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**Propuesta de entrada al mercado canadiense para UMA Perú: Apoyando  
ingresos estables de mujeres artesanas y fortaleciendo la confianza del  
consumidor a través del canal digital**

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CATÓLICA DEL PERÚ**

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## Executive Summary

UMA Perú, founded in 2019, is a Peruvian social enterprise with the purpose of supporting women artisans from marginalized rural Andean communities by providing market access, fair income and cultural recognition. As these women face numerous challenges including low compensation for their work, reliance on middlemen and a lack of visibility, UMA supports them by connecting them with socially conscious customer. This helps them in preserving their cultural heritage and be economically independent.

As UMA plans to expand further in North America by entering the Canadian market, adapting to local customer needs is essential. Research and interviews revealed that Canadian shoppers value authenticity and prefer in-person purchases, as online platforms create insecurities about product origin and social impact. To address this, two user groups representing the artisan women on the one, and the socially conscious customer on the other side were analyzed to reveal their needs. Where artisan women seek fair compensation, independence and respect for her culture, the Canadian customer seeks transparency and evidence for ethical claims.

Based on this, the proposed solution includes the implementation of a digital landing page that enables transparent communication about product origin, artisan storytelling and impact measurement. With the integration of a physical product card added to each purchase, that leads to this landing page through a QR Code, customer trust and artisan recognition can be enhanced. This solution builds on UMA's existing digital infrastructure and can scale across markets, while being financially and socially viable and enhancing customer trust and ethical consumption.

## Resumen Ejecutivo

UMA Perú, fundada en 2019, es una empresa peruana con enfoque social cuyo propósito es apoyar a mujeres artesanas de comunidades rurales andinas marginadas, brindándoles acceso al mercado, ingresos justos y reconocimiento cultural. Estas mujeres artesanas enfrentan numerosos desafíos tales como bajos niveles de compensación por su trabajo, dependencia de intermediarios y falta de visibilidad. Para hacer frente a ello, UMA genera apoyo conectándolas con consumidores socialmente conscientes, esto ha permitido que puedan preservar su herencia cultural y lograr independencia económica.

A medida que UMA planea ampliar su expansión en el mercado Norteamérica, ingresando al mercado canadiense, es esencial adaptarse a las necesidades de los consumidores locales. Mediante la investigación y entrevistas realizadas se identificó que los compradores canadienses valoran la autenticidad y prefieren las compras en persona, ya que las plataformas en línea generan inseguridad sobre el origen del producto y el impacto social. Para abordar ello, se analizaron dos grupos de usuarios, por un lado a las mujeres artesanas, quienes buscan una compensación justa, independencia y respeto hacia su cultura, y por otro lado a los consumidores canadienses, que demandan transparencia y evidencia de las afirmaciones éticas en sus compras.

A partir de las necesidades identificadas, la solución propuesta incluye la implementación de una landing page que comunique con transparencia el origen del producto, la narración de historias de las artesanas y la medición del impacto. Además se integrará una tarjeta física a cada compra, este conducirá a la landing page a través de un código QR. Con ello, se busca fortalecer la confianza del consumidor y el reconocimiento de las artesanas. Esta solución se basa en la infraestructura digital existente de UMA y puede escalarse a otros mercados, siendo financieramente viable y mejorando la confianza del consumidor y el consumo ético.

## Dedication

I dedicate this work to my family, to mom, dad and my sister, whose constant and endless support and encouragement have been given me the strength to pursue this path. Without their belief in me, I would not be where I am today and I hope that through this work, I live up to the trust and encouragement they have always placed in me. I further dedicate this thesis to my MGB cohort, with whom I have shared an unforgettable nine-month journey. Their collaboration, resilience and friendship made this a special experience and I am grateful that we were able to navigate it together.

- Valentina Killinger

To my parents and my family who have always supported me in reaching my dreams. You made me push my limits and stay true to my values. I further dedicate this thesis to my partner, for supporting and grounding me anytime. Finally, I dedicate this work to my MGB rockstar family. Your encouragement, friendship and openness have not only made this nine-month special and unforgettable but have also supported me in my personal development.

- Rebecca Jennifer Ziegler

I dedicate this thesis to my parents, brother and grandparents, whose constant presence and unwavering support have accompanied every decision I have made and instilled in me the confidence to trust myself. To my lifelong friends, who always supported me with words of encouragement, and also to the new ones whom life has kindly brought into my path, from whom I have been able to learn.

- Massiel Gloria Asto Rupay

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- Romina Mirkhosravi



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Finally, we would like to thank everyone who contributed to our research, including our interview partners, whose insights enriched our understanding and made this project possible.

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## Chapter I. Defining the problem

In recent years, the global market has seen a rising demand for ethically produced, culturally rich and handcrafted products (Tan et al., 2025). However, despite this trend, many artisan communities, especially in rural areas within South America, are facing barriers that limit their access to the markets, fair and stable compensation as well as sustainable income (UN Women, n. d.). Especially women make up an excessive percentage of these workers (Arora, 2023). Conditions like limited marketing options, unfair business practices through middlemen, as well as having no labor laws increase the hurdles for younger generations to preserve their cultural heritage by continuing their ancestors' profession (Noor et al., 2021).

Founded in 2019 in Lima, Perú, UMA Perú (UMA) is a social enterprise that aims to address exactly these issues stated above. With the mission of supporting women in the preservation of their cultural heritage while helping them to escape poverty and domestic violence, UMA collaborates with artisan women from rural Andean areas of Peru and supports them in connecting their arts and crafts to the market (UMA, n. d. a). According to Shahzad et al. (2025), network- and community-based support increases their resilience by providing access to the market, financial stability as well as increased business sustainability. Besides, working within communities comes with lower operational costs, less marginalization and business- and marketing-related knowledge and support (Mousa et al., 2024). UMA serves as an intermediary, as it facilitates the sale of handmade products, made from local materials to ethical buyers. With its value chain, the social enterprise delivers a solution that empowers female artisans as entrepreneurs, job creators and cultural ambassadors (UMA, n. d. a). This clearly shows that UMA not only tries to reduce poverty, fight gender-based violence but also fosters inclusivity. Consequently, the actively try to solve social problems in line with SDG 1 with metrics 1.4., SDG 5 with metric 5.a. and SDG 10 with 10.3. (United Nations, n. d. a; United Nations, n. d. b; United Nations, n. d. e).

After having expanded into the U.S.-Market by selling exclusively online through their e-commerce platform and Amazon, UMA now plans to extend its presence in North America by further entering the Canadian market. However, several key challenges and insecurities have presented themselves during this process. Initial research and interviews revealed that Canadian customer often prefer to purchase artisan goods in person rather than online. This preference stems from a lack of trust in the authenticity and ethical sourcing of products when purchasing on digital platforms. Uncertainties regarding how products are made, who produces them and whether the social impact is truly achieved limit UMA's ability to scale online sales in this market. This, in turn, increases the risk of being able to guarantee a stable monthly income for the artisan women.

Based on this, the relevant social problem (RSP) can be defined as follows:

*The relevant social problem is to ensure that artisan products resonate with socially conscious customers and build their trust, while staying aligned with the traditions of artisan communities, their cultural identity, and their production capacity in order to guarantee stable and sustainable income for artisan women.*

Addressing this enables greater visibility for artisan women, improves their earning potential and supports the long-term sustainability of their traditions, directly supporting SDG 1, 5 and 10 and the needs of the artisan women. The defined problem combines UMA's mission, market challenges as well as the evolving demands of ethical consumption.

## Chapter II. User (and Customer) Research

In order to validate and further define the RSP laid out in the previous chapter, an in-depth user research process was conducted, focusing on understanding the realities, aspirations and needs of the two user groups of UMA. The objective was to gather insights into their behaviors, values and pain points. Through a combination of qualitative interviews and a quantitative survey, key themes such as motivation, trust, transparency and expectations surrounding ethical consumption and production were explored. The following section will first present detailed user profiles, followed by their experience maps which further lead to the key needs and insights that shaped the proposed solution of the consulting project, outlined in [Chapter 3.5](#).

### 2.1. User profile

To design a solution that responds to the needs of both ends of UMA's value chain, this chapter focuses on the development of both user profiles. Therefore, the artisan women from rural Peru who produce handcrafted, traditional products, as well as the conscious customers who purchase them represent the two key actors involved in UMA's ecosystem.

In order to better capture the emotional and behavioral realities of both user groups, visual persona maps were developed (see [Appendix A](#) and [Appendix B](#)). These maps outline key dimensions of the user behavior such as activities, desires, joys, frustrations, motivations and needs. Based on this data, representative personas were formulated and assigned to the names *María* for the artisan women and *Olivia* for the Canadian customers.

#### 2.1.1. *María – The Artisan*

The user persona of *María* represents female artisans in informal, often marginalized contexts in rural Andean Peru. These women are the backbone of UMA's value chain as they contribute their knowledge on handicraft and cultural heritage to the products. The persona was developed using qualitative data from interviews conducted by UMA themselves, with several artisans (see [Appendix C](#)). Given the location of the artisan women and resource and time

constraints, the only way to reach the artisan women directly was to use interviews conducted by UMA. This is a limitation to this work because bias might have influenced UMA's interviewers and interviewees. These interviews were conducted in Spanish and offered valuable insights into the lived experiences and aspirations of the artisans. The central themes were translated and unified into one user profile (see [Appendix A](#)), structured around the categories of social contexts, beliefs, aspirations, family structure and challenges.

María is in her early 40s, lives in a rural village in the Andean area and balances the production of crafts with her household responsibilities and caregiving for her children. As a member of a local artisan community, she engages in traditional crafts such as embroidery, textile weaving, stone carving and other activities that have been passed down through generations. Her work is flexible and performed in shared places or at home. Further, it is deeply rooted in her culture.

She finds joy in creating something beautiful by hand, especially when it contributes to the family's financial stability. She takes pride in preserving her cultural heritage and in passing on traditional knowledge to the next generation and being recognized for her crafts. Therefore, her aspirations include economic independence, being seen and valued for her skills and crafts and being part of a community. A main motivational factor for María is to enable her children a better life as well as access to education. However, next to the economic aspect, to her, empowerment also means being visible, participating in the production of a community and engaging with other artisan women.

However, María also faces various barriers to fair compensation and market access. Her income is low and irregular and often determined by intermediaries who offer unfair prices. She lacks knowledge about branding, pricing and quality management. Further, she does not have formal contracts or labor protection and faces infrastructure limitations and at times domestic violence. Her reliance on external partners and fairs for presenting her products makes her

dependent on third parties as digital tools and platforms are difficult to access due to literacy or infrastructure gaps.

### **2.1.2. Olivia – The Conscious Buyer**

Olivia represents the archetype of a socially conscious young professional in Canada who aligns her purchasing behavior with her values. She is in her late 20s, lives in Canada and is in the early stages of her career. For Olivia, ethical consumption is very important as she wants her purchases to have a positive social and environmental impact. This profile was developed through qualitative interviews conducted with Canadian customers based on a structured interview guide (see [Appendix D](#)). Further, this information was supported by a quantitative survey that was created and sent to Canadians in the province British Columbia (see [Appendix E](#)). Common patterns from these were then combined to be able to create a user persona (see [Appendix B](#)), highlighting Olivia's lifestyle, motivations and pain points.

