|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Assumptions | Hypothesis | Who we tested with | Results | Adjustments made | Who tested what? |
| Angel investors will be willing to invest in our business. | We will be able to acquire a larger customer base if investors buy into our business. | Ghana Venture Capital Trust Fund | They will invest in our business under the following conditions;   * If we are able to make profit from our MVP * If we are able to provide an accurate estimation of our SOM | Extra rigorous secondary research to estimate the market size we can capture. | Finance team, sales and marketing team. |
| There will be a ready supply of farm produce. | Customers will always be supplied with fresh and quality produce. | Farmers, using customer interviews | This assumption was not entirely validated because some produce are not always in season. | We adjusted the terms of our pre-order system. | Sales and marketing team |
| We will have a ready market. | Once we meet the standard for quality and packaging, customers will be willing to buy our products. | Buyers, customer interviews | People are willing to buy as long as the produce supply is timely, constant, and of good quality |  | Sales and marketing team |
| Farmers will be willing to sell their produce to us. | Farmers who sell their products will make more money.  Farmers who sell their produce to us will find us more dependable. | Farmers, using customer interviews | Farmers will be willing to work with us if our terms of condition are favourable to them. For example, if we buy their produce at a reasonable price. | Tweaked our budget | Finance team |
| Our cost structure will be lower than our revenue stream | The revenue stream offsetting the cost will  allow rapid expansion of our business | Our market opportunity analysis, customer interviews | Our revenue stream will be higher than our cost structure | Bootstrapping | Finance team |
| Farmers will adopt farming practices which our mentorship provides. | If farmers adopt these farming practices, there will be an increase in their crop yield or output. | Farmers, using customer interviews | Farmers will adopt these practices, but only for a limited amount of time to measure results. |  | Sales and marketing team |
| That our customer segment is a mass market – with similar needs. | If all our customers have the same needs, our value propositions, distribution channels and customer relationships will focus on one group. | Buyers, farmers, using customer interviews | This assumption was validated. |  | Sales and marketing team |

**POSITIONING STATEMENT: For commercial small-scale vegetable farmers, Aya reduces post-harvest losses better than any other aggregate farming company. We do this by aggregating and retailing farm produce, providing a ready market, while providing mentorship to improve quality of farm produce.**

**Tagline: Value for every ounce of produce.**

SALES STRATEGY – indirect strategy

MARKET TYPE: Resegmented market – new market (niche)

JUSTIFICATION: We are entering an existing market with known competitors such as the ghana stock exchange, but we are focusing on small-scale farmers making, it a niche market.

POSITIONING STRATEGY BASED ON OUR MARKET TYPE

* Niche strategy
* Onslaught strategy

LAUNCH PLAN/ ACTIVITIES

* **Interviews**
* **Marketing figures and budget**
* **Positioning statement**
* **Launch strategy**
* **Positioning strategy**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Key Activities/Resources Involved | Cost | Total |
| Software development | License fee and maintenance of software | 50 cedis per team member every month. | 550 cedis per month since there are 11 members. |
| Purchase of farm produce | Buying of produce from farmers and delivery to grocery stores and supermarkets | 300 cedis for a sack of pepper  900 cedis for sack of onions  1,800 cedis for a sack of tomatoes  300 + 900 + 1,800 = 3000 cedis per week  12000 cedis per month  Delivery of produce to large companies = 200 cedis per week. This is equal to 800 cedis every month since there are four weeks in a month. | 12000 + 800 = 12800 cedis per month  FIVE FARMERS |
| Mentorship of farmers | Transportation of mentors  Buying of food for mentors  Salary for mentors | 200 cedis per mentor for one month.  80 cedis per mentor for one month.  500 cedis per mentor for one month. | 20 + 80+ 500 = 780 cedis per month. |
|  |  |  |  |

**REVENUE**

Basket of pepper per day – 50 cedis x 3 cafeteria = 150 cedis

Basket of onions per day – 125 cedis x 3 cafeteria = 375 cedis

Basket of tomatoes per day – 250 cedis x 3 cafeteria = 750 cedis

Total per day = 1,275 cedis

Total per week = 1,275 x 3 = 3825 cedis

Total per month = 3825 x 4 = 15,300 cedis

Profit from sales = 15,300 cedis – 12,800 cedis = 2,500 cedis

5% of sales farmers make every month

5% of 12,800 = 640 cedis

Revenue = 640 + 2,500 = 3,140 cedis

**Net profit = 3,140 – 780 = 2,360 cedis**

**Market Analysis**

**TAM- Small-scale farmers in Ghana = 3,500,000**

**= 8.4 billion cedis**

**Reasoning – If 5 farmers produce products worth 12,000 cedis, how much will 3,500,000 farmers produce?’**

**SAM - Small-scale farmers in the Eastern Region = 184,340 farmers**

**= 442,416,000 cedis**

**SOM - Small-scale farmers in Berekusu = 400 farmers**

**960,000 cedis**

**SALES COLLATERAL**

* Social media platforms such as LinkedIn, Facebook and Instagram
* Physical means such as meet and greet sessions with small-scale farmers and target companies
* Explainer videos on how our ERP system works

**INNOVATION TYPES**

**Configuration**

Profit model

Implore more localised drivers to reduce cost - Innocent

Network

Partnering with the D: lab Vertical Farming project - Innocent

Process

* Cleaning agricultural produce before delivery - Aba
* Finding localised drivers to reduce the time taken for delivery - Aba
* Create a network of low-cost(bicycle) deliverers - David

**Offering**

Product performance

* Improving packaging - David
* Fresh and high-quality vegetables directly from farms - Keren
* Organically produced/grown vegetables - Keren

Product system

* Equip small-scale farmers with knowledge, skills and resources for vertical farming – Papa Yaw
* Fast and affordable delivery – Papa Yaw

**Experience**

Service

Collecting refuse of produce when we make deliveries, reducing waste stress for customers - Dela

Sales collateral:

Social Media

-Instagram

-Facebook

-LinkedIn

Physical Means

-Meet and greet session with

small scale farmers and large-scale companies

-Explainer videos on how our ERP system