



Track Coaching Session 2: New Business Canvas

Sustainable Growth: Business Scaling and Expansion



Community Agreements

Stay engaged: We'll be spending an intensive, albeit brief period of time together. It's important that folks take care of their individual needs so that they can stay actively engaged in the entirety of the discussion. Please refrain from being on your phone or computer, unless using to take notes. When virtual, please try to limit other activities.

Listen to understand: As opposed to listening to respond, where we wait for someone to stop speaking so that we might speak, listening to understand invites us to actively take in what our peers are saying and ask follow-up questions to ensure we understand not just what a person says, but what they mean.

Take space, make space: If you're someone who is typically comfortable speaking in group settings, consider paying attention to when and how frequently you share, giving space to those voices the group might hear from less frequently. If you're someone who is typically quieter in group settings, consider taking a chance and sharing your questions, thoughts, concerns, and opinions.

Nobody knows everything, but together we know a lot: Everyone has expertise to contribute whether it be skills, resources, stories or insights. Our collective knowledge far exceeds our individual contributions.

Challenge assumptions: We're here to learn from one another and that means asking difficult questions and challenging what we may assume to be best practice. Many of our assumptions are invisible in our culture and ways of working. How might we get curious about the things we assume to be true to explore if there are ways to innovate and evolve our practices?

Expect and accept non-closure: During our limited time together we will not be able to address and solve all open question. That's ok! Prepare yourself in advance that decisions may remain under discussion, questions may remain open and we simply may not have time to address some topics. This is part of an ongoing conversation and there's more to follow.

Center Participant Workers: Participant Workers are the heart of our work. Keep the resident experiences, perspectives, needs and desires front and center in all things

Embrace Diversity in All of its Forms: Acknowledge and value the diversity of perspectives and opinions within the group, specifically how they may be informed by folks lived vs. learned experiences.

Create a Safer Space for Sharing / Refrain from Attribution: We want people to feel comfortable sharing experiences, observations, and ideas - even if those are ideas aren't yet fully baked. Let's help people be vulnerable and feel comfortable sharing by not attributing specifics.



Sustainable Growth: Business Scaling and Expansion Roadmap

August 8th, 2024
Venture Criteria

December 10th, 2024
Feasibility Overview

April 15, 2025
Operational and
Organizational Analysis



October 15th, 2024
New Business Canvas

February 11th, 2025
Market Analysis

June 10th, 2025
Financial Projections



Welcome, Meg Erskine!



Meg Erskine

Co-founder and CEO of the Refugee Collective

Austin, TX

www.therefugeecollective.org

Point-In-Time Business Model Canvas

Key Partners	Key Activities	Value Proposition	Customer Relationships	1. Key Customers: Who were your target customers? What are their shared qualities (demographic, geographic, psychographic, and behavioral)?
	Key Resources		Customer Channels	
Cost Structures		Revenue Streams		

Point-In-Time Business Model Canvas

Key Partners	Key Activities	2. Value Proposition: What products/ services did you offer to deliver unique value to key customers?	Customer Relationships	Key Customers
	Key Resources		Customer Channels	
Cost Structures			Revenue Streams	

Point-In-Time Business Model Canvas

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
	Key Resources		3. Customer Channels: How did you reach your key customers? How did you deliver products/ services to them?	
Cost Structures			Revenue Streams	

Point-In-Time Business Model Canvas

Key Partners	Key Activities	Value Proposition	4. Customer Relationships: How did you get, keep, and grow your key customers?	Key Customers
	Key Resources		Customer Channels	
Cost Structures			Revenue Streams	

Point-In-Time Business Model Canvas

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
	Key Resources		Customer Channels	
Cost Structures		<p>5. Revenue Streams: How did your business make money?</p>		

Point-In-Time Business Model Canvas

Key Partners	6. Key Activities: What key business activities and tasks had to occur consistently to create value for your target customers?	Value Proposition	Customer Relationships	Key Customers
	Key Resources		Customer Channels	
Cost Structures			Revenue Streams	

Point-In-Time Business Model Canvas

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
	<p>7. Key Resources: What resources, tangible and intangible, did you need to create value for your key customers?</p>		Customer Channels	
Cost Structures			Revenue Streams	

Point-In-Time Business Model Canvas

8. Key Partners: What partners did you need to create value for your key customers?	Key Activities	Value Proposition	Customer Relationships	Key Customers		
	Key Resources		Customer Channels			
	Cost Structures		Revenue Streams			

Point-In-Time Business Model Canvas

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
	Key Resources		Customer Channels	