Olivia leads a conscious and ethically motivated lifestyle. She regularly visits farmers markets and local craft fairs. Besides, she researches brands before making a purchase or asks the artisans about their background in person. Her customer behavior is intentional and informed with a preference for brands that communicate transparency and impact.

What brings Olivia joy is feeling that her purchasing decisions contribute to something good and create a positive impact. She likes to support small, women-owned businesses and sees this as a way of empowering others. Buying something she likes that is ethically made and carries a story gives her a sense of fulfillment. She also enjoys gifting such items as a way to connect with others and spread awareness on these businesses. Olivia wants her consumption choices to reflect her values and that they contribute to a positive change in society and wants to support businesses that are transparent about their operations.

Despite this, she finds it difficult to verify whether a product is truly ethical, especially when shopping online. She is often skeptical of greenwashing or other ethical claims. Further,

when looking for ethical products online, the impersonal nature diminishes her interests as it makes it more difficult to ask questions and to identify with the product. Additionally, she tries to avoid major platforms like Amazon as they do not reflect her values and she does not associate artisanal products with these. Her pain points are rooted in a lack of trust, transparency and emotional engagement.

## **2.2. User experience map**

To ensure relevance to the relevant social problem, the experiences of both user groups were outlined, aiming to get insights into their unmet needs, as well as most important opportunities for change. Both user maps can be found in [Appendix F](#) and [Appendix G](#).

### **2.2.1. *María – The Artisan***

María faces a variety of emotions ranging from financial instability and social dependence to moments of self-worth and empowerment. These are affected by low income, undervaluation of her work and a strong dependency – aspects that are intensified by a lack of market access and low compensation for her work. An important emotional shift occurs when she realizes that customers value her cultural knowledge and handicrafts, allowing her to be economically independent. However, these moments of positive peaks are fragile due to pricing pressures and difficulties in growing her income without compromising her cultural heritage. This shows how her empowerment is based on external validation and fair pricing and is not only based on economic factors. Cultural recognition for her craft and the possibility to connect to her customers are important factors as well. Further, it illustrates how trust and motivation are dependent on respect for her cultural identity and on how her work is valued.

### **2.2.2. *Olivia – The Conscious Buyer***

Olivia begins her journey with strong ethical intentions and optimism. She wants her purchases to reflect her values and to support artisans like María. However, this intention is quickly met with confusion and growing skepticism as she doubts ethical labels, brand messaging is

inconsistent and it becomes difficult to determine which products are truly sustainable. Her emotional low point occur during the decision-making stage, when she feels overwhelmed by unclear standards and conflicting information. The challenge is not a lack of ethical products, it rather is the challenge of verifying them.

Olivia's experience reflects a lack of trust in ethical consumption, which come from a market that lacks clear verification systems. This leads to emotional conflicts between what she wants to support and what she can verify with certainty. Olivia's challenges are rooted in the absence of a reliable infrastructure that can translate ethical intentions into confident action. She wants to buy ethically, but lacks proof that validates her choices, suggesting that trust-building mechanisms are essential if ethical consumption is to be more than just an intention.

### **2.3. Identification of the need to solve for the user**

The user experience map described above helps to identify the needs for addressing each user's experience. In order to form a solution, factors such as emotional intensity, frequency and their relevance to the user's ability to achieve their goals were prioritized.

#### ***2.3.1. María – The Artisan***

As outlined above, María need to earn fair income while respecting her cultural identity. This need was prioritized by identifying where her emotional lows met with pain points such as market exclusion, low pricing and undervaluation. What was most prominent was the need for access to a market where her products are valued. This clearly shows that for María, empowerment is not solely an economic factor, but also a sign of respect for her work.

#### ***2.3.2. Olivia – The Conscious Buyer***

Olivia's main unmet need is the ability to trust and verify that her purchases reflect her ethical values. Her confusion, guilt and emotional exhaustion were all found to form at the inability to confirm whether a product is truly ethical. Her user persona displays someone who seeks

connection with the maker and whose identity is closely tied to the value of the purchase.

Supporting this need is essential for enabling Olivia to act according to her values.



### Chapter III. Product or Service Design - Solution

Grounding the problem in the emotional experiences of each user allowed the design of a solution that is not only functional, but also supports meaningful participation in the system. Following an agile and iterative process by developing 6x6 canvas for each user, the proposed solution was directly designed around the pain points and most important needs of the user- and buyer persona (see [Appendix H](#)). This approach ensured that the final solution addressed the artisans' needs, while also responding to the pain points of the customers. With that, a solution was developed that combines the online- and offline purchase experience.

At core, this solution is a “Beyond the Product” section, integrated on UMA's website as a new landing page. This solution functions as a communication tool, telling the production process and artisan stories in a way that their cultural heritage and social importance is highlighted. By integrating transparent storytelling, measurable impact metrics and user-generated content with direct customer reviews, it not only supports transparency and trust-building by creating an engaging customer experience, it also gives Artisan women more visibility. This iterative process led to the final solution is described in the following.

#### 3.1. Conception of the product or service

The conception of the solution followed a structured design thinking approach, starting with individual brainstorming sessions, which enabled the generation of a wide variety of ideas and enabled outside-the-box thinking. These ideas were then combined and refined. Collaboration allowed for the combination of perspectives and the identification of common themes. To ensure a practical focus, the team applied a cost impact matrix, which served as a tool that facilitated the clustering and prioritization of concepts. By evaluating potential solutions, the matrix revealed which ideas could provide the greatest value at the lowest cost, enabling the team to identify several “quick wins”, such as digital storytelling features, impact

visualization, and AR product passports, while also discarding or postponing ideas that were either less feasible or required significant resources (see [Appendix I](#)).

Once the most promising concept had been identified and selected, the process moved into a series of development cycles. Initially, after the development of the initial prototype, it went through a total of three iterative sprints (see [Appendix J](#)). Based on that, the prototype was developed, tested, and progressively refined based on user input. This process ensured that learning occurred at every stage and adjustments were made in response to these insights. The feedback collected during these sprints highlighted the importance of authentic artisan stories, which customers perceived as the enhancement of the uniqueness and value of the products. Emotional connection was another aspect that was mentioned frequently, as users expressed a desire for narratives that made their purchases feel meaningful. Further, the inclusion of an impact tracker was also perceived as useful, as it provided a way to link the purchases to measurable social outcomes. As these helped with the identification of areas that required improvement, such as the clarity of messaging on the landing page, the need to strengthen the cultural identity and the importance of accessibility features like font size and text for inclusivity, four additional feedback sprints were conducted (see [Appendix K](#)). At the end of this process, collecting a total of seven user feedback sprints helped to adapt the prototype in a way that it worked towards the best final version of the proposed solution.

Based on this final sprint, the prototype was developed into a solution consisting of a digital landing page (see [Appendix L](#)) paired with a physical QR-coded product card (see [Appendix M](#)). This final version incorporated the above-mentioned features, while addressing the constructive criticism received during the feedback sprints. This process ensured that the solution was not only technically and financially feasible, but that it also aligned with stakeholder needs. For artisans, the platform represents visibility, fairness and the potential to

scale their work sustainably. For customers, it delivers trust, transparency and an engaging shopping experience.

### **3.2. Development of the narrative**

Within this project, different tools were used to create a solution that fulfills UMA's needs. Early on in this project, it became clear that it is an iterative process, creating a valuable learning opportunity by pivoting if stagnating. First, it was essential to identify UMA's expectations and priorities. Early discussions showed that the company wants support in expanding to the Canadian market, while maintaining its mission of empowering artisan women and preserving their cultural heritage. Although the initial approach focused on the diversification of UMA's product portfolio based on customer preferences in Canada, quantitative and qualitative studies revealed the importance of building trust, before diversification could succeed. The main insight was that socially conscious customers were hesitant when buying ethical products online due to uncertainties about authenticity, product origin and the social impact (see [Chapter 2.1.2](#)). Based on this, the focus of the project shifted towards increasing transparency, trust and behind-the-product storytelling.

In order to get an understanding of both parties across the value chain, two Meta User Canvases were developed for both user groups (see [Appendix A](#) and [Appendix B](#)). With qualitative and quantitative methods conducted during this project, while also using interviews conducted by UMA themselves, it was possible to define the main characteristics of the buyer- and user personas. This built the basis for the development of an User Experience Map, showcasing their pain points and needs identified during the interviews (see [Appendix C](#) and [Appendix D](#)), further defining the RSP, as described in [Chapter 1](#).

After defining the problem that guided the project, the ideation process for possible solutions was started. For this, initial individual brainstorming sessions built the basis for coming up with a variety of different solutions. These later on were consolidated using a 6x6 matrix (see

[Appendix H](#)) and additionally sorted and combined in order to find a suitable and viable solution. To prove its suitability, the six identified ideas per user persona were analyzed with the use of the Cost-Impact-Matrix (see [Appendix I](#)), which identified solutions that are creating high impact while coming with lower implementation costs.

This method allowed the decision for, and the development of a design for a first prototype, which was the landing page, combined with a physical product card with a QR-code leading to this landing page, which will be accompanied to every single purchase. Through a number of feedback loops, this prototype was improved by the feedback, leading to the development of the Minimum Viable Product (MVP), where components such as impact metrics and on-site reviews were integrated (see [Appendix L](#)).

In a next step, the goal was to improve the value proposition, using the Value Proposition Canvas (see [Appendix O](#) and [Chapter 4.1.1](#)). By mapping customer jobs, pains and gains, it was identified that transparency, storytelling and proof for social impact were the strongest aspects. Building on this, UMA's Business Model "B" Canvas (see [Appendix S](#)) was developed in order to outline the changes with the implementation of the prototype. This enabled to visualize not only the impact of the solution but also helped to consider all aspects of the business that would be affected. As discussed in [Chapter 3.4](#), only the sections related to the value chain, the key partners and the purpose of the company were unaffected.

### **3.3. Innovative nature of the product or service**

The solution developed for UMA represents a creative and modern way to connect socially conscious customers with rural artisan women by using a combination of digital storytelling, social impact insight and interactive solutions for customer engagement. The innovation aspect lies especially in its digital infrastructure supporting visibility, trust and ethical engagement between artisans and end users. This solution differentiates itself from traditional

fair trade and ethical models by including technological touchpoints, such as QR codes, impact metrics and multimedia storytelling, into the customer experience.

One of the most important parts of UMA's innovation is the use of the integration of the link to the landing page on the physical product cards, as it links the artisan behind the product directly to the customer. With the integration of multi-channel engagement possibilities, customers can verify authenticity, understand the social impact of their purchases and develop emotional connections to the products. The incorporation of real-time storytelling and impact tracking represents a significant step forward in the transparency movement within ethical consumption (Kozlowski et al., 2020).

This innovation aspect is further verified with other ethical businesses using similar approaches such as video storytelling as a strategy to make production processes more human. However, in contrast to the solution proposed to UMA, these initiatives often remain separate from the direct product purchase experience. By integrating the features mentioned in [Chapter 3.5](#) directly into the customer journey, UMA can enhance trust, traceability and engagement, directly at the moment of purchase (Belz & Peattie, 2012). Further, several organizations operating in a similar industry as UMA such as Awamaki, AndesGifts, Ten Thousand Villages, Noonday Collection, Fair Anita and IBU. They have developed unique models that empower artisan women through fair trade, skill development, and sustainable production. Like UMA, many of these initiatives also emphasize trust building and transparent storytelling as central components of their business models. This shows that this approach is aligned with the best practices within the industry (see [Appendix N](#)).

