



How to Complete Your Agritourism Business Canvas

Frequently Asked Questions
With examples from Bulgaria, Greece, and Italy

AgriVETourism Project
A practical guide for learners and trainers

General Questions

What is the Agritourism Business Canvas?

It is a one-page template with 10 fields that together describe how your agritourism business works. It covers what you offer, who your visitors are, how they find you, what it costs, and how you earn money. Think of it as a map of your business — not a 50-page plan, just one clear page.

Do I need business experience to fill it in?

No. The canvas is designed for people who have never written a business plan. If you run a farm, host visitors, or sell products — you already know enough to fill in most fields. If you are a student or just starting, use the scenario sheet provided by the trainer as your starting point.

How long does it take?

About 20–25 minutes for the first draft. It does not need to be perfect. You will come back to it after every module and improve it. The first draft is just to see where you stand.

What if I do not know the answer to a question?

Leave the field empty or write a question mark. An empty field is useful information — it shows you exactly where you need to think more or learn more. That is not a failure. That is the starting point.

Do I need to fill in all 10 fields?

Try to write something in every field, even if it is just one line. The point is not completeness — it is awareness. If you can only fill 6 fields today, that tells you that 4 areas need work. Those are your priorities.

What happens after the first draft?

You keep the canvas and bring it to every module session. After each module, you take 5 minutes to update the fields that connect to what you just learned. By the end of the programme, you will have a complete, tested business concept on one page.

Tip: Use a different colour pen each time you update. This way you can see how your business idea grew over time.

Field-by-Field Guide

Below is each of the 10 canvas fields with its key question, common mistakes, and real examples.

Field 1: Value Proposition

The central question: Why would someone come to YOUR farm instead of going somewhere else?

What should I write here?

One or two sentences that describe what makes your place special. Not what you produce — but why it matters to a visitor. What experience do they get that they cannot get elsewhere?

I sell wine. Is that a value proposition?

No. Many people sell wine. Your value proposition is what makes YOUR wine experience different. It is the combination of your place, your story, and what the visitor feels.

Good examples:

- “We are the only saffron farm in the Petrich area where visitors can pick saffron by hand” (KesarLife, Bulgaria)
- “Third-generation olive farm where guests cook with the family using recipes from grandmother’s notebook” (Umbria, Italy)
- “Four small farms on one trail — taste wine, cheese, honey, and herbs in one afternoon walk” (cooperative near Serres, Greece)
- “Stay in a restored stone house, wake up to the smell of fresh bread baked in a wood oven from 1920” (Rhodope mountains, Bulgaria)

Weak examples (too generic):

- “We offer quality products” — everyone says this. What is YOUR quality?
- “Beautiful nature” — beautiful how? Every farm has nature.
- “Fresh food” — compared to what? Be specific.

Tip: Ask yourself: if a visitor describes your place to a friend in one sentence, what would they say? That sentence is your value proposition.

Field 2: Customer Segments

The question: Who comes to your place? Who do you want to attract?

Can I write “everyone”?

No. “Everyone” means you have not thought about it. Different visitors want different things. A Sofia family with children wants a playground and a pool. A German couple in their 60s wants quiet, local food, and a vineyard walk. A group of students wants adventure and social media content. You do not need to serve all of them — but you need to know who you are aiming for.

How do I know who my visitors are?

Think about the people who came last season. Where were they from? How old were they? What did they ask for? What did they like most? If you have not had visitors yet, think about who is most likely to come based on your location and what you offer.

Examples of customer segments:

- Sofia weekenders (young couples and families, 2.5h drive, looking for a short escape)
- Greek day-trippers from Thessaloniki (1–1.5h drive, interested in food and wine)
- Retired Northern Europeans (DE, NL, UK) looking for authentic rural experiences
- School groups wanting educational farm visits
- Food tourists looking for local tastings and cooking classes
- Local families wanting a Sunday outing with children

Tip: Write 2–3 customer segments. For each, add one line about what they want. This helps you see whether your offer matches their needs.

Field 3: Channels

The question: How do people find out about you? How do they book?

What counts as a channel?

Anything that connects you to your visitors. This includes both how they discover you and how they actually book or buy.

Common channels for agritourism:

- Word of mouth (still the most powerful in rural areas)
- Facebook page
- Google Maps listing and reviews
- WhatsApp or Viber (for direct bookings and group enquiries)
- Booking.com, Airbnb (for accommodation)
- Instagram (for visual storytelling)
- Local tourism office or information centre
- Tour operator partnerships
- Local food festivals and markets (people discover you there and visit later)
- Road signs pointing to your farm

Which channel is best?

There is no single best channel. The question is: which one brings you the most guests? And which one costs you the most? For example, Booking.com brings guests but takes 15% commission and does not share guest contact details. WhatsApp brings fewer guests but costs nothing and gives you a direct relationship.