<p>9. Cost Structures: What were the key cost drivers of your business model?</p>	<p>Revenue Streams</p>
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Point-In-Time Business Model Canvas: the Refugee Collective

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
<ul style="list-style-type: none"> - Refugee Team Members - Local Restaurant Partners for Food Waste (Este, Lenoir etc) - Gift Box Partners (Texas Roselle, Johnny Bee Good Honey) - Local Partnerships that support Pop ups & CSA pick ups (Elisabet Ney Museum, Whole Earth Provisions, St David's Episcopal, etc) -University Law School partnership to help with contracts - Local Church for studio/ production 	<ul style="list-style-type: none"> - Training and employment programs - Pantry Line Production - Natural Dyeing - Marketing - Community Engagement & Outreach 	<ul style="list-style-type: none"> -Provide Livelihood Opportunities for Refugees and a Sustainable, Locally Sourced Textile or Farm Product that is ethical, traceable and fair-wage 	<ul style="list-style-type: none"> - Through personal relationships & business connections - Social media/newsletters - Engagement at pop up workshops - Seasonal Product releases / new content - Community Engagement (studio/farm tours) 	<p>B2C</p> <ul style="list-style-type: none"> - Customers are within the age range of 25-75, who value sustainability, ethical practices, regenerative agriculture, and community impact: who seek out organic, healthy food options and artisan home goods - CSA customers (75+) - Pantry Line Customers - Textile Home good Customers - Individual Gift Box Sales <p>B2B</p> <ul style="list-style-type: none"> - Private label textile designers (6+) - Wholesale Restaurant Customers (6+)
	Key Resources		Customer Channels	
	<ul style="list-style-type: none"> -Studio/Farm Refugee Teams - Studio: production & storage - Farm: organic produce - Sovereign Textiles (Texas Organic Cotton) -Dye Lab 		<ul style="list-style-type: none"> - Word-of-mouth referrals - Social Media (instagram, newsletters) - Collaborative PR from Sewing Partnerships - Pop up markets (3-4 / annually) - CSA pick up locations in Austin (host markets) 	
Cost Structures		Revenue Streams		
<ul style="list-style-type: none"> - Labor costs - Sourcing & Supply Chain Costs - Rent & Utilities - Marketing - Technology (website/shopify) & POS (square) 		<ul style="list-style-type: none"> - All Transactions Cover Costs + a portion of our social mission with varying margins - Private Label Textile Partners 30% margin - CSA 15% margin - Restaurants- wholesale - Direct to Consumer product sales - Current Organization Revenue Model 70% philanthropy and 30% earned revenue - Textile Studio Revenue Model 95% private label textile partnerships and 5% DTC - Contracts for B2B Customers - POS via Shopify and Square for B2B 		

Growth Objective Business Model Canvas

Scaling or Expansion Goal: *Scale back on private-label manufacturing to focus on expanding B2C product offerings (textile and farm) and simultaneously developing supplemental income opportunities*

Key Partners	Key Activities	Value Proposition	Customer Relationships	1. Key Customers: Who are your target customers for your growth objective? Is this a new customer segment?
	Key Resources		Customer Channels	

Cost Structures	Revenue Streams
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Growth Objective Business Model Canvas

Scaling or Expansion Goal: *Scale back on private-label manufacturing to focus on expanding B2C product offerings (textile and farm) and simultaneously developing supplemental income opportunities*

Key Partners	Key Activities	2. Value Proposition: What is the value proposition for your target customers?	Customer Relationships	Key Customers
	Key Resources		Customer Channels	

Cost Structures	Revenue Streams
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Growth Objective Business Model Canvas

Scaling or Expansion Goal: *Scale back on private-label manufacturing to focus on expanding B2C product offerings (textile and farm) and simultaneously developing supplemental income opportunities*

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
	<div style="border: 1px solid black; padding: 5px; text-align: center;">Key Resources</div>		3. Customer Channels: How are you reaching your target customers, and what new channels are you using?	
Cost Structures			Revenue Streams	



Growth Objective Business Model Canvas

Scaling or Expansion Goal: *Scale back on private-label manufacturing to focus on expanding B2C product offerings (textile and farm) and simultaneously developing supplemental income opportunities*

Key Partners	Key Activities	Value Proposition	4. Customer Relationships: How are you getting, keeping, and growing these customers? Are you scaling your previous strategy or pivoting?	Key Customers
	Key Resources		Customer Channels	

Cost Structures	Revenue Streams
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Growth Objective Business Model Canvas