Moreover, UMA's model addresses the growing demand among Canadian customers for ethical products that are both transparent and culturally rooted, as Canadian buyers increasingly require substantiated ethical claims, particularly in sectors such as fashion and homeware

(Business Development Bank of Canada, 2023). UMA's combination of storytelling, real-time impact metrics, and artisan visibility directly responds to this market expectation.

### **3.4. Value proposal**

The value proposition of the UMA prototype is based on a clear understanding of the user and buyer persona. Both face different challenges, yet their needs can be addressed by the integration of a digital and physical solution that connects them, strengthens trust, and delivers social impact (see [Appendix O](#)).

For Olivia, her main customer jobs are to buy sustainable products, support women artisans and ensure that her purchases are meaningful and transparent. Her pain points include difficulty verifying authenticity, fear of greenwashing, lack of transparency and disconnection from the maker's story in online contexts. Besides, her customer gains come from feeling pride in supporting women, accessing authentic ethical products, and belonging to a community of conscious customers. The UMA prototype addresses these issues through a story based digital landing page and a physical product card with a QR-code. These tools act as pain relievers by offering transparent supply chain information, certifications to reduce doubts and a more personal shopping experience through artisan profiles, impact trackers, and testimonials. They also serve as gain creators, reinforcing her pride in ethical purchases, making the impact of her consumption visible through SDG metrics, and increasing her trust through tangible storytelling. A visualization of these factors can be seen in [Appendix P](#).

For María, her customer jobs include growing her business without losing cultural authenticity, reaching international buyers, and earning stable income for her family. However, she experiences pain points such as irregular income and low income, lack of access to markets beyond local fairs, and buyers offering unfair prices. She also struggles with the stress of balancing work and family responsibilities, as well as the fear of losing cultural identity in adapting to market demands. On the positive side, her customer gains involve earning enough to

support her family, working flexibly from home, feeling proud when traditions are valued, and gaining confidence in direct sales. The UMA solution creates gain creators for María by providing greater online visibility, aligning her work with ethical and sustainable causes, and improving the chance of stable income through stronger buyer connections. At the same time, pain relievers include certifications that enhance buyer trust, transparent processes that reduce dependency on intermediaries, and storytelling tools that highlight her cultural heritage while preserving authenticity (see [Appendix Q](#)).

### **3.5. Minimum Viable Product (MVP)**

The MVP represents a solution that aims to support not only the artisan perspective but also addresses the needs and pain points of the customers. It addresses the need for authenticity, product information and transparency and enables that all these factors, which usually are shared in person, can be communicated through this digital solution. This solution not only shows artisan skills but also supports UMA's purpose of ethical impact and cultural preservation. Focusing on a perspective considering both user groups was essential due to UMA's role of connecting producers with ethically conscious customer.

The initial component of the MVP is a digital product landing page, acting as a communication platform for the so-called “behind-the-product” solution (see [Appendix L](#)). By using visual storytelling methods, UMA's ethical claims and product offerings are communicated transparently. Each object on this page is linked to a personal artisan story, which includes films and background insights that introduce the customer to the individual who created it, as well as displays the process of how these products are made. These stories aim for the generation of emotional engagement and deepen customer appreciation. In order to ensure consistency in conducting information for the landing page, it is suggested that UMA follows a structured guideline with interview questions, photos as well as a videos, as outlined in [Appendix R](#). Furthermore, the landing page offers clear and validated impact data such as the

number of women taught, fair wages distributed, and environmentally friendly production processes. These factors provide evidence of UMA's social and ethical claims and enhances confidence among customers seeking authenticity.

Additionally, in order to improve the user experience, the designed solution provides cultural product descriptions for each product category offered by UMA. These include descriptions of traditional crafting techniques, material origins, the cultural significance of each item as well as stories on who made them and how they learned these crafting techniques. Besides, the landing page promotes user interaction by including a section for feedback and testimonials, helping UMA to gain more customer insights. Customers are encouraged to contribute their own tales and reviews, building a community of ethical customers and reinforcing the trust cycle through peer validation.

The second component of the MVP is a physical product card that includes a QR-code (see [Appendix M](#)). This solution can be implemented easily as UMA already includes similar cards to each purchase and hence can be simply added by the QR-code. This card serves as a link between the physical product and digital storytelling platform. When scanned, the QR code takes the customer to the associated landing page, where the artisan's story, impact data, and other important product information can be accessed directly. This solution is not only beneficial by selling online but also in offline contexts such as pop-up stores, retail marketplaces and artisan fairs, where direct seller engagement is not always available. Together, these two components of the MVP represent a high impact solution, that is not only applicable in the process of entering the Canadian market, but also a solution that is scalable globally, by making it accessible in multiple languages. Looking ahead, the MVP is designed to scale by integrating systems for video uploads, impact metric visuals and possibilities for customer interaction through user-generated content and reviews, building trust and transparency.

## Chapter IV. Business model

UMA's business model revolves around the goal of supporting artisan women from marginalized communities in Peru by enabling them access to the market, aiming to provide them with fair and stable income, while preserving their cultural values (UMA, n. d. a). As in recent years, the importance of corporate social responsibility businesses has increased, this chapter will analyze the current business model of UMA using the Business Model "B" Canvas (see [Appendix S](#); Lupini, 2016). Relevant changes of the business model due to the implementation of the prototype are visually highlighted in the business model canvas.

### 4.1. Business Model Canvas

The Business Model "B" Canvas builds on the original framework introduced by Osterwalder & Pigneur (2010). However, it introduces additional components such as the purpose, impact metrics and key stakeholders of the business (3vectores, 2016). Since a business model canvas is a visual presentation of how a business creates, delivers and captures value, UMA's business model is described according to these aspects in the following (Osterwalder & Pigneur, 2010). UMA's value creation includes the identified social problem, the purpose as well as the value proposition. The delivery includes stakeholder partnerships, customer engagement and distribution. Finally, value capturing not only refers to income streams and UMA's cost structure but also addresses the impact metrics measuring social outcomes (Singhal, 2023). A final subchapter reflects on the broader context and potential threats on UMA's business model.

#### 4.1.1. Value Creation

Starting with the defined problem, UMA wants to address the issue of artisan women living in rural Andean areas of Peru who lack access to fair markets due to limited infrastructure, exclusion and marginalization (UMA, n. d. a). This leads to irregular income and reduces cultural visibility (Noor et al., 2021). In order to tackle this, UMA aims to connect these artisan women with the national and international customers who value transparent, ethical purchases. With the

implementation of the proposed solution by using impactful and transparent storytelling techniques, UMA is able to generate a meaningful purchasing experience, build trust, cultural appreciation and economic empowerment (Rinallo, 2020). This is why UMA's value proposition consists of high-quality artisan products, offering customers not only ethical products, but also a meaningful experience as it holds the value of contributing to something meaningful by knowing the cultural values behind them.

#### ***4.1.2. Value Delivery***

In order to deliver and communicate the above-mentioned values to both the artisan women and the final customer, UMA works together with a broad network of parties and key stakeholders. These include the artisan women from different communities living in rural Peru, which build the main network that enables UMA to operate its business. Furthermore, as UMA also sells their products over Amazon in the U.S., and plans to expand to the Canadian market, the company seeks support from an Amazon expert, assisting UMA during the digital sales process. Adding to that, UMA not only sells through Amazon and their website, but also works together with companies situated in Lima, such as Sienna Bakery and Morphology, allowing in-person shopping. Besides, UMA benefits from strong partnerships with public sector partners such as the Municipalidad Provincial de Cajamarca, the Ministerio de la Producción as well as the Ministerio de Comercio Exterior y Turismo of Perú. Private Sector and academic partners include 180 Degrees Consulting, Boston Consulting Group, McKinsey & Company, Universidad del Pacífico as well as Harvard Business School and the Harvard Innovation Lab.

UMA's key activities revolve around connecting the artisan women with the market and socially conscious customers. This process includes four steps, starting with visiting the communities, evaluating their handicraft skills as well as the community leader, followed by the identification of pain points in order to create targeted solutions. The last step of this process focuses on the establishment of a network and the actual start of their operations. To manage this,

UMA's activities include the logistics- and inventory management, product packaging and export as well as managing their website, social media presence and the coordination with Amazon. Another aspect of UMA's strategy is the actual designing of the products and the quality control of the production. These activities are managed by UMA as it helps the artisan women identify the market needs and popular designs. With the implementation of the proposed solution, these activities are extended to the collection and communication of impact data such as behind-the-scenes content to communicate a transparent story behind UMA's products. Further, this comes with the maintenance of the digital landing page infrastructure.

For these activities, UMA's key resources include artisan partnerships consisting of a network of more than 400 artisans and the administration team consisting of 15 Peruvian professionals. Additionally, digital platforms, the Amazon seller account, inventory systems and material purchasing needed for the production of the products are part of UMA's main resources. With the integration of the developed prototype, these resources are expanded by a digital storytelling platform for the communication of company's values, which further includes a system that enables the collection of direct feedback from UMA's customers.

These relationships with the customers are additionally maintained by newsletter marketing, which can be subscribed to over UMA's website. Furthermore, the company is present on various social media platforms including Instagram and TikTok, facilitating communication to potential customers. By listing products on Amazon, UMA can gain direct insights into customer reviews. Whenever UMA is present on local fairs and events, direct communication with customers enables more insights into customer preferences. As the artisan communities are at the core of the business model, visiting them is also an important aspect of UMA's relationship management. With the integration of the landing page as a facilitator for more transparent communication, UMA's customer relationship management can be expanded by interactive customer trust building possibilities, the maintenance of an after-purchase relationship with the

business cards added to each purchase as well as by the emotional engagement with the artisans through the integration of storytelling techniques.

UMA communicates these values through its e-commerce platform as well as through its social media channels. Further channels include Amazon U.S., direct outreach to B2B buyers such as Sienna Bakery as well as the fairs and events UMA is present at. With the expansion to Canada, channels also include the integration of the additional landing page accessed via the QR product cards and Amazon Canada itself. The customer segments that UMA delivers its values to include corporate clients, ethically conscious buyers in Peru and the U.S., either through the e-commerce platform, Amazon U.S. and in the physical stores in Lima. With the prototype and the expansion to the Canadian market, segments also include ethically conscious buyers in Canada.

#### ***4.1.3. Value Capture***

In order to sustain its mission and values, UMA's business model integrates both economic profitability and social returns. The income streams are mainly driven by the sales of the handcrafted products from the different artisan communities. As mentioned above, these channels include UMA's e-commerce platform, retail partners in physical stores in Lima and listings on Amazon U.S. Another source of income comes from various grants and donations UMA receives. With the integration of the prototype and the expansion efforts in the North American market, the Amazon Canada platform is added as a fifth channel. Although the expansion to the new market and the prototype do not change the sources of income, as it only adds one channel, it strengthens conversion rates and enhances the visibility of the impact, reducing price sensitivity of the customers.

UMA's cost structure is mainly dominated by the compensation for artisans, making up around 35 % of total revenues for 2025. This aligns with UMA's core value to ensure stable and fair income for the artisan women (UMA, n. d. a). This cost structure is outlined in more detail in

[Chapter 4.2.3](#). For the expansion to the Canadian market, UMA needs to further consider Amazon Canada fees, inventory holding costs, as well as costs for certification.

