? Write down how you ensure they come back instead of going to a competitor.   + Tailor your relationships: Does each customer group need a different type of relationship?   + Take 5 minutes to write your answers. Remember, like Mariam, the way you connect with your customers can make your business stand out and keep people coming back. * **PLAY** background music * **MANAGE** time, and once time is over, **STOP** the music * **CHECK** if anyone has questions * **SAY**   + Now, let’s talk about what are the channels |
| Break - 20 min | |
| 15 min | Channels  * **SAY:**   + Channels are how your business connects with customers and delivers your products or services. This includes:     - How customers find you (like ads or word of mouth).     - How they get your product (like at a market or through delivery).     - Where they interact with your business (like in person or online).     - Let’s look at how Mariam uses channels to connect with her customers. * **ASK:**   + How do Mariam’s customers learn about her honey?   + How does she deliver it to them?   + Expected Answers:     - Local Markets: Mariam sells her honey directly to customers at community markets.     - Eco-Tourism Businesses: She distributes her honey to local hotels and gift shops for their guests.     - Social Media: Mariam uses Facebook and WhatsApp to promote her honey, share her story, and take online orders. * **TELL** each person who provided one of the previous answers to write it down in a post it and stand up and paste it over the poster * **CHECK** if participants have any questions or comments. * **CONCLUDE:**   + It’s important to consider how customers interact with your business—whether through communication, distribution, or digital platforms. Multiple channels can help you reach more customers and effectively deliver your value proposition. * **SAY**   + Now It’s Your Turn: Apply This to Your Business   + How do customers find your business? Write down how people learn about your product or service (e.g., word of mouth, markets, social media).   + How do customers get your product? List how your product or service is delivered to customers (e.g., in-person, online, through partners).   + What are your key touchpoints? Think about all the moments when customers interact with your business.   + Take 5 minutes to list your answers. Remember, like Mariam, using multiple channels—markets, social media, and partnerships—can help you reach and serve more customers. * **PLAY** background music * **MANAGE** time, and once time is over, **STOP** the music * **CHECK** if anyone has questions * **SAY**   + Now, let’s talk about what are the key activities |
| 15 min | Key activities  * **SAY**:   + **Key activities** are the most important things your business must do to work well.   + Let’s think about:   + What activities do you need to do to deliver your product or service?   + What activities help you maintain good relationships with your customers? * **ASK**   + What are Mariam’s key activities?   + Some expected answers:     - **Beekeeping and honey production**: Mariam cares for her beehives and harvests honey to deliver high-quality products.     - **Packaging and branding**: She packages her honey in attractive jars and promotes it as natural and eco-friendly.     - **Selling and partnerships**: Mariam works with local markets, eco-tourism businesses, and uses social media to sell her honey and stay connected with customers.   + **TELL** each person who provided one of the previous answers to write it down in a post it and stand up and paste it over the poster   + **ASK**:     - Does anyone have questions about Mariam’s key activities?   + **CONCLUDE**:     - It’s important for everyone in your business to know the key activities that keep the business running and help it grow. Without these, the business cannot deliver value to customers or maintain relationships.   + **SAY**     - Now It’s Your Turn: Apply This to Your Business     - Now, think about your business. Take 5 minutes to write down: * **What are the key activities to deliver your product or service?**   + For example, do you make the product, package it, or distribute it? * **What are the key activities to keep your customers happy?**   + For example, do you communicate with them, follow up on orders, or offer good customer service? * **PLAY background music** while participants work. * **MANAGE time**, and when 5 minutes are over, **STOP the music**. * **SAY**: Now that you’ve identified your key activities, let’s move to the next section: **Key Resources**. |
|  | Key resources  * **SAY**:   + **Key resources** are the most important things your business needs to work well. These are the resources that help you do your key activities and deliver your product or service.   + We don’t need to list everything—just focus on the **most critical resources**.   + Let’s think about:  1. **What resources are essential for your business model to work?** 2. **What resources do you need to perform your key activities?**  * **ASK**   + **What are the key resources in the case of Mariam?**   + **Expected answers:** * **Beehives and bees**: These are essential for producing honey. * **Mangroves**: The mangrove ecosystem is critical because it gives her honey a unique flavor and supports the environment. * **Tools and equipment**: She uses tools for harvesting, packaging, and branding her honey. * **Partnerships**: Relationships with local markets, eco-tourism businesses, and social media are key for distribution and promotion. * **TELL** each person who provided one of the previous answers to write it down in a post it and stand up and paste it over the poster * **ASK**:   + Does anyone have questions about Mariam’s key resources? * **SAY**   + **Now It’s Your Turn: Apply This to Your Business**   + Let’s take 5 minutes again to think about your business and write down:  1. **What are the most critical resources your business needs?**    * For example, do you need tools, land, materials, or specific partnerships? 2. **Which resources help you do your key activities?**  * **PLAY** background music while participants work. * **MANAGE time**, and when 5 minutes are over, **STOP the music**. * **CONCLUDE**: As you can see, identifying your most critical resources—like tools, materials, or partnerships—helps you focus on what’s most important for your business. Without these resources, your business can’t function well. * **SAY**: Now that we’ve identified your key resources, let’s move to the next section: **Key Partnerships**. |
| 15 min | Key partners  * **SAY**:   + **Key partners** are the people, businesses, or organizations that help your business succeed. They might provide key resources, do key activities for you, or support your business in other important ways.   + Let’s think about:   + Who are the main partners and suppliers?   + How do they help the business?   + **Any volunteers to identify Mariam’s partners:**     - Expected answers Mariam’s key partners include:       * **Community Forest Association**: They support her by giving her access to mangroves for beekeeping and sharing knowledge about sustainable practices.       * **Local Eco-Tourism Businesses**: Hotels and gift shops partner with her to sell her honey to tourists.       * **Her Family**: Her husband supports her financially, and she involves her children in learning about the business. * **ASK** the people who provided answers to stand up and stick it on the **Key Partners** section of the B-Canvas poster. * **ASK**:   + Does anyone have questions about Mariam’s key partners? * **MANAGE time** as participants complete the activity. * **SAY**:   + Now It’s Your Turn: Apply This to Your Business   + Take 5 minutes to think about your business and write down:     - **Who are your key partners and suppliers?**     - **How do they help your business?**   + **SAY**: Write down **key partners** for your own business on a post-it note. Then stick it on the **Key Partners** section of your B-Canvas poster. * **PLAY background music** while participants work. * **MANAGE time**, and when 5 minutes are over, **STOP the music**. * **CONCLUDE**:   + Partners can make your business stronger by providing resources, helping with activities, or opening new opportunities. Just like Mariam’s case, identifying your key partners will help you focus on who supports your business the most. * **SAY**:   + Let’s move to the next section: **Cost Structure**. |
