



HEC MONTREAL

2024 SBC COMPETITION



**social
business
creation**

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SOCIAL INNOVATION - ONLINE PITCH

WICHAY

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1. Social business design

1.1. Social mantra

"Empowering hands, transforming lives"

1.2. Product/service presentation

Wichay is a revolutionary platform dedicated to empower artisan communities in Peru. Our purpose is to provide them with essential knowledge in finance, marketing, management and sales, allowing them to transform their craft skills into thriving businesses that generate substantial income, thereby improving the quality of life for their families and revitalizing the local economy.

At the core of Wichay, we offer comprehensive business coaching and mentoring programs ranging from financial management to digital marketing and customer service. These programs are designed not only to teach practical skills, but also to train participants in the efficient management and sustainable growth of their businesses. In parallel, we have built a vibrant community where artisans can share experiences, overcome challenges and celebrate successes, fostering an environment of collaborative learning and mutual support.

We understand the importance of access to financing, which is why we collaborate with financial institutions to offer low-interest microcredits. This allows artisans to acquire the materials and tools necessary to start or expand their businesses without the burden of high interest rates. In addition, we grant certificates of completion and recognitions that increase participants' credibility with potential clients and employers, opening doors to new opportunities.

Our platform also includes an innovative peer-to-peer mentoring system, where more advanced artisans guide new participants, strengthening their skills and creating a strong sense of community and collaboration. To increase visibility and sales opportunities, we establish strategic alliances with local businesses, fairs and markets, allowing artisans to sell their products both online and in key physical locations.

Our impact strategy is expanded through partnerships with NGOs and government entities, which provide us with additional resources, institutional support and greater visibility. To ensure continued excellence, we implement a constant feedback system, allowing participants to evaluate and suggest improvements to our courses and services.

Wichay not only improves the income and quality of life of Peruvian artisans, but also preserves and promotes the country's cultural and artisanal heritage. Our vision for the future is ambitious: we plan to expand the platform to other regions in Latin America, integrate advanced technologies such as artificial intelligence to personalize the learning experience, and establish an internationally recognized brand of Peruvian artisan products.

With Wichay, we transform traditional skills into modern economic opportunities, foster sustainability and inclusivity, and create a positive, lasting impact on the local economy and the lives of artisans. We are the spark that

ignites the potential of vulnerable communities, taking their traditions and talents to new horizons.

2. Business Model

2.1. Business Model Overview

Wichay aspires to be an organization that combines two different initiatives that work together to contribute to the development of society.

The first of them is the most altruistic and selfless: it is our “Wichay” Assistance Program. This program aims to identify, contact, promote and teach (or enhance) those skills that are most necessary for the most vulnerable people in a certain area.

With this, what we seek is to provide the residents who need it most with tools that allow them to be economically self-sufficient, in such a way that they no longer depend 100% on help from external organizations or close relatives, but rather are themselves capable of to generate their own income, thanks to their new acquired knowledge.

Within this program, workshops will be held for the production of manual products, be it cooking, carpentry, goldsmithing, weaving, among others; At the same time, workshops will be offered to enhance the businesses of these people, which will include topics on finance, marketing, process optimization and the creation of efficient business models.

Then, secondly, we have the second initiative: our own brand, the Wichay brand. This initiative consists of the creation in itself of a brand that is capable of offering the possibility to the people we help with the Wichay program a constant and secure source of income, in such a way that they contribute financially.

The dynamics of the Wichay brand are as follows: the residents, thanks to the workshops offered by the Wichay program, will be able to generate their own products, and what this brand will do is offer them the possibility of purchasing said products, and remunerate them financially for they.

With this, what we seek is to give the opportunity to generate income in a safe way to those people who do not feel prepared to establish their own business, or who perhaps cannot maintain it adequately due to the time they owe.

Then, the Wichay brand will be in charge of selling said products both within the country and abroad, in such a way that the brand can obtain profits from said sales, and allow the sustainability of the entire Wichay project.

2.2. Economic Value For Costumers

Wichay offers consumers a comprehensive experience that combines education, business empowerment and direct access to high-quality artisanal products. By participating in the platform, consumers perceive significant

economic and emotional value that goes beyond a simple commercial transaction.