Further, as mentioned above, value can also be captured through impact metrics (Busco et al., 2017). For instance, UMA captures value across various Sustainable Development Goals (SDG), particularly with SDG 5 (Gender Equality), accompanied by metric 5a and SDG 12 (Responsible Consumption and Production) with the metric 12.8, addressing both the customer and the artisan side of the value chain. Besides, SDG 1, focusing on no poverty, SDG 8 describing decent work and economic growth as well as SDG 10 with the goal of reducing inequalities also align with UMA's operations. With the integration of the proposed solution, also Industry, Innovation and Infrastructure (SDG 9) with the metric 9.3, focusing on the access and integration of small businesses into markets (UN, n. d.). Other impact metrics addressed with UMA expanding into the new market are the percentage of artisans that report improved income and financial independence and the number of artisans that are integrated into UMA's value chain. On the customer side, metrics include the percentage of buyers that interact with the QR-code storytelling measured by website-traffic, reported customer trust due to surveys and increased repeat purchases from landing page visits.

#### ***4.1.4. Environmental Context and Strategic Threats***

As it is also important to look at the broader context of a business model and what factors may be affected by external forces, research was also conducted based on the future development of its strategic environment (Cherunilam, 2021). For this, different context factors such as the macroeconomic environment, the industry and market forces as well as the key trends of all three countries UMA is or is planning to operate in were analyzed and structured based on its impact level. The following section addresses the most relevant threats identified during this process UMA needs to consider in the following years.

#### **Preference for Supporting local Indigenous Artisans in Canada**

In Canada, artisan and handmade products are very popular as approximately 60 % of customers prioritize purchasing handmade items over mass-produced products (Bonfide Research, 2024; Canadian Crafts Federation, 2024). However, Canada itself is a country where many Indigenous people live that have long been excluded from society, which nowadays are generating a GDI of \$60.2 billion CAD in 2022 (Statistics Canada, 2025). As there is an upshift in promoting and supporting Indigenous crafts made in Canada by local communities, UMA may be affected by Canadian customers focusing on supporting people from their own culture, as this further fosters the economic development of their own country (Colbourne et al., 2023; Government of Canada, 2025). This could impact UMA's ability to engage with potential customers and become established in the Canadian market.

### **Political Uncertainty**

With its presence in Peru, the U.S. and with its expansion plan to Canada, UMA's business model is also exposed to political dynamics. Especially in Peru with the upcoming presidential election in 2026, there is uncertainty regarding national development, such as infrastructure investments (Proversión, 2025). With rural artisan networks being in the center of UMA's business model, changes regarding infrastructure plans can affect the efficiency of production processes. According to Beverinotti et al. (2023), especially artisanal sectors in Peru are exposed to vulnerability due to political instability and low digitization. Although infrastructure plans such as the National Infrastructure Plan and the National Sustainable Infrastructure Plan for Competitiveness exist to close the large infrastructure gap, these plans may shift depending on the outcome of the 2026 presidential elections (International Trade Administration, 2023). As political instability has been known as a factor to fail in remaining stable national policies, it becomes clear that there is uncertainty regarding the continuity of the country's initiatives on infrastructure improvement (Sabatini & Binetti, 2024).

By offering its products on Amazon for the U.S- and Canadian market, another aspect UMA needs to consider is the uncertainty regarding tariff development. For instance, with the changes effective on August 29th 2025 regarding the duty-free “de minimis regulation” where products below \$800 USD would before have entered the U.S without tariffs, now do have to pay tariffs and fees (The White House, 2025). New tariff regulations of the US could also directly affect UMA. Especially, the review of the Mexican-US-Canada agreement in 2026, could change tariff regulations (Marroquín Bitar et al., 2025). This could not only lead to increased costs for UMA as Amazon seller due to higher shipping costs but could also increase fulfillment costs in the North American market, potentially demanding prices adjustments.

### **Macroeconomic Factors**

Finally, it is essential to look at the overall macroeconomic environment. Currently, the global economy is slowing down, expecting to grow around 2.3% in 2025 (World Bank, 2025). Not only is the current inflation rate (2.9%) higher than the forecasted one but also the per capita income (1.5%) remains below the target (World Bank, 2025). For the upcoming years a slight economic recovery is forecasted, mainly due to trade barriers and political uncertainty (World Bank, 2025). This directly affects trade volumes and consumer spending negatively, increasing risks for UMA’s cross-border operations due to potential lower demand. Consequently, it is crucial to analyze relevant macroeconomic factors of Peru and Canada.

Since the production of UMA is handled in Peru, it is essential to consider that Trading Economics (n. d. a) forecasted a moderate inflation rate of around 2.1%, a moderate growth rate of 2.9% and that Peru’s interest rate has been cut to 4.25% by the Central Reserve Bank. This indicates a sustainable growing economy with more consumer spending and potentially increased demand for products. However, it is important to consider the above-mentioned potential political shifts and demonstrations that could disrupt the artisan supply, by blocking routes and investment.

This could result in cost increases in raw material, wages and transportation, resulting in delays or stops in manufacturing products on time or on budget.

Further, macroeconomic factors of Canada need to be considered as it is UMA's new key market. The Canadian annual growth rate is forecasted to be around 1.2%, while the unemployment rate is expected to be 7.1% (Trading Economics, n. d. b). Additionally, the Canadian market is experiencing an inflation of 1.7% (Trading Economics, n. d. b). These factors will directly affect consumer spending negatively, resulting in possible pullbacks on purchases like artisan products. This could challenge UMA's sales forecasts and margin.

### **Opportunity Costs and Value Creation**

Implementing the prototype to foster a smooth market entry in Canada involves opportunity costs for UMA. Instead of allocating resources, time, funds and management on the integration of the prototype, the social enterprise could have focused on strengthening its presence in the U.S.-market. However, this focus is not a loss of value, it rather reallocates resources towards higher potential.

The Canadian market offers strong demand for handicraft and ethical products, values that the proposed solution directly addresses by focusing on the major need of Canadian customers for trust and transparency (Canadian Crafts Federation, 2024). According to Frey et al. (2023), customers globally reward ESG-branding and transparency with increased loyalty and repeat purchases. By integrating the QR-code that leads to the landing page on every sales channel of UMA, the value creation goes beyond Canadian customers as existing and new customers in Peru and the U.S. also have access to this information, fostering differentiation in competitive markets. Contrarily, a U.S.-only approach would mainly focus on scaling the operations in one market without leveraging the additional value of ESG branding. Therefore, the value generated by the prototype-supported Canadian market entry clearly exceeds the opportunity costs of delaying U.S. expansion.

## **4.2. Financial viability of the business model**

The current contribution margins by channel demonstrate that UMA is already financially viable and competitive. Margins of 30% in retail stores, 27% on Amazon U.S., and 20% on its e-commerce platform support that the business generates positive cashflows. However, expansion requires assessing if it can be reflected in Canada. Therefore, it is crucial to determine the demand of the Canadian market, revenue potential and cost structure for UMA, after integrating the prototype.

### ***4.2.1. Market Demand and Growth Potential***

According to Vaugeois (2019), 80% of artisans have seen an increasing demand for their products over the last three years. This demand is not only driven by residents (70%), but also visitors (30%) (Vaugeois, 2019). This is directly reflected in the numbers of the global handicraft market. According to 6Wresearch (2024), the sector was worth USD 42 billion in 2024 and is expected to grow at a compound annual growth rate of 5.6% during 2025-2031. North America stands out as most promising for selling premium, handmade and sustainable products (6Wresearch, 2024). Especially, Canadian customers are increasingly interested in ethically sourced, artisan-made and fair-trade products (Canadian Crafts Federation, 2024). UMA's product portfolios show that it aligns with customer values. Consequently, UMA is well positioned with the new trends and can expect to sell products successfully, suggesting that the expansion strategy is strategically reasonable and demand driven.

### ***4.2.2. ESG Branding, Willingness to Pay and Loyalty***

Beyond demand, customer willingness to pay for ethically sourced and produced products further strengthens UMA's financial outlook. Evidence from Frey et al. (2023) demonstrates that products with ESG-related branding achieved 28% cumulative growth over five years. In comparison, it is only 20% for products without such claims (Frey et al., 2023). Further, customers increasingly reward businesses that demonstrate sustainability and transparency. In turn, they

penalize unethical production with reduced demand (Trudel & Cotte, 2008). Besides, Canadian Crafts Federation (2024) and Frey et al. (2023) underline that buyers are also willing to pay more for transparency and sustainability. Brands generating more than half of their sales from ESG-linked products reported 32–34% repeat purchase rates, compared to lower repeat rates for conventional products (Frey et al., 2023). Repeat purchases result in lower acquisition costs and more stable revenue streams (Gallo, 2024), fostering financial viability. Together, this highlights that sustainability-driven demand is a reinforcing cycle, where higher willingness to pay leads to stronger loyalty, resulting in lower acquisition costs (Gariva, 2025). This is essential for UMA's financial stability in a competitive market.

For UMA, this means that transparent storytelling, cultural identity and sustainability claims with the prototype are not only expected, but they also even extend the customer lifetime value. Importantly, those trends, and consequently also the developed prototype, are not limited to the Canadian market. By embedding transparency, storytelling and cultural identity and implementing the QR code to the landing page across all channels, UMA can defend and increase margins across five channels. Thus, the ESG-driven demand dynamics directly increases the overall financial viability across all UMA's existing business channels.

#### ***4.2.3. Changes in Cost Structure***

The cost structure of implementing the prototype and expanding to Canada is lean and can be observed in [Appendix T](#) costs are limited to two main positions, including Amazon marketplace fees and digital infrastructure costs due to landing page design and maintenance (Amazon, n. d.; Hostinger, n. d.). Variable costs are mostly distributed between bilingual packaging costs and costs for certification of origin (John, 2025; Canadian Chamber of Commerce, n. d.). Slightly longer lead times also increase logistic costs by 1-3% depending on safety stock (see [Appendix U](#)). Starting with low-budget and user-generated content and later investing in larger campaigns, allows scale the marketing costs flexibly. Additionally, by following a demand-

driven production cycle, inventory costs remain manageable, reducing financial pressure. This indicates that the prototype and Canadian market entry will only lead to minor changes in costs. Still, costs remain moderate in comparison to the revenue potential.

#### ***4.2.4. Expected Margin and Outlook***

Considering increasing customer demand, a lean cost structure and willingness to pay for ESG-branded products, UMA's Canadian margin is expected to reach 20-25%. This already considers potential macroeconomic factors that negatively influence the business and political uncertainty in the upcoming year. The lower margin of 20% is the short-term outlook for the upcoming 5 years. UMA first needs to establish itself in the new market to draw from the high demand for ESG-branded products. Furthermore, they have to consider the potential macroeconomic volatility in the upcoming year and higher input and labor costs. Especially, investments in bilingual packaging (additional 1-2% of revenue) and slightly longer lead times compared to the US can affect UMA in the short-term. However, in the long-term UMA is expected to reach a 25% margin for the Canadian market. In the long-term, premium pricing opportunities will outperform higher costs due to ESG-branding and differentiation with the prototype.

