

Key Resources • Network of expert partners and consultants • Scientific research & data (nutrition, health, environment) • Political support & laws • Key competencies: Nutrition, catering, training, business management, marketing, sales development, stakeholder management, Consulting, IT <i>What resources will you need to run your activities? People, finance, access?</i>	Key Activities Companies • Awareness-raising campaigns • Team building activities • Cooking workshops • Smart Food challenges • Games and workshops • Event management Restaurants • Smart cooking training and resources • Consulting on menu development and communication • Smart Food label Individuals • Smart Food challenges • Cooking workshops • Conferences <i>What programme and non-programme activities will your organisation be carrying out?</i>	Type of Intervention 2 • Consulting • Trainings, activities and coaching (cooks and users) • Resources and support • Value & Supply chain development • Community management • knowledge/innovation hub <i>What is the format of your intervention? Is it a workshop? A service? A product?</i>	Segments 1 • Client companies/organisations' employees, students, residents, etc. • Restaurants and their customers • Individuals caring about their health and/or the environment and/or wishing to adopt better food habits. <i>Who benefits from your intervention?</i> Beneficiary	Value Proposition We help people make food choices that are great for their health and the planet. Beneficiary Value Proposition Impact Measures • Number of activities deployed and number of participants • Long-term change operated by beneficiaries (via survey) • Proportion of Smart meals served in restaurants <i>How will you show that you are creating social impact?</i>
Partners + Key Stakeholders • Organisations and individuals specialised in nutrition, health, sustainable development, environment, training, science • Professional cooks specialised in plant-based cooking • Plant-based restaurants • Regional plant-based food producers <i>Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?</i>	Channels 6 • Services delivered in-person and on companies' sites • Services delivered remotely, online (via e.g. Zoom, Meet, Webinars, etc.) • Communication with clients, users and prospects mainly through website, newsletter, social media, events, community <i>How are you reaching your users and customers?</i>	Customer 4 • Private organisations: - Large companies - SMEs • Public organisations - Schools and childcare - Nursing homes - Hospitals - Universities (campuses) - Prisons <i>Who are the people or organisations who will pay to address this issue?</i>	Customer Value Proposition Companies : We help companies become sustainability and health champions with our Smart employee programmes. Restaurants: We help restaurants expand their customer base, while improving their environmental impact by teaching them how to cook delicious Smart meals. Individuals: We help individuals adopt a Smart lifestyle through education, games and resources.	
Cost Structure • Salaries and social expenses • Transport & mobility • Marketing • Innovation, Research & Development • Administrative expenses • Training • Equipment, Logistics & IT <i>What are your biggest expenditure areas? How do they change as you scale up?</i>	Surplus • Reinvest surplus into the company • Donations : associations, grants <i>Where do you plan to invest your profits?</i>	Revenue • Contracts with organisations and restaurants • Cooking class fees for individuals • Commissions on partners' services • Sponsorship <i>% per revenue stream to be defined</i> <i>Break down your revenue sources by %</i>		