Tip: If this field is weak, do not worry — Module 2 (The Market) covers digital tools, social media, and online booking in detail. For now, write what you use today.

Field 4: Customer Relationships

The question: How do you keep in touch with guests? Do they come back?

Why does this matter?

A returning guest costs you nothing to attract — they already know you and trust you. A new guest costs you time, advertising, and platform commissions. The cheapest marketing in the world is a guest who comes back and brings a friend.

What can I do if I have no system?

Start simple. Collect a phone number or email when people visit. Send them a message before the next season starts: “The grapes are ready, we start tastings on 15 May — would you like to come?” That is a customer relationship.

Examples:

- A vineyard near Melnik sends a WhatsApp message to past visitors when the new wine is ready
- A Greek guesthouse emails a short newsletter twice a year with seasonal photos and a discount for returning guests
- An Italian agriturismo asks guests to leave a Google review and sends a handwritten thank-you postcard after their stay
- A farm near Petrich has a guest book and takes a photo of every group — they post it on Facebook with permission and tag the visitors

Field 5: Key Resources

The question: What do you already have that the business depends on?

What counts as a resource?

Anything you own, know, or have access to that a competitor would need to buy, build, or learn. Most small operators underestimate what they already have.

Examples of resources:

- Land and buildings (your farm, vineyard, orchard, guesthouse, cellar, stable)
- Equipment (tractor, wine press, kitchen, barbecue area)
- Family knowledge (“my grandmother’s recipe,” “my father’s winemaking technique”)
- Local knowledge (you know every trail, every spring, every view point in the area)
- Tradition (a recipe, a craft, a festival that has been in the village for generations)
- Location (proximity to a town, a border crossing, a hiking trail, thermal water)
- A unique crop or product (saffron, lavender, ancient grape varieties, rare breed animals)
- Language skills (if you speak Greek, English, or German, that is a resource)

Tip: The resource you forget most often: yourself. Your personality, your story, your willingness to host — that is a key resource. Visitors do not come for the building. They come for the person.

Field 6: Key Activities

The question: What do you actually do to make the business work?

How is this different from Key Resources?

Resources are what you HAVE. Activities are what you DO. A vineyard (resource) is useless without someone growing grapes, making wine, hosting visitors, and posting on social media (activities).

Examples of key activities:

- Growing (vegetables, fruit, grapes, olives, herbs, saffron)
- Producing (wine, oil, cheese, jam, tahini, cosmetics)
- Hosting (receiving guests, preparing rooms, cooking meals)
- Guiding (farm tours, vineyard walks, cooking classes, harvest experiences)
- Selling (at the farm, at markets, online, through partners)
- Communicating (social media posts, responding to enquiries, updating listings)
- Maintaining (the property, equipment, garden, paths, signs)

I do everything myself. Is that a problem?

It is common in small operations but it is a risk. If you do everything, you cannot grow. Write down all your activities — then ask: which ones must I do personally? Which ones could someone else do? Which ones could I stop doing without losing guests?

Field 7: Key Partnerships

The question: Who do you work with? Who could you work with?

I work alone. What do I write?

Almost nobody truly works alone. Think about: who supplies you? Who recommends you? Who is nearby and could benefit from sending visitors to you?

Examples of partnerships:

- A neighbouring farm (share a delivery van, refer visitors to each other)
- A local restaurant (they buy your products, you send guests to eat there)
- The municipality tourism office (they list you, you provide content for their website)
- Your Local Action Group / LAG (funding advice, networking, joint marketing)
- A tour operator or travel agency (they bring groups, you host them)
- A local guide or hiking association (they bring walkers past your farm)
- A school or university (educational visits, student projects)
- Other operators in a cooperative (shared marketing, joint events, group purchasing)

Tip: In Italy, farmers routinely share equipment and marketing costs through cooperatives. In the Balkans, the habit is to do everything alone. Think about what you could share with someone nearby — it can cut your costs by half.

Field 8: Cost Structure

The question: What does it cost to run your business?

Do I need exact numbers?

Not in this field. The canvas gives you an overview — the Monthly Financial Plan (from Unit 2) is where you put exact numbers. Here, just list your main cost categories and note which ones are biggest.

Examples of costs to list:

- Fixed costs: rent/mortgage, insurance, licences, loan repayments, internet, phone
- Variable costs: food for guests, cleaning supplies, laundry, fuel, seasonal staff
- Hidden costs (the ones you forget): your own working hours, small repairs, maintenance, bank charges, compliance fees
- Seasonal note: “4 months of costs with no income (Nov–Feb)”

What is the most common mistake?

Not counting your own time. If you work 10 hours a day on the farm and hosting, that time has a value. If someone else did it, you would pay them. Write it down.