The prototype therefore directly contributes to UMA's financial viability as it combines high-margins with growing global demand, ESG-driven willingness to pay and manageable cost increases. The prototype strengthens trust and transparency, helping UMA to capture ESG-driven demand and maintain and increase its margins by lowering acquisition costs. Forward looking, implementing the QR code that leads to the landing page not only ensures financial stability in the Canadian market but across all UMA operations.

#### **4.3. Scalability/exponentiality of the business model**

UMA's business model has been scalable from the beginning. By focusing on providing Artisan women in rural area with a stable income, UMA directly address a problem that exists

globally. Not only in Latin America but also in Asia and Africa millions of women depend on artisan work as income source (Scrase, 2003). They share the same barriers of unstable income and no job security due to informality (Scrase, 2003). Furthermore, they are often exploited by intermediaries, face gender-based exclusion and lack of recognition while also not being protected legally or financially (Scrase, 2003). Consequently, UMA could scale its business model beyond the Peruvian market easily by collaborating with other Artisans worldwide, benefiting from exponential growth and more resilience due to a diversified artisan base. Besides, new artisan groups would not disrupt existing production flows because each community produces independently. This allows UMA to follow a modular approach, resulting in easy scalability, incremental output expansion and more flexibility. The demand-driven production of UMA also helps to keep moderate fixed costs and inventory risks while scaling up. Thus, the business model supports exponential growth.

The prototype landing page is crucial for further scalability of the business model. Contrarily to physical solutions, the digital storytelling asset is infinitely replicable. It can be replicated not only for new products that UMA develops in the future but also for different markets by translating the information to the official language of the target market. While the necessary investment is close to zero, the positive impact on demand and loyalty compounds across all channels. As explained in [Chapter 4.2.2](#), ESG-branded products not only grow faster than conventional alternatives but also have higher repeat purchase rates. Repeat purchases result in lower customer acquisition costs, mainly due to lower marketing costs (Gallo, 2014). This, in turn, increases availability of resources that can be reinvested to strengthen demand, creating compounding effects (Tag, 2021). Hereby, UMA avoids linear expansion but benefits from exponential dynamics. This clearly shows that the prototype is a one-time investment that could serve multiple markets. By implementing it, UMA is more efficient than traditional expansion strategies because it eliminates physical or organizational scaling.

#### 4.4. Social sustainability of the business model

Yadav & Yadav (2023) found that socially sustainable businesses need to integrate components such as the empowerment of marginalized communities, fair economic returns for producers and the preservation of cultural heritage into their business model. Thus, it is crucial to analyse UMA's business structure related to those factors.

UMA empowers over 400+ women artisans in rural areas of Peru by ensuring access to high-value markets and fair pricing (UMA, n. d. b). According to UN Women (2024), women in Latin America face unpaid labor (1 of 5), economic dependence on their partner (1 of 4) and gender-based violence (3 of 5). Additionally, UMA (n. d. b) found that Peruvian artisans are additionally affected by widespread informality, lack of access to resources and markets and loss of traditions. Since founding their business, UMA could not only increase the artisan's income by over 50% but also helped 95% of them to gain control over household finances, supporting them to achieve economic independence (UMA, n. d. b). UMA (n. d. b) found that this increased economic independence directly reduces gender-based violence. 79% of Artisan women report that their partner respect them more and 88% of Artisans' partners support UMA's mission (UMA, n. d. b). Consequently, UMA's operations reduce poverty, lower the risk of gender-based violence and foster inclusive family dynamics. This directly aligns with SDG metrics 1.4., 5.a. and 10.3. (United Nations, n. d. a; United Nations, n. d. b; United Nations, n. d. e). Besides, by working together with artisans in product design, UMA ensures that traditions are valued while meeting market demands (UMA, n. d. b).

Finally, by integrating the prototype, UMA will promote ESG-branded and ethically produced products transparently and trustworthily in global markets. Hereby, it directly aligns with SDG metric 12.8. (United Nations, n. d. f). The transparent storytelling and promotion of cultural identity will also help to increase the visibility of the Artisan work, showing that UMA

also supports decent work conditions (SDG metric 8.3) and access to value chains and markets (SDG metric 9.3.) (United Nations, n. d. c; United Nations, n. d. d).

Consequently, UMA's business model and the prototype are socially sustainable because they empower marginalized communities in Peru, ensure fair economic returns and preserve the communities' cultural heritage.



## Recommendations

In order to overcome macroeconomic, political and market uncertainty as mentioned in [Chapter 4.1.4](#), specific recommendations were tailored to UMA, considering also financial and sustainable development as mentioned in [Chapters 4.2.](#) and [4.4](#). Thus, based on the proposed solution and findings above, it is recommended for UMA to follow a three-step implementation process.

In the short term, UMA should concentrate on building both trust and visibility in the Canadian market. A first step would be to develop specific landing pages for the entire product portfolio. This should go beyond basic product descriptions by integrating photos, videos and stories of the artisans. By highlighting the crafting process and the individuals behind each item, UMA can communicate authenticity and cultural value to potential buyers. In addition, the landing page should clearly present the value chain, from sourcing and production to delivery, in order to make the process transparent. Explaining the origin and type of materials used will further enhance confidence in the quality of the products. In addition, it is crucial to use less common ESG-claims to achieve the highest growth rate. Frey et al. (2023) found that specific claims such as carbon-zero led to a 8.5% growth compared to peers without claims. Even products with more common claims like sustainable packaging could see a 4.7% growth while most common claims like environmentally sustainable still result in a 2% higher growth than products without (Frey et al., 2023). This clearly shows that UMA should use specific ESG-claims like “Low-water artisanal production”, “Women artisan network” and “Intergenerational craftsmanship preserved” to benefit from the highest growth possible and differentiate itself from competition. Besides, the landing page should also be translated into French and Spanish, in order to reach the widest possible audience across all UMA’ channels. Finally, placing UMA’s products on Amazon Canada is essential, as this platform represents a crucial entry point into the market.

In the medium term, the focus should shift toward strengthening partnerships and establishing greater credibility. One strategic action is to collaborate with Canadian Indigenous artisans, which would foster cultural connection and prevent UMA from being perceived as an external competitor. Complementing this, obtaining certifications such as Fair Trade would reinforce UMA's ethical claims and make them more credible in the eyes of customers. It is also vital to stay informed about export regulations and Amazon policies, given the frequency of changes in trade rules that may directly affect pricing and logistics. Furthermore, UMA should continue to use the landing page and QR codes not only as marketing tools but also as mechanisms to demonstrate its social impact. A final step in this stage involves adjusting the product portfolio to Canadian customer preferences, based on demand analysis and sales data.

In the long term, UMA has the opportunity to expand its presence more broadly in Canada and eventually, in other international markets. Opening pop up stores would allow customers to interact directly with the products, while the integration of QR storytelling would maintain UMA's emphasis on transparency and impact. Expanding to other online platforms, such as Etsy, would further diversify UMA's digital presence and reduce reliance on a single marketplace. In parallel, strengthening collaboration with additional artisan communities in Peru would help secure a larger and more diverse supply base, while increasing UMA's social impact. Finally, diversifying the product portfolio according to evolving customer demand will be critical to sustaining competitiveness and long term growth.

## Conclusions

This project with UMA demonstrates how a social enterprise can successfully balance economic sustainability and social impact. A solution was designed that addresses the challenges of fair recognition and revenue for artisan women, while ensuring trust and transparency for ethical customers by concentrating on the reality of both user groups.

The proposed solution, combining digital storytelling and physical product cards with QR-codes, helps to connect cultural heritage, customer expectations and transparency. This strategy not only increases UMA's potential in entering the Canadian market, it also communicates its value proposition globally, demonstrating that artisan products can compete in modern marketplaces where authenticity and social responsibility are important.

This is also supported by UMA's strong business model. UMA creates value with the provision of market access and fair compensation for a network of over 400 artisan women as well as delivering their products, culture and stories to national and international customers who value ethical and transparent purchasing. Further, UMA's broad set of key actors such as government institutions and collaborations with communities facilitates the delivery of this value. This can be captured by its lean cost structure as well as the social impact shown by the various SDGs addressed, indicating that profitability and social impact can exist together by maintaining competitive margins.

With the integration of the proposed prototype, UMA can increase conversion rates, as more people visit their website. Besides, it increases loyalty and transparency and it is not only applicable for the Canadian market, but also internationally scalable. Hence, this solution helps UMA to improve its customer relationship management and increase emotional engagement. By doing so, UMA strengthens its mission of empowering artisan women as they can guarantee them stable and continuous compensation while at the same time positioning itself as a credible player in the global market.