| 15 min | Revenue streams  * **EXPLAIN**:   + Every business needs to make money otherwise it's not a business, it's a fantasy.   + Revenue streams are the money your business earns from each customer group. They show how your business gets paid for the value you provide. * **READ** the questions:   + What are Mariam’s main sources of income?   + How do her customers pay for her products? * **ASK** for volunteers   + Expected answers:     - Local Markets: Mariam sells honey directly to locals at community markets, earning cash payments.     - Eco-Tourism Businesses: She earns income by selling honey in bulk to hotels and gift shops, which may pay her monthly or upon delivery.     - Social Media Sales: Through platforms like WhatsApp, she takes orders and receives payments through mobile money transfers. * **ASK** the people who provided answers to stand up and stick it on the **Revenue Streams** section of the B-Canvas poster. * **ASK**:   + Does anyone have questions about Mariam’s revenue streams? * **SAY**:   + Now It’s Your Turn: Apply This to Your Business   + Take 5 minutes to think about your business and write down:     - * What are your main sources of income?         + For example, do you sell directly to customers, work with businesses, or offer your product online?       * How do your customers pay you?         + Do they pay in cash, use mobile money, or pay in another way?   + **SAY**: Write down **the revenue streams** for your own business on a post-it note. Then stick it on your B-Canvas poster. * **PLAY background music** while participants work. * **MANAGE time**, and when 5 minutes are over, **STOP the music**. * **CONCLUDE**:   + Not all revenue streams are equally important—some bring in more money than others. To know which ones matter most, it’s important to keep good records. This helps you understand where your income comes from and focus on what works best. * **SAY**:   + Let’s move to the next section: **Cost Structure**. |
| 15 min | Cost structure  * SAY:   + Now that we’ve looked at how a business earns money, let’s talk about **costs**—what it spends to operate.   + The **Cost Structure** describes the most important costs needed to run a business.   + This doesn’t mean listing **all** costs but focusing on the most critical ones.   + It’s also important to know whether your costs are **fixed** (stay the same) or **variable** (change depending on what you produce or sell).   + Let’s look at **Mariam’s cost structure**. * **ASK participants** the question:   + What resources and activities cost Mariam the most money?   + Mariam’s main costs include: * Beekeeping tools and equipment: She spends money on tools for harvesting and packaging honey. * Beehives and maintenance: Keeping the hives in good condition is an ongoing expense. * Marketing and branding: Mariam uses money to package her honey attractively and promote her brand on social media. * **ASK** the people who provided answers to stand up and stick it on the **Cost Structure** section of the B-Canvas poster. * **SAY:**   + Now It’s Your Turn: Apply This to Your Business   + Take 5 minutes to think about your business: * **What are the most important costs in your business?**   + For example, do you spend a lot on tools, rent, transportation, or marketing? * **PLAY background music** while participants work. * **MANAGE time**, and when 5 minutes are over, **STOP the music**. * **CONCLUDE**:   + Knowing your main costs helps you focus on where your money goes and decide where to save or spend more. Understanding whether costs are fixed or variable also helps you plan better for the future. Let’s move to the final section: **Impact Metrics** |
| 15 min | Impact metrics  * **SAY:**   + Impact metrics are how your business measures its environmental or social impact. This shows how your business is helping the community or the environment in ways you can measure with numbers.   + Let’s look at Mariam’s impact metrics.   + What does Mariam measure to show her environmental or social impact?   + How does this connect to her goals?     - **Expected answers:** Mariam tracks these key impact metrics:     - **Number of beehives in the mangroves**: This shows how she is contributing to protecting the mangrove ecosystem.     - **Honey produced and sold**: The more honey she sells, the more income she generates for her family and the community.     - **People trained in beekeeping**: Mariam measures how many women and community members she teaches sustainable beekeeping, increasing skills and job opportunities. * **ASK** the people who provided answers to stand up and stick it on the **Key Partners** section of the B-Canvas poster. * **SAY**   + Now It’s Your Turn: Apply This to Your Business   + Take 5 minutes to think about your business:   + What do or could you measure to show your environmental or social impact?     - For example, do you measure how much waste you reduce, how many jobs you create, or how your business improves the environment?   + Can you track these numbers regularly? * **PLAY** background music while participants work. * **MANAGE time**, and when 5 minutes are over, **STOP the music**. * **CONCLUDE**:   + Measuring impact with numbers helps you track progress and show how your business makes a difference. For example, Mariam tracks her beehives, honey sales, and training sessions to measure her success. * **SAY**:   + Congratulations! You’ve now explored all the sections of the **B-Canvas**. Let’s reflect on what we’ve learned. |
|  | * **SAY**    + Let’s look at the B-Canvas for Mariam’s honey business.   + Expected Responses:     - To understand how the business works.     - To see how money is made.     - To know how the business helps the community or environment.     - To find areas that need improvement or rethinking.     - To make changes to improve the business. * **ASK**:   + If Mariam wanted to double her sales, what adjustments could she make to her business model? In which blocks could changes be made?   + Expected responses:     - Improve her value proposition or add new products.     - Reach new types of customers (e.g., larger businesses or online shoppers).     - Use better communication channels, like more social media marketing.     - Adjust her key activities or resources to save time or reduce costs. * **CONCLUDE:**   + As you can see, the B-Canvas helps us look at the business as a whole and identify opportunities to grow or improve.     - t’s a good idea for business owners to stop and review their business strategy regularly to think about changes they could make to improve their business model. This is what we are going to do next! |