Firstly, Wichay provides the opportunity for artisans to acquire business knowledge and skills through specialized courses in key areas such as finance, marketing, management and sales. These courses are designed to train artisans and help them transform their artistic skills into thriving and sustainable businesses. Consumers who choose to participate in these courses are directly contributing to the development and strengthening of artisan communities in Peru. This training process not only raises the quality of life of artisans and their families by improving their business capabilities, but also drives local economic growth by encouraging the emergence of new ventures and the expansion of existing ones.

On the other hand, Wichay also functions as a marketplace where consumers can access a wide variety of authentic and high-quality handmade products directly from the artisans. This extension of the platform offers a unique shopping experience, since each product has a story behind it and reflects the care, skill and dedication of the artisan who created it. By purchasing products in the Wichay marketplace, consumers not only purchase unique and exclusive items, but also directly support artisan communities by contributing to their economic livelihood and promoting traditional artisan activity.

Combining education, business empowerment and access to authentic products, Wichay's comprehensive approach provides consumers with a complete and enriching experience. It is not just about buying products, but about participating in a process of valuing Peruvian culture, art and craftsmanship. By supporting artisans through participation in courses and purchasing products in the marketplace, consumers not only experience tangible economic value by contributing to the business development of artisan communities, but they also experience deep emotional value by connect with the authenticity, quality and cultural meaning of artisanal products.

2.3. Target Social Impacts

Wichay is a transformative platform dedicated to uplifting artisan communities in Peru by providing comprehensive business training, access to resources, and a vibrant marketplace. Through its holistic approach, Wichay aims to create lasting social impacts across multiple dimensions, empowering artisans, preserving cultural heritage, fostering economic growth, and promoting sustainability.

- **Empowerment of Artisan Communities:** Wichay's primary goal is to empower artisan communities by equipping them with essential business skills and knowledge. These include financial management, marketing strategies, sales techniques, inventory management, and customer service. By mastering these skills, artisans gain confidence, autonomy, and the ability to make informed business decisions.
- **Income Generation and Poverty Alleviation:** Through Wichay's programs, artisans learn how to transform their craft skills into profitable businesses. This leads to increased income levels within artisan families, ultimately contributing to poverty alleviation. As artisans generate sustainable income, they can afford better education, healthcare, and living conditions, thereby improving their overall quality of life.
- **Preservation of Cultural Heritage:** Wichay recognizes the invaluable cultural heritage embedded in Peru's artisanal traditions. By promoting and supporting traditional crafting techniques, indigenous designs, and cultural symbols, Wichay contributes to the preservation and celebration of Peru's rich cultural identity. This ensures that age-old traditions continue to thrive and evolve for future generations.
- **Skill Development and Capacity Building:** Wichay's mentorship programs and access to microcredits play a pivotal role in skill development and capacity building among artisans. These initiatives enable artisans to enhance their craftsmanship, business acumen, and entrepreneurial skills. By acquiring these capabilities, artisans can sustainably grow their businesses and adapt to changing market demands.
- **Community Building and Collaboration:** Wichay's platform serves as a hub for fostering community, collaboration, and knowledge exchange among artisans. Through online forums, workshops, and networking events, artisans can share experiences, overcome challenges, and celebrate successes together. This collaborative environment nurtures a sense of belonging, mutual support, and collective growth within the artisan community.
- **Access to Markets and Opportunities:** Wichay establishes strategic partnerships and operates a marketplace where artisans can showcase and sell their products. This access to broader markets, both domestically and internationally, enhances artisans' visibility, market reach, and sales opportunities. Moreover, Wichay facilitates participation in local fairs, exhibitions, and trade shows, creating avenues for artisans to connect with potential buyers and expand their customer base.
- **Gender Empowerment:** Wichay promotes gender equality by providing equal access to training, resources, and opportunities for male and female artisans. This empowers women artisans to break traditional

gender roles, participate actively in economic activities, and contribute to household incomes. Gender empowerment initiatives within Wichay foster inclusivity, diversity, and women's economic independence.

- Environmental Sustainability: Wichay advocates for environmentally sustainable practices within the artisan sector. This includes promoting the use of natural, eco-friendly materials, adopting waste reduction strategies, and encouraging responsible consumption. By prioritizing sustainability, Wichay contributes to environmental conservation efforts and promotes eco-conscious production methods.