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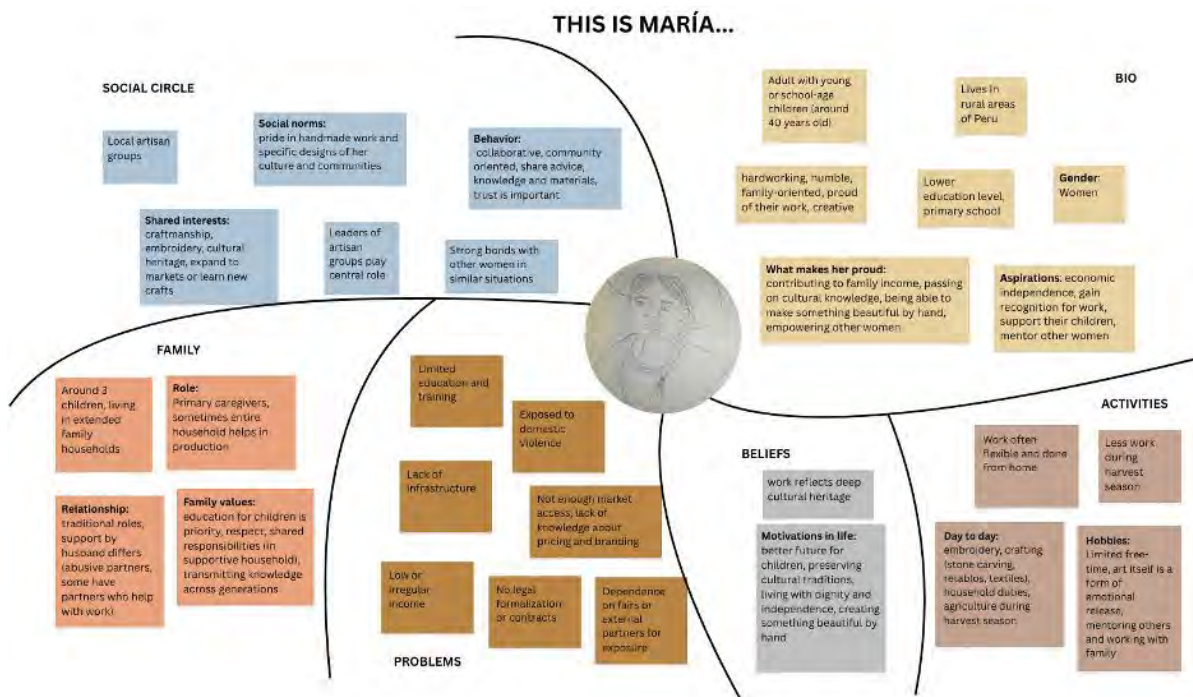
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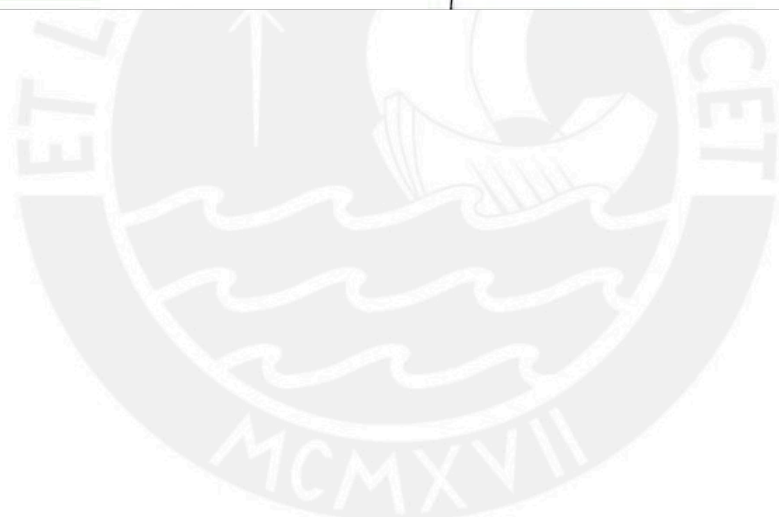
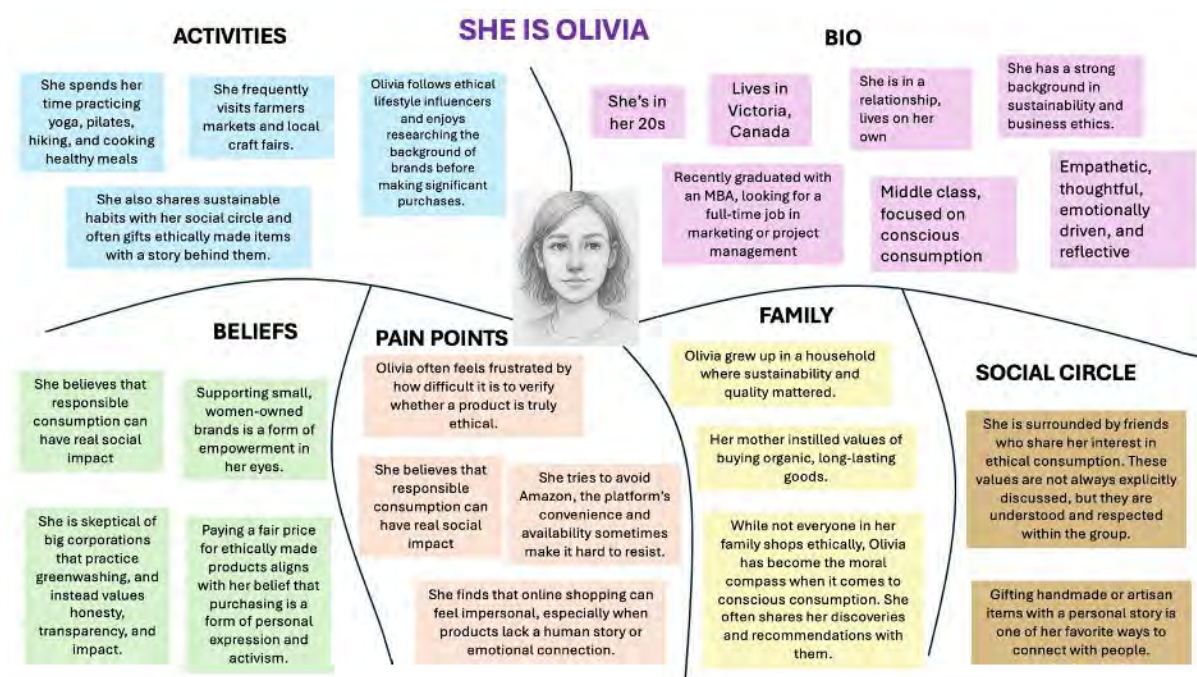


## Appendices

### Appendix A: User Persona Map



## Appendix B: Buyer Persona Map



## Appendix C: Interview Questions UMA (Artisan Women)

### Diagnóstico

1. ¿De qué distritos/centros poblados provienen los artesanos con los que trabajan?  
¿Cuántos de ellos son mujeres?
2. ¿Cuál es la principal actividad económica principal de los artesanos (artesanía, agricultura, etc.)?
3. En promedio, ¿qué proporción de sus ingresos provienen de la venta de artesanías?
4. ¿Con qué frecuencia reciben los artesanos ingresos por sus artesanías (semanal/diario/cada vez que se venden)?

### Social

1. ¿Considera que su localidad se encuentra en condición de pobreza (servicios básicos, vivienda, alimentación)?
2. ¿Cuál es el nivel educativo alcanzado por las artesanas y sus hijos?
3. ¿Los artesanos cuentan con celulares e Internet?
4. ¿Se han presentado casos de violencia a la mujer en su localidad?
5. ¿Cuáles son las necesidades de la población?
6. ¿Hay presencia del estado en su localidad?

### Transacciones bancarias

7. ¿Cómo se le pagan a los artesanos por sus productos?
8. ¿Utilizan algún banco para realizar sus transacciones? Respuesta: sí o no

### Producción

9. ¿Cuál es el proceso de elaboración de los principales productos?
10. ¿Cuál es el costo de los insumos para la elaboración del producto? (algodón, piedra, arcilla, lana, etc)
11. ¿A qué precio venden sus productos al cliente final? ¿Los consideran adecuados?

12. ¿A qué precio compran el producto de la artesana?
13. ¿Hacen descuentos en el precio de compra (a la artesana) o venta (al cliente final)?  
(frecuencia y magnitud)
14. ¿Cómo describiría a sus clientes? (Identificar su disponibilidad a pagar).
15. ¿Qué variables impactan en el precio de sus productos y la facilidad de fabricación de estos? (estacionalidad del turismo, épocas donde no se puede conseguir algún tinte en particular, épocas donde hay menor crecimiento de lana de oveja, etc.)
16. ¿Cuáles son los principales competidores (productos sustitutos)?

### **Legal**

1. ¿La cooperativa está inscrita en Registros Públicos (tienen R.U.C)?
2. ¿Cómo es la relación laboral o contractual entre las cooperativas y las artesanas?
3. ¿Tiene acuerdos/contratos con empresas o con el Estado? ¿Cuáles?
4. ¿Hay acuerdos relacionados con la producción, compra, venta y/o distribución de productos?

## **Appendix D: Interview Guide Customers**

### **1. BIO**

*Goal: Understand demographics, lifestyle and values*

1. Can you tell me a bit about yourself, who you are, what you do and what your life looks like right now?
2. What would you say defines your lifestyle or values?

### **2. Consumption Habits**

*Goal: Understand how they shop and differentiate purchases*

3. Do you shop differently for everyday items versus meaningful purchases like gifts or home decor?
4. Where do you usually search for or compare sustainable or ethical products?
5. Is social media part of how you find or evaluate products?
6. What kind of items do you enjoy most when shopping online?
7. What kind of characteristics attract you to a product? (price, colour, optic, need, functionality, design)
8. When you shop on platforms like Amazon for something meaningful, which product types would catch your attention?

### **3. Values and Motivation**

*Goal: Understand deeper beliefs and sustainability mindset*

9. What values guide your purchasing decisions?
10. Can you tell me about any ethical habits you follow and what motivates them?
11. Would you say your values and your shopping habits always align? Why or why not?

12. Does the story behind a product or brand affect your decision to buy? Can you give an example?

#### 4. Trust, pain points and barriers

*Goal: Identify trust signals, skepticism and decision-making hurdles*

13. What makes you trust that a product is truly ethical?

14. Have you ever felt misled by a product claiming to be sustainable or ethically produced?

15. What makes a product feel meaningful or special to you?

16. Can you describe a time you didn't buy a product that aligned with your values? If yes, what held you back?

17. What stops you from buying more sustainable and ethical products online?

18. Would the origin of the ethical product matter to you?

19. Do you think an ethical item can be more expensive than a non-ethical item?

#### 5. User Journey

*Goal: Explore before, during and after purchase behavior and emotions*

20. What typically triggers your decision to shop more ethical and sustainable?

21. Can you tell me about a time you found a product that felt like a perfect match with your values? How did you discover it?

22. How do you decide between two similar products?

23. What makes you feel uncertain or frustrated when searching for ethical products online?

24. How do you feel after buying a product that reflects your values?

25. Have you ever told someone about a product because of its values or story?

## 6. Social and Family influence

*Goal: Understand external influences on consumption*

26. Do people you live with or are close to you influence how or what you buy?

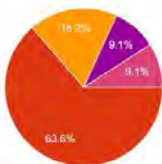
27. Do your friends or social circles talk about ethical consumption?



## Appendix E: Quantitative Online Survey

What is your age group?

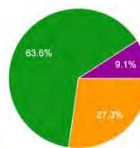
11 responses



- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 +

How often do you shop online (e.g. on Amazon)?

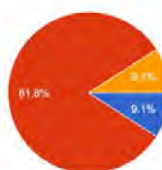
11 responses



- Daily
- Weekly
- Once per Month
- Rarely
- Never

Which country do you currently live in?

11 responses



- United States
- Canada
- Peru

What kinds of products do you usually purchase online? (Select all that apply)

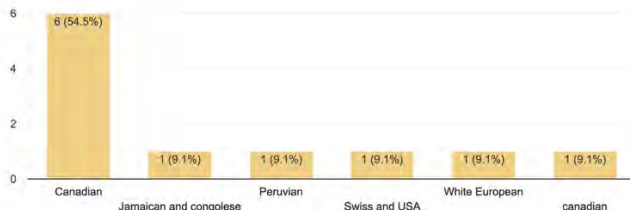
11 responses



- Groceries
- Clothing
- Consumer Electronics
- Home decor and lifestyle items
- Books
- Gifts
- Sustainable/Ethical products
- nothing

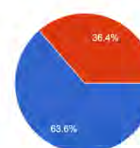
What is your nationality?

11 responses



Do you shop differently when buying everyday items vs. more meaningful purchases (like gifts or artisan items)?

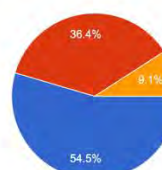
11 responses



- Yes
- No

What is your gender?

11 responses



- Female
- Male
- Non-binary
- Prefer not to say

Would you be willing to pay more for a handmade, ethically produced product that supports a community?

11 responses



- Yes
- No
- Maybe

What is your current occupation?

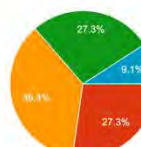
11 responses



- Student
- Full-time employee
- Part-time employee
- Freelancer / Self-employed
- Unemployed
- Retired
- 1 class to go and working full time
- Intern and student

What price range would you expect high-quality, handmade item (e.g. belt, pouch, gift)?

11 responses



- Under \$20
- \$20 - \$40
- \$40 - \$60
- \$60 - \$100
- More than \$100
- Depends on how big and intricate the item is, and if it was custom or not, I'd expect all of the prices listed as options.