### Section 4: Identifying opportunities to grow with the B-Canvas

*This is the closing activity*

**Objective:** Participants identify how expanding thinking questions can help them identify opportunities to grow or improve their business

**Time: 30 Min**

**Materials needed:**

* Paper
* Equipment to play music and music playlist
* Attendance list
* Name tags
* Expand thinking questions on workbook

| Time | Activities |
| --- | --- |
| 20 min | * + **SAY:**     - Now let's look at how you can leverage the B-Canvas to identify opportunities for growth.     - We’ll use some guiding questions to help you identify changes or adjustments you can make in different parts of your business model.     - In your participants workbook there is a list of expand thinking questions     - You’ll use the questions to reflect on each block of your Canvas.     - Use a different color of sticky papers to identify new ideas.     - Once you are finished, shared with the person sitting next to you, which ideas excites you the most to implement     - We’ll have 15 minutes for this activity, including sharing with another person     - Try to focus on practical, realistic ideas you can start implementing soon * **PLAY** background music while participants work. * **MANAGE time**, and when 15 minutes are over, **STOP the music**. * **ASK** if anyone would like to share what they learn by using the B-Canvas and the expand thinking questions. Ensure a similar number of men and women share their learnings. * **ASK** if there are questions * **SAY:**   + This exercise helps you spot areas where your business can improve or grow. Once you’ve completed your B-Canvas review, take time again later to think about how to put these ideas into action. |
| 10 min | **Closing:**   * **ASK:**   + Ok, we’ve come to the end of the day. Would anyone like to share what’s your key takeaway of the day?   + How do you think you can apply the learnings moving forward? * **ENSURE** a similar number of men and women share their learnings. * **MENTION** next steps * **Congratulate** participants for their participation. * **Ask** participants to fill out the satisfaction survey. * **Say goodbye** to the participants. |