2.4. Feasibility

This project will be able to sustain itself over time thanks to Wichay's two-pronged proposal. To deliver workshops, we need capital, since all of this is done without charging any fees to the supported people. Everything that is the materials to be used, spaces, instructors and auxiliary personnel has a price, and the way we will have to finance it will be the income from the Wichay brand.

This brand will be in charge of selling the artisans' products in stores aimed at socioeconomic sectors A and B (the two highest in Peru) and abroad. Our value proposition will revolve around the sale of products made by vulnerable people in Peruvian society, and the income generated by these sales will contribute to the growth of the organization and achieve greater reach.

However, said income will happen after about 3 months after starting the entire operation, so we need the initial capital to get all this off the ground. We can use, at the beginning, fundraising activities that allow us to finance certain aspects, but mainly, we will seek to generate alliances with regional and district governments, in such a way that they can lend us, above all, environments where we can dictate our workshops. This is one of the most important aspects, and we are going to ensure that local governments can contribute with their grain of sand in this initiative that is capable of benefiting thousands of people nationwide.

Once we have the space, we will look (in addition to our own fundraising activities) to participate in competitions that are able to finance us, at least in the beginning.

Once we have established the business in the first months, it will depend on the correct logistics and business management of the Wichay brand to fend for ourselves.

2.5. Profitability

2.5.1. Profit Strategy

To ensure the profitability of our platform, we have developed a profit strategy based on several key pillars. These points are designed to guarantee sustainable and diversified growth, allowing for revenue maximization while optimizing our costs.

Below are the fundamental components of our strategy:

- **Scalability:** We will implement a modular architecture that allows easy addition of new functionality and expansion of infrastructure as the number of users and transactions grows. On the other hand, we will use advanced technologies to automate repetitive processes, reducing the need for manual intervention and allowing efficient scalability.
- **Income diversification:** Do not rely solely on a single income stream. Combine subscriptions (we will offer monthly and annual subscription plans for access to exclusive content and premium tools), sales commissions (collection of commissions for transactions carried out on our e-commerce platform), advertising and promotions (sale of advertising space and advertising services). featured promotions within the platform), consultancies (personalized advisory services and strategy development for entrepreneurs), affiliations (affiliate programs and corporate collaborations to generate additional income.
- **Cost Optimization:** Invest in efficient technologies that optimize the development and maintenance of the platform. Use integrated logistics to implement efficient logistics solutions and agreements with suppliers to reduce product shipping and handling costs.
- **Added Value:** Offer educational content and practical tools that truly help entrepreneurs improve and grow their businesses. Also, provide 24/7 support through multiple channels (chat, email, telephone) and maintain an updated knowledge base to resolve common questions.
- **User Retention:** Constantly renew the content and tools available. In addition, we could offer Loyalty programs by applying discounts, reward points and loyalty programs for recurring buyers.

2.5.2. Revenue Model

2.5.2.1. Monthly/Annual Subscriptions:

- **Educational Content:** Access to courses, webinars, tutorials and educational resources.
- **Tools and Resources:** Access to business tools, such as templates, management software, and market analysis.

2.5.2.2. Commissions for Product Sales:

- **E-commerce Platform:** We charge a commission on each sale made through the platform. This could be a flat fee per transaction or a percentage of the sale price.

- Logistics and Payment Services: Fees may be included for additional services such as payment handling, shipping logistics, warehousing, advanced marketing, or premium shipping.
- 2.5.2.3. Advertising and Promotions:
 - Advertising Spaces: Sale of advertising spaces to third parties interested in accessing the platform's audience.
 - Featured Promotions: Premium services for entrepreneurs to highlight their products within the platform.
- 2.5.2.4. Consulting and Personalized Services:
 - Individual Consulting: Personalized consulting services for entrepreneurs who need specific support.
 - Strategy Development: Creation of business plans, marketing strategies, etc.
- 2.5.2.5. Affiliations and Collaborations:
 - Affiliate Programs: Generate income through commissions on sales or leads generated through affiliates.
 - Corporate Collaborations: Associations with companies that offer complementary services.