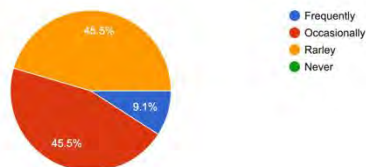
Which of the following values describe you best? (Select up to 3)

11 responses



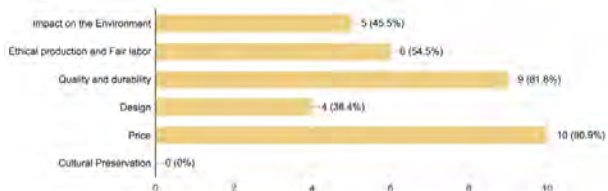
Do you talk about ethical consumption with your social circle?

11 responses



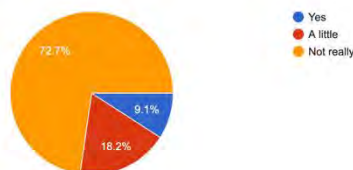
Which of these values influence your purchasing decision? (Choose up to 3)

11 responses



Are you familiar with handmade crafts or artisan traditions from Peru or Latin America?

11 responses



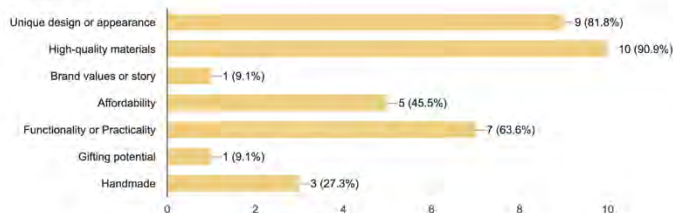
Do your shopping habits currently reflect your personal values?

11 responses



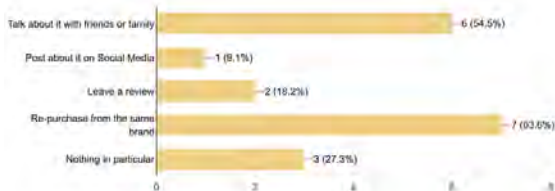
When buying non-essential products (like gifts, lifestyle items or home accessories), what matters most to you? (Choose up to 3)

11 responses



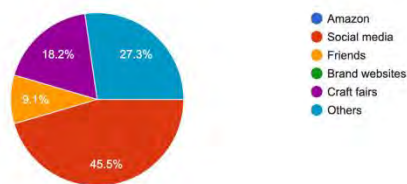
What do you typically do after buying a product that feels meaningful or aligned with your values? (Select all that apply)

11 responses



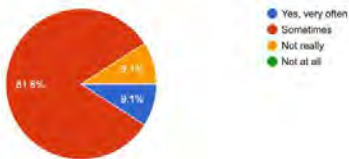
Where do you usually discover products that match your values?

11 responses



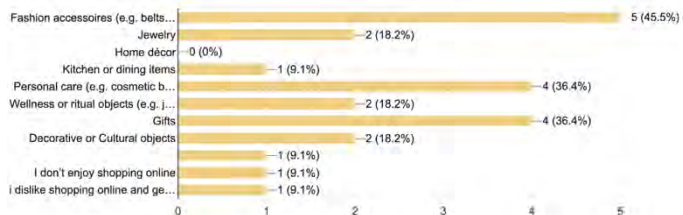
Do the people you are surrounded with influence your buying decisions?

11 responses

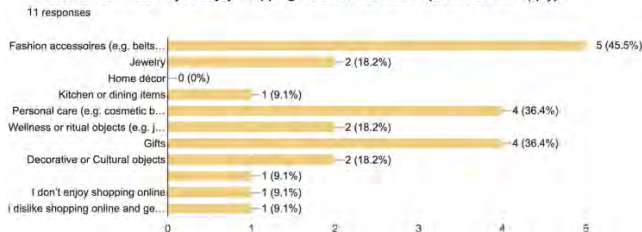


What kinds of items do you enjoy shopping for the most online? (Select all that apply)

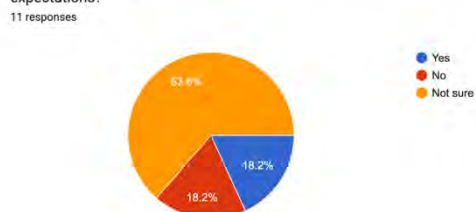
11 responses



What kinds of items do you enjoy shopping for the most online? (Select all that apply)



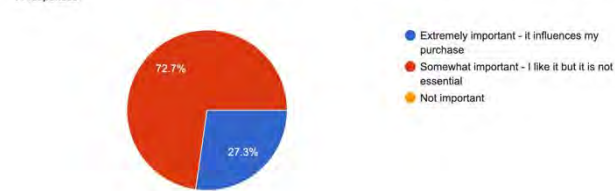
Have you ever bought a product marketed as "ethical" or handmade" that didn't meet your expectations?



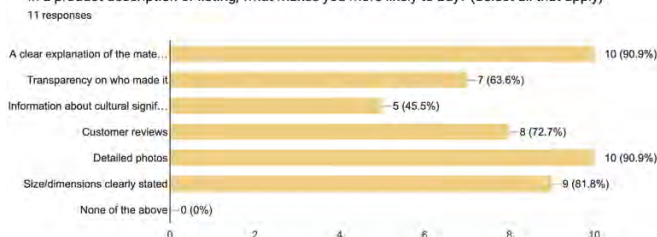
What characteristics attract you to a product? (Select all that apply)



How important is the story behind a product (who made it, where is it from, how it supports others)?



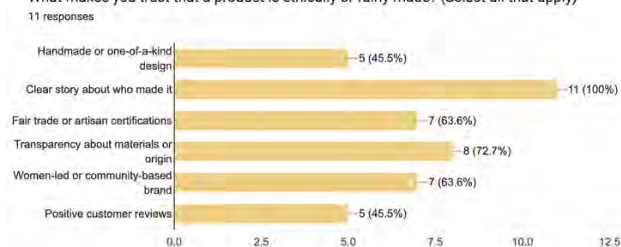
In a product description or listing, what makes you more likely to buy? (Select all that apply)



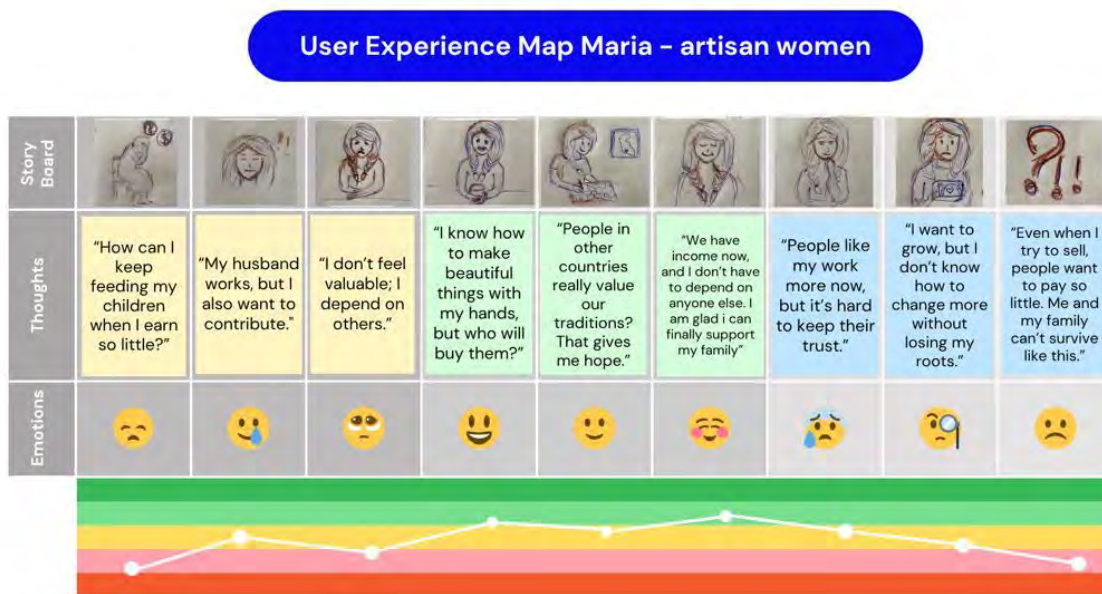
If you were to browse on Amazon for something special or meaningful, which product types would catch your attention?

- 7 responses
- Maybe clothes but I really don't like Amazon
  - fabric items, purses or bags, home decor
  - Decoration. I have decoration from Thailand for example. Otherwise, books
  - The ones that look highest quality/not mass produced
  - Books
  - i don't browse on amazon, i only use it if i'm looking for a very specific thing
  - Not on amazon

What makes you trust that a product is ethically or fairly made? (Select all that apply)









Appendix F: User Experience Map María (User Persona)







