

Business Model Canvas – Project « El negro está de moda » / « Mercado Negro (Black Market) »

Key partners:

- Bogotá's administration: Secretariat of Social Integration; Secretariat of Economic Development; Secretariat of Education
- Chamber of Commerce
- Colombian Ministry of Commerce
- Colombian Ministry of Culture
- Afro-Col. National Program
- SENA: National Technical Education Service
- ACDI/VOCA (Afro-Colombian and Indigenous Population Program)
- AFRODES (National Association of Displaced Afro Colombians)
- Hey. Entrenimiento humanitario.
- Teleafro (Tv producer)
- University Monserrate
- AISO (Academia de la sostenibilidad Colombia)
- Afro-Colombian communities and NGOs
- Private sector associations and companies (investors, clients, partners)
- Media

Key activities:

1. Transforming our language and raising awareness about the richness of black culture and their contribution (“Black list of women”, “Colombian black history”)
 - Research and production of content
 - Design and production of merchandising
 - Organization of local events
 2. Encourage entrepreneurship
 - Development of the E-commerce “Black Market”
- Research and identification of social and cultural productive units led by afro-entrepreneurs
- Development of an innovative methodology to help Afro-entrepreneurs develop sustainable social and cultural projects respecting their knowledge & skills
 - Training program
 - Building partnerships with public and private institutions and actors
 - Commercial activities to sale products and services of the” Black Market”

Key resources:

- Capital seed for the development & implementation stages
- Skilled personnel that support the online campaign (Website & content design + communication and marketing strategies incl. merchandising)
- Multicultural team to develop/implement the methodology to support Afro entrepreneurs
- Partnerships with experts and associations from different productive sectors
- Support from local media
- Partnerships with Afro-Colombian organizations and movements

Social value proposition:

- Affordability BUT fair prices assured
- Fighting racial discrimination by changing perception about black communities and valuing the contribution
- All social and cultural products will be produced in a sustainable and ethical way
- Quality assurance
- Helping black entrepreneurs to advance socially and economically

Social metrics:

- Number of afro-entrepreneurs with sustainable projects in implementation
- Number of people supporting the campaign and spreading the message

Customer Relationship

- Social networks
- E-commerce “Black market”
- Local events

Marketing and sale channels:

- Social networks
- E-commerce “Black market”
- App
- Delivery services
- Itinerant local events
- Adds on local media
- Word of mouth

Competitors:

- No local direct competitors (due to elements of differentiation - see originality)
- Some local NGO's implementing economic development programs for Afro-Colombians (competition for funds)

Customers segment: Beneficiaries

- Black social & cultural entrepreneurs
- Black communities
- Clients**
- White, mestizo and black people between 18 and 50 years old
- Companies
- Public institutions
- NGO's interested in implementing entrepreneurship programs for Afro-Colombian population

Cost structure:

- Payroll of experts and support staff
- Fixed costs related to the operation center
- Fixed costs related to the training program
- Taxes

- Costs related to the online social campaign (Website fees, content development, publicity)
- Costs related to the production of merchandising

Revenue streams:

- Merchandising sales
- Sales of own services (Marimba and Cuisine Classes)
- % of the e-commerce sales

- Subscription fee to the “Black Market”
- Donations (in money and other resources)
- Sponsorships