Scaling or Expansion Goal: *Scale back on private-label manufacturing to focus on expanding B2C product offerings (textile and farm) and simultaneously developing supplemental income opportunities*

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
	Key Resources		Customer Channels	

Cost Structures

(Empty space for Cost Structures)

5. Revenue Streams:
 How does your growth objective impact how your business makes money?

Growth Objective Business Model Canvas

Scaling or Expansion Goal: *Scale back on private-label manufacturing to focus on expanding B2C product offerings (textile and farm) and simultaneously developing supplemental income opportunities*

Key Partners	6. Key Activities: What are your key business activities, and have any of these evolved as your business has grown?	Value Proposition	Customer Relationships	Key Customers
	Key Resources		Customer Channels	

Cost Structures	Revenue Streams
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Growth Objective Business Model Canvas

Scaling or Expansion Goal: *Scale back on private-label manufacturing to focus on expanding B2C product offerings (textile and farm) and simultaneously developing supplemental income opportunities*

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
	<p>7. Key Resources: What are your key resources, and have any of these evolved as your business has grown?</p>		Customer Channels	
Cost Structures			Revenue Streams	

Growth Objective Business Model Canvas

Scaling or Expansion Goal: *Scale back on private-label manufacturing to focus on expanding B2C product offerings (textile and farm) and simultaneously developing supplemental income opportunities*

8. Key Partners: How have your partnerships been impacted by your growth? What new partnerships have you created?	Key Activities	Value Proposition	Customer Relationships	Key Customers
	Key Resources		Customer Channels	

Cost Structures	Revenue Streams
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Growth Objective Business Model Canvas

Scaling or Expansion Goal: *Scale back on private-label manufacturing to focus on expanding B2C product offerings (textile and farm) and simultaneously developing supplemental income opportunities*

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
	Key Resources		Customer Channels	

9. Cost Structure:
 How does your growth objective impact the key cost drivers of your business model?

Revenue Streams



Growth Objective Business Model Canvas: the Refugee Collective

Key Partners	Key Activities	Value Proposition	Customer Relationships	Key Customers
<ul style="list-style-type: none"> - Refugee Team Members - Local Restaurant Partners for Food Waste (Este + Lenoir) - Gift Box Partners (Texas Roselle, Johnny Bee Good Honey) - Local Partnerships that support Pop ups & CSA pick ups (Elisabet Ney Museum, Whole Earth Provisions, St David's Episcopal, etc) - University Law School partnership to help with contracts - Local Church for studio/ production - Cultural Institutions and Local Businesses for 2x month workshop - Corporate Partners for corporate volunteer days 	<ul style="list-style-type: none"> - Training and employment programs - Pantry Line Production - Natural Dyeing - Marketing - Community Engagement & Outreach - Community Workshops - Bringing skills front and center 	<ul style="list-style-type: none"> - Provide Livelihood Opportunities for Refugees and a Sustainable, Locally Sourced Textile or Farm Product that is ethical, traceable and fair-wage 	<ul style="list-style-type: none"> - through personal & business connections - social media/newsletters - Engagement at pop up workshops - Seasonal Product releases / new content - Community Engagement (studio/farm tours) 	<p>B2C</p> <ul style="list-style-type: none"> - Customers are within the age range of 25-75, who value sustainability, ethical practices, regenerative agriculture, and community impact: who seek out organic, healthy food options and artisan home goods - CSA customers (75+) - Pantry Line Customers - Textile Home good Customers - Individual Gift Box Sales <p>B2B</p> <ul style="list-style-type: none"> - Private label textile designers (6+) - Wholesale Restaurant Customers (6+) - Wholesale Partners such as Small Business and Local Grocery Stores - Corporations for Corporate Gift Box Sales
	Key Resources		Customer Channels	
	<ul style="list-style-type: none"> - Studio/Farm Refugee Teams - Studio: production & storage - Farm: organic produce - Sovereign Textiles (Texas Organic Cotton) - Dye Lab at farm + expansion of dye materials - Supplemental Income Opportunities for refugee women 		<ul style="list-style-type: none"> - Word-of-mouth referrals - Social Media (instagram, newsletters) - Collaborative PR from Sewing Partnerships - Pop up markets (3-4 / annually) - CSA pick up locations in Austin (host markets) - Sales to Wholesale Partners - Trade Shows - Studio Workshops 	
Cost Structures		Revenue Streams		
<ul style="list-style-type: none"> - Labor costs - Sourcing & Supply Chain Costs - Rent & Utilities - Marketing - Technology (website/shopify) & POS (square) - Dedicated Sales and Marketing Position 		<ul style="list-style-type: none"> - All Transactions Cover Costs + a portion of our social mission with varying margins - Private Label Textile Partners 30% margin - CSA 15% margin - Restaurants - Direct to Consumer product sales - Current 70% philanthropy and 30% earned revenue - Shopify webpage to expand consumer product sales - Studio Revenue Model 60% private label, 40% own product line (half B2B, half B2C) - Corporate Gift Boxes make a significant portion of our Q4 revenue - Workshops (grant funded) but will have ticket sales + pop up markets 		