Field 9: Revenue Streams

The question: How does money come in? How many ways?

I only have one income source. Is that a problem?

Yes. If you depend on one source (only rooms, or only market sales), one bad season can break you. Resilient agritourism businesses have three to five income sources. They do not need to be large — just different.

Examples of revenue streams:

- Accommodation (rooms, camping, glamping)
- Food and drink (meals, tastings, cooking classes, farm breakfasts)
- Activities and experiences (farm tours, grape picking, workshops, harvest events)
- Direct product sales at the farm (wine, oil, jam, honey, cheese — at farm premium prices)
- Direct product sales at markets or festivals
- Online product sales (shipped to customers)
- Corporate or group events (team building, retreats, private celebrations)
- Educational visits (schools, universities)

How do I know which one to add next?

Look at what you already have (Key Resources) and what you already do (Key Activities). The next revenue stream is usually something that uses what you have without requiring a large investment. If you have a vineyard and already make wine, the next step is not buying more land — it is offering a tasting experience.

The value chain principle:

- Raw grapes: €1/kg (commodity)
- Bottled wine: €7/bottle (processed product)
- Wine tasting at your vineyard: €25/person (experience)
- Same grapes, same vineyard. 25x the price. The difference is processing, packaging, and experience.

Field 10: Community and Cooperation

The question: How does your activity connect to and benefit the local community?

Why is this a separate field?

Because agritourism does not exist in isolation. Your success depends on the area around you — the roads, the other businesses, the reputation of the region, the people who live there. And increasingly, EU funding programmes look for community benefit as a condition for support.

Examples:

- You buy bread from the local bakery for your guest breakfast — that supports a local job
- You recommend the restaurant in the village — they recommend you back
- You hire local young people in summer — that keeps them in the area instead of leaving for the city
- You participate in a local festival and bring visitors — the whole village benefits
- You share marketing costs with two other farms — together you appear on a trail map that none of you could afford alone

- Your visitors discover the area and come back for other activities — everyone benefits

Tip: When you apply for LEADER or other rural development funding, the question “how does this benefit the community?” always comes up. If you can answer it clearly, you are already ahead of most applicants.

Practical Tips for Filling In the Canvas

How much should I write in each field?

Keep it short. Two to five bullet points per field. Not sentences — just clear, concrete points. The canvas is a thinking tool, not a document to submit. It should be readable at a glance.

Should I fill it in alone or with someone?

Both work, but filling it in with someone is usually better. A family member, a business partner, a fellow operator, or even a friend who knows your farm. They will see things you miss. In training sessions, the trainer may pair you with someone from another country — their questions often reveal blind spots.

What if my business does not exist yet?

The canvas works for ideas too. Write what you plan to do, who you plan to serve, and what you think it will cost. Many fields will be guesses — mark them with “?” and come back when you know more. This is how real businesses start.

What if two fields overlap?

That is normal. A cooking class is both a Key Activity and a Revenue Stream. A local restaurant is both a Key Partnership and a Channel (if they recommend you). Do not worry about putting things in the “right” box. The canvas is a tool for thinking, not an exam.

Can I change it later?

You should change it later. The canvas is a living document. After every module, after every season, after every new idea — take it out and update it. A canvas that never changes means you stopped thinking about your business.

What is the most common mistake people make?

Three mistakes come up again and again:

- **Being too vague.** “Quality products” means nothing. “Homemade rose jam from Petrich roses, sold in 200g jars with hand-written labels” means something.
- **Writing “everyone” as the customer.** Nobody sells to everyone. Pick 2–3 groups you can actually reach.
- **Forgetting the money side.** Fields 8 and 9 (costs and revenue) are the hardest to fill honestly, but they are the most important. If the numbers do not work, the rest is a hobby.

Quick Reference: All 10 Fields at a Glance

#	Field	Key Question	What to Write
1	Value Proposition	Why come to YOUR place?	What visitors say they loved most
2	Customer Segments	Who are your visitors?	2–3 groups with what they want

3	Channels	How do they find and book you?	List every way people reach you
4	Customer Relationships	How do you keep them coming back?	What you do after the visit
5	Key Resources	What do you already have?	Land, skills, tradition, equipment
6	Key Activities	What do you actually do?	Grow, produce, host, guide, sell
7	Key Partnerships	Who do you work with?	Neighbours, suppliers, LAG, networks
8	Cost Structure	What does it cost?	Fixed, variable, hidden costs
9	Revenue Streams	How does money come in?	List all income sources (aim for 3+)
10	Community & Cooperation	How does it benefit the area?	Local jobs, shared costs, joint marketing

Module 1: first draft → Module 6: finished business plan

Keep your canvas. Bring it to every session. Use a different colour each time.