2.5.3. Cost structure

- 2.5.3.1. Development and Maintenance of the Platform:
 - Web/App Development: Initial development costs and periodic updates.
 - Maintenance and Security: Expenses on servers, hosting, cybersecurity and technical support.
- 2.5.3.2. Educational Content:
 - Content Production: Creation of courses, videos, and learning materials.
 - Expert Fees: Payment to instructors, consultants and experts who generate content.
- 2.5.3.3. Marketing and publicity:
 - Advertising Campaigns: Investment in digital marketing, Search Engine Optimization (SEO), Search Engine Marketing (SEM) and social networks.
 - Promotions and Events: Organization of events, webinars and promotions to attract users.
- 2.5.3.4. Logistics and Operations:
 - Shipping Management: Costs associated with the logistics of shipping products.
 - Payment Platforms: Fees charged by payment service providers.
- 2.5.3.5. Administration and Human Resources:

- Personnel: Salaries for the administration, marketing, customer support and development team.
- Infrastructure: Expenses on offices, equipment and other operational resources.

3. ESG integration

Comprehensive plan that seeks to provide tools and empower low-income people in the communities, so that they develop new entrepreneurship skills and in this way they can support themselves economically, at the same time we will seek to promote the added value for their products that they offer to the society.

Environmental:

Minimum Environmental Impact: The project will be designed under sustainable practices, focusing on reducing industrialization and minimizing waste. This will ensure that project activities generate minimal environmental impact, promoting responsible and conscious development.

Environmental Education: Training modules on sustainable environmental practices will be incorporated. These modules will not only sensitize participants about the importance of environmental preservation, but will also equip them with practical knowledge that they can apply in their communities and work environments.

Social:

Inclusion and Equity: The main focus of the project will be on the inclusion of low-income people, ensuring equal opportunities for all participants. Active work will be done to eliminate barriers that prevent access to resources and development opportunities.

Skills Development: A wide range of training will be offered in new skills, adapted to the needs of the current labor market. This will enable participants to improve their employment prospects and generate sustainable income, strengthening their ability to sustain themselves financially in the long term.

Promotion of Social Value: The added value that participants contribute to society through the development of their skills will be highlighted. The project will promote social integration and recognition of the significant contribution of these individuals, fostering greater social cohesion and community appreciation.

Governance:

Transparency and Accountability: Robust monitoring and evaluation mechanisms will be implemented to guarantee transparency in the use of resources. These mechanisms will allow

for clear accountability to all stakeholders, ensuring that project objectives are met effectively and ethically.

Stakeholder Participation: The project will adopt a participatory and collaborative approach, involving various actors such as beneficiaries, community organizations and donors in its design and implementation. This inclusion will ensure that decisions are representative and that the project adequately responds to the needs and expectations of all parties involved.

This comprehensive plan not only seeks to train and empower low-income people, but is also committed to environmental sustainability, social inclusion, and transparent and participatory governance. By promoting these practices and values, the project will contribute significantly to the economic and social development of the participants, while reinforcing their role and value within society.

4. Business model validation

4.1. Crowdfunding/crowdsourcing campaign

Crowdfunding:

Direct Donations Campaign:

Description: This campaign would focus on raising funds directly through crowdfunding platforms such as Kickstarter, GoFundMe, or local crowdfunding platforms. The goal would be to obtain funds to finance the following aspects of the Wichay project: training workshops, acquisition of materials, creation of infrastructure for production and distribution of products, and expansion of the program to more communities.

Promotion Strategies: Utilize social media, emails, and digital marketing to reach a wide audience. Share success stories from previous participants of the Wichay program to highlight the positive impact of donations.

Pre-order Sales of Wichay Products:

Description: Offer exclusive Wichay brand products as rewards for different donation levels. These products could be crafts made by program participants, sustainable products, or limited editions of popular products.

Promotion Strategies: Create a specific marketing campaign to promote Wichay products available for pre-order. Highlight the quality, cultural value, and social impact of these products as incentives for potential donors.

Corporate Sponsorship:

Description: Seek partnerships with companies interested in supporting the Wichay project in exchange for visibility and recognition. These corporate

sponsors could contribute financially or provide resources and services necessary for the project's development.

Promotion Strategies: Create customized sponsorship proposals for different companies, highlighting the mutual benefits of partnering with Wichay. Utilize networking events and public relations to establish connections with potential sponsors.