Independent Reflection

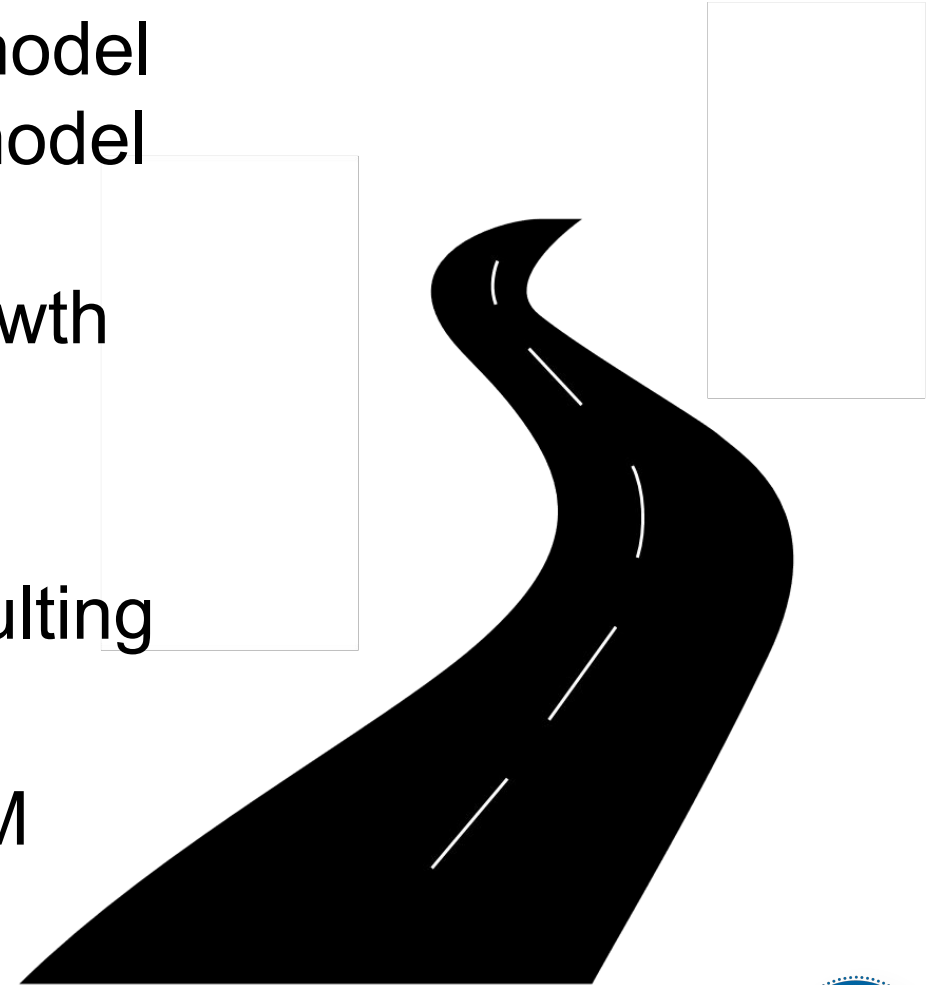
- What new insights do you have after listening to Meg's reflection?
- What new insights have emerged for you while working on your Growth Business Model Canvas?
- What challenges have you encountered so far? How have you navigated them, and are there any areas where you'd appreciate feedback or fresh perspectives?



What's Next?

After this session:

- Keep working on your new business model canvas, share your growth business model canvas with stakeholders, identify assumptions you've made on your growth business model.
- Schedule a 30-minute 1:1 coaching session! Email us team@nearby.consulting
- Our next track session is **Tuesday, December 10th** from 11 AM -12:30 PM PST. The session is **VIRTUAL**.



Feedback Survey

Please take a few minutes to fill out our Survey on this session.

<https://bit.ly/SGTScaleAll>

This feedback helps us improve your experience and plan adjustments to make moving forward.

Thank you!



Citations

This workshop was inspired by, and references:

Osterwalder, Alexander, and Yves Pigneur. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley & Sons, 2010.