Crowdsourcing:

Specialized Volunteering:

Description: Seek volunteers with specialized skills in areas such as digital marketing, graphic design, project management, logistics, and web development to collaborate on promoting and developing the crowdfunding campaign. These volunteers could contribute their expertise and time to maximize the campaign's impact.

Recruitment Strategies: Post volunteer opportunities on social media, online professional groups, and volunteer platforms. Highlight the benefits of being part of a socially impactful project like Wichay.

Success Stories:

Description: Invite individuals who have benefited from the Wichay program to share their success stories. These stories can include how they acquired new skills, improved their livelihoods, and achieved economic self-sufficiency thanks to Wichay. These stories can be used in the crowdfunding campaign to generate empathy and motivate others to contribute.

Implementation Strategies: Conduct interviews and testimonials from Wichay program participants. Create impactful multimedia content (videos, photos, social media posts) that showcase the before and after of lives transformed by Wichay.

Collaborative Events:

Description: Organize collaborative events where participants can contribute their time, skills, and resources to directly support the communities benefiting from Wichay. These events can include Wichay product fairs, open-to-the-public training workshops, environmental cleanup days, or other activities that promote community participation.

Promotion Strategies: Advertise collaborative events through local media, social media, and community associations. Invite opinion leaders, local

influencers, and media outlets to amplify the reach and relevance of the events.

5. Learning curve

From field work, we can gain valuable lessons and insights that will improve and refine our business model. Here are some key learnings and how we can apply them to improve our project:

Knowledge of Real Needs:

- **Capacity Building:** Understanding the specific training needs of artisans, whether in financial management, digital marketing or sales techniques, will allow us to design more effective and adapted training programs.
- **Cultural Adaptation:** Direct interaction with communities will help us adapt our methodologies and content so that they are culturally relevant and accessible to rural Peruvian artisans.

Identification of Barriers and Opportunities:

- **Access to Financing:** We identify the difficulties that rural artisans face in accessing microcredit, which will allow us to collaborate with financial institutions to design more accessible and appropriate financial products.
- **Visibility and Market:** We understand the limitations in visibility and access to markets, knowing this helps us establish more effective strategic alliances and create marketing campaigns that truly highlight the authenticity and quality of artisanal products.

Building Trust and Relationship:

- **Community and Collaboration:** Foster an environment of trust and collaboration among artisans through building a vibrant and mutually supportive community. This is crucial for the success of the peer mentoring program and for active participation in the forums and events organized.
- **Transparency and Feedback:** Establish constant feedback mechanisms so that artisans can evaluate and suggest improvements in our services, thus ensuring that our initiatives remain relevant and effective.

Improvements for our Wichay Project

Optimization of Training Programs:

- **Personalization of Learning:** Use advanced technologies such as artificial intelligence to personalize the learning experience, ensuring that each artisan receives the training that best suits their specific needs and skills.
- **Practical and Applicable Courses:** Focus courses on practical and applicable skills, with concrete examples and case studies that reflect the realities and challenges faced by Peruvian rural artisans.

Improved Access to Financing:

- **Strategic Alliances:** Strengthen alliances with financial institutions to offer low-interest microcredits, facilitating access to the economic resources necessary to start or expand their businesses.
- **Financial Education:** Include financial education modules that teach artisans to manage their income, save and plan investments effectively.

Market Expansion and Sales Strategies:

- **E-commerce platform:** Develop and optimize an e-commerce platform that allows artisans to sell their products both locally and internationally, increasing their visibility and market reach.
- **Events:** Organize and participate in local exhibitions and events to promote artisan products and create contact networks with potential buyers and distributors.

Community Strengthening:

- **Peer Mentoring:** Strengthen the peer mentoring system, facilitating the transfer of knowledge and experiences between more experienced artisans and new participants.
- **Support Networks:** Create support networks where artisans can share their achievements, challenges and solutions, fostering a sense of belonging and continuous collaboration.

Sustainability and Governance:

- **Sustainable Practices:** Promote the use of ecological materials and sustainable production practices, educating artisans about the importance of environmental conservation and social responsibility.
- **Transparency and Accountability:** Implement robust monitoring and evaluation systems to ensure transparency in the use of resources and accountability to all stakeholders.

Integrating the learnings obtained from field work will allow us to not only adjust and improve our business model, but also ensure that our social impact is deep and lasting.

Wichay has the potential to transform lives and revitalize local economies by empowering Peruvian artisans, and with careful implementation and constant adaptation to the needs of the land, we will be able to achieve our goals and expand our reach to new regions and communities.

6. Attachments

Business Model Canvas:
https://docs.google.com/spreadsheets/d/1G-gwoN9ZSEBYrgV19wb6J1M-kI1_k3xg/edit?usp=sharing&ouid=109511987749170932233&rtpof=true&sd=true

SOCIAL MODEL CANVAS				
<p>KEY PARTNERS</p> <p>Fashion and art designer (crafts selection) Entrepreneurship school (Emprende UP / Universidad del Pacifico) Anthropologist and translators (seeking a correct and feasible way to communicate information)</p>	<p>Key Activities:</p> <p>Contacting beneficiaries in an accurate and objective manner. Delivery of training sessions. Empowerment and follow-up of generated businesses</p>	<p>Value Proposition:</p> <p>For Artisan Communities: Specific training will be provided to rural artisan communities, enabling them to acquire financial, organizational, marketing, and legal knowledge to establish their own enterprises and enhance existing businesses.</p> <p>For Peruvian Society: Creation of real value for Peruvian society by contributing to the economic independence of these communities and providing them with the necessary tools to thrive on their own.</p> <p>Social and Environmental Responsibility: Promotion of Peruvian cultural heritage: through art forms passed down through generations, emphasizing their historical richness and the need for their appreciation</p>	<p>Customer Relationship:</p> <p>Face-to-face and direct. The classes will be taught in person to ensure that knowledge is transmitted accurately.</p>	<p>Customer Segment:</p> <p>Rural artisan communities lacking a clear strategy for generating sustainable income over time, or needing empowerment in their existing enterprises.</p>
	<p>Key Resources:</p> <p>Support from municipalities Anthropological and psychological knowledge to truly understand communities and their customs Marketing skills Leadership</p>	<p>Channels:</p> <p>Public and private media: We will make ourselves known through local governments. Word of mouth: Through workshops, we will encourage participants to promote it within their close circles.</p>		
<p>Cost Structure</p> <p>Costs of materials to be used Costs of instructors and translators Logistics costs for transporting personnel and supplies to communities for class delivery Costs of individuals responsible for keeping the business afloat</p>			<p>Revenue Stream:</p> <p>Income from commissions across the artisanal product sales network</p>	

SOCIAL PLATFORM CANVAS

<p>KEY PARTNERS</p> <ul style="list-style-type: none"> - Participation of artisan communities - Business managers who ensure the added value of the business is optimally conveyed 	<p>KEY ACTIVITIES</p> <ul style="list-style-type: none"> - Sale of products made by artisan communities - Offering a unique experience to attendees, so they feel immersed in Peruvian culture and can value our heritage 	<p>VALUE PROPOSITION</p> <p>Offering an experience that allows our customers to take a sensory journey through various regions of our country. Products will be displayed in a pleasant environment where people enjoy spending time (like a café, for example). Additionally, crafts made by these communities will be available for purchase, promoting Peruvian cultural heritage.</p>	<p>CUSTOMER RELATIONSHIPS</p> <ul style="list-style-type: none"> - In-person and direct: in locations where this experience can be lived - Virtual: offering products through an online platform 	<p>CUSTOMER SEGMENTS</p> <p>Peruvian individuals belonging to socioeconomic levels A and B who value Peruvian culture and wish to contribute to artisan communities throughout Peru</p>
<p>KEY RESOURCES</p> <p>Development of a plan for the correct offering of the lived experience, in such a way that it impacts people and makes them feel enveloped in Peruvian culture</p>			<p>CHANNELS</p> <ul style="list-style-type: none"> - Social media: to disseminate our sales locations <ul style="list-style-type: none"> - Billboard campaigns - Word of mouth: we will seek to spread the word through comments from all participants who attend this experience 	
<p>COST STRUCTURE</p> <ul style="list-style-type: none"> - Infrastructure for the experience: required location and ambiance - Cost of local employees - Cost of supplies for product sales - Transportation of native people to the location to offer their products 			<p>REVENUE STREAMS</p> <ul style="list-style-type: none"> - Revenue from commissions throughout the product sales network - Revenue from participation in the experience 	