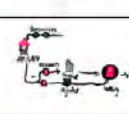



# Appendix H: 6 x 6 Canvas

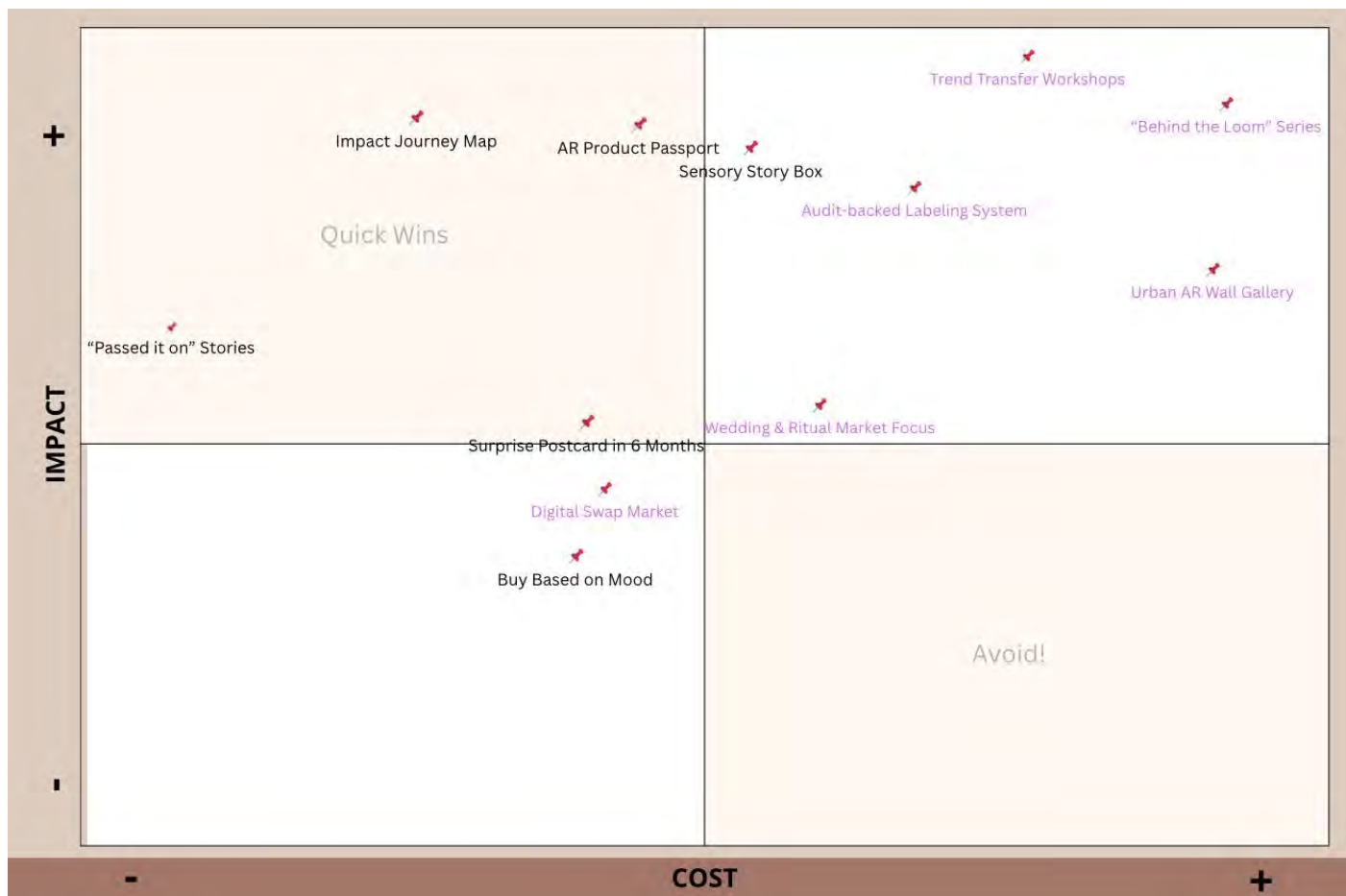
## Artisan Women: María

<p><b>Objective:</b> Help María achieve a stable and fair income through her artisan work that allows her to be financially independent and support her family while preserving her cultural heritage.</p>				<p><b>Need:</b></p> <ol style="list-style-type: none"> <li>1. Help María to sell her crafts consistently throughout the year so that she can have a stable and predictable income.</li> <li>2. Help María to reach long-term buyers who value her work, so that she can build lasting, dependable customer relationships.</li> <li>3. Help María to access broader markets, so that she can increase her visibility beyond her local community.</li> <li>4. Help María to use trustworthy, fair sales platforms so that she feels secure and is fairly compensated for her work.</li> <li>5. Help María to adapt her designs to meet market demand, so that she can grow her business without losing her cultural identity.</li> <li>6. Help María to access affordable materials and production resources, so that she can sustain and scale her artisan work.</li> </ol>	
<p><b>Generative questions:</b></p>					
<p><b>1</b></p> <p>How might we help María sell her crafts more consistently throughout the year?</p>	<p><b>2</b></p> <p>How might we connect María with committed, long-term buyers who value her work?</p>	<p><b>3</b></p> <p>How might we connect María's craft with new audiences who appreciate cultural handmade products?</p>	<p><b>4</b></p> <p>How might we find trustworthy sales channels that ensure fair pay and build María's confidence in the system?</p>	<p><b>5</b></p> <p>How might we support María in designing products that better match buyer preferences without compromising her cultural identity?</p>	<p><b>6</b></p> <p>How might we make it easier for María to sustainably access quality materials that support her growth as an artisan?</p>
<p><b>Wedding &amp; Ritual Market Focus:</b> Target off-season sales to weddings and special events</p>	<p><b>Artisan Mentorship Matching:</b> Fans become mentors or supporters with a shared impact mission.</p>	<p><b>Geo-Targeted Culture Drops:</b> UMA does themed drops tied to festivals like Lunar New Year or Día de los Muertos in different cities.</p>	<p><b>"Fairness First" Workshop Plug-In:</b> UMA creates a plug-in that any artisan can use to show transparency to buyers.</p>	<p><b>Trend Transfer Workshops:</b> Stylists and data experts co-create with María while preserving her artistic voice. Optional in combination with AI tools, global trends can be scanned to suggest local artisan-friendly formats and styles based on them.</p>	<p><b>Artisan Material Bank:</b> A shared online co-op where artisans bulk-buy materials at lower prices together.</p>
<p><b>Digital Craft Collector Cards:</b> Each product comes with a collectible artisan profile card</p>	<p><b>Story-Based Product Series:</b> Products released as part of a series tied to artisan journeys; collectors stay local</p>	<p><b>Digital Twin Exhibition:</b> María's work gets 3D-scanned into a virtual art museum. People can view and order directly</p>	<p><b>Audit-Backed Labeling System:</b> Sales channels go through quarterly ethical audits.</p>	<p><b>Virtual Moodboard jams:</b> Buyers create digital moodboards that María uses for inspiration without altering tradition.</p>	<p><b>Digital Swap Market:</b> Artisans list unused materials and trade with others in their network.</p>
<p><b>Seasonal Digital Suitcase:</b> María receives a physical suitcase with sections for each season. Each section includes NFC tags used to upload seasonal collections. UMA activates them online at the right time based on global demand.</p>	<p><b>NFT-Based Loyalty:</b> Buyers get digital tokens proving they are supporters; unlock rewards over time</p>	<p><b>Wanderlust Drops:</b> Target travelers who have been to Latin America. Drop "nostalgia pieces" based on regions.</p>	<p><b>Community-Owned Shopfronts:</b> Co-ops where artisans control the marketplace policies and profits</p>	<p><b>Digital Try-Ons for Buyers:</b> Buyers can try patterns on their avatar to preview styles. There is a button for how it looks in the room virtually.</p>	<p><b>Zero-Waste Matchmaking App:</b> Connects artisans with ethical brands' fabric leftovers or offcuts.</p>
<p><b>AI Demand Forecaster:</b> Predicts when and where demand will spike based on online behavior.</p>	<p><b>"Behind the Loom" Series:</b> Ongoing docuseries builds audience attachment</p>	<p><b>Urban AR Wall Gallery:</b> UMA projects María's designs on real city walls through augmented reality. People scan the wall with their phones and instantly shop or learn about the product's story.</p>	<p><b>DAO for Artisan Advocacy:</b> Decentralized Autonomous Organization where María votes on policy and pricing rules.</p>	<p><b>"Make It With Me" Video Polls:</b> María posts two design options and lets the community vote via IG Reels, TikTok or YouTube.</p>	<p><b>Local Raw Material Map:</b> A digital tool showing nearby sustainable materials and suppliers in rural areas.</p>
					
<p><b>Wedding &amp; Ritual Market Focus:</b> Target off-season sales to weddings and special events</p>	<p><b>"Behind the Loom" Series:</b> Ongoing docuseries builds audience attachment</p>	<p><b>Urban AR Wall Gallery:</b> UMA projects María's designs on real city walls through augmented reality. People scan the wall with their phones and instantly shop or learn about the product's story.</p>	<p><b>Audit-Backed Labeling System:</b> Sales channels go through quarterly ethical audits.</p>	<p><b>Trend Transfer Workshops:</b> Stylists and data experts co-create with María while preserving her artistic voice. Optional in combination with AI tools, global trends can be scanned to suggest local artisan-friendly formats and styles based on them.</p>	<p><b>Digital Swap Market:</b> Artisans list unused materials and trade with others in their network.</p>

## Consumer Persona: Olivia

<p><b>Objective:</b> Help Olivia overcome uncertainty and build trust when purchasing ethical, artisanal products online.</p>				<p><b>Need:</b></p> <ol style="list-style-type: none"> <li>1. Help Olivia to get assurance that products are ethically made and sourced online, so she can confidently buy from her favorite online retailers.</li> <li>2. Help Olivia to trust ethics by looking for trustworthy cues that she can rely on when buying from online retailers.</li> <li>3. Help Olivia to access reliable assurance from third parties so that she can make informed decisions and feel secure to purchase online.</li> <li>4. Help Olivia to release uncertainty with the purchase and steps for her for ongoing customer service, including her design.</li> <li>5. Help Olivia to understand ethical and sustainability claims so that she can trust that the online retailers are doing the right thing.</li> <li>6. Help Olivia to see the real-world impact of the purchase so that she can feel empowered to support the artisans and the community.</li> </ol>	
<p><b>Generative questions:</b></p>					
<p><b>1</b></p> <p>How might we give Olivia confidence that her purchases are ethically made and sourced?</p>	<p><b>2</b></p> <p>How might we make Olivia feel more connected to and trusting of the people behind the products?</p>	<p><b>3</b></p> <p>How might we provide Olivia with trustworthy feedback from others to guide her purchase?</p>	<p><b>4</b></p> <p>How might we create more personal and meaningful shopping experience for Olivia?</p>	<p><b>5</b></p> <p>How might we clearly communicate the ethical and sustainable value of the products to Olivia?</p>	<p><b>6</b></p> <p>How might we show Olivia the real-world impact of her purchase and empower her to support a meaningful cause?</p>
<p><b>All Product Page:</b> Each item has a credible look showing the full supply chain. The assumed order shows a verified AI. All items showing where it came from.</p>	<p><b>Sensory Story Box:</b> Each item arrives in a beautiful package with a signed digital book of photos, drawings, or items, like cards and why made it and includes an artisan's note, story, and small regional notes.</p>	<p><b>Facile Review Feature:</b> Visual stars to rate up/down/love to best products and have the reasons. These should be generated from social media content.</p>	<p><b>Digital Mood Box:</b> Each item includes a small digital mood box for a digital mood or inspiration.</p>	<p><b>Impact Journey Map:</b> An interactive feature covers each item's journey and which SDG it supports with it.</p>	<p><b>Surprise Postcard in 6 Months:</b> Olivia gets a physical or digital update months after the purchase. This can be combined with a virtual or holiday in the community and offers or promotions.</p>
<p><b>Live Artisan Feed:</b> Olivia can watch live or watch recordings before she shops.</p>	<p><b>AR Home Placement:</b> Olivia can see the product in her home before she buys it.</p>	<p><b>Ethical Unboxing Video:</b> Each item comes with a video showing the item, the item's origin, and why made it.</p>	<p><b>Buy Based on Mood:</b> A digital mood feature that gives you products to use when you're feeling a certain way or when you're in a certain mood.</p>	<p><b>AR Environmental Impact Overlay:</b> Over the product and use the AR to learn more about it.</p>	<p><b>UMA Living Impact:</b> Each item includes a small card with real-world impact. This can be a card that you can use in an app. At the end of the year, the cards can be used to show the impact of the purchase.</p>
<p><b>"Guaranteed" Labeling System:</b> Every product is backed by an NGO that the sales quantity is verified.</p>	<p><b>Social Impact Score:</b> Olivia can see the impact of the purchase and the impact on the community.</p>	<p><b>Interactive Story Grid:</b> Every product page has a digital page of buyers' comments, photos, and reactions.</p>	<p><b>Memory Match Timeline:</b> Olivia can see a timeline of her purchases and how they are connected to each other.</p>	<p><b>Interactive Ethics Mirror:</b> Olivia can see a mirror of her purchases and how they are connected to each other.</p>	<p><b>Impact Map:</b> Olivia can see a map of the impact of her purchase and how it is connected to the community.</p>
<p><b>Chat With the Maker Bot:</b> Olivia can chat with the maker bot about the product's story. This can be implemented through the company website.</p>	<p><b>Artisan Instagram Favorites:</b> For a week, a brand like UMA shares its Instagram favorites and share them with you.</p>	<p><b>"Passion or Profit" Stories:</b> Customers who tell the story of why they love it, showing history and passion for it.</p>	<p><b>Personal Blessing Option:</b> Artisan can offer a short audio blessing when Olivia buys a product in honor of a loved one.</p>	<p><b>Sustainability Speed Dating:</b> Olivia can see a list of products and how they are connected to each other.</p>	<p><b>Before/After Stories:</b> Olivia can see a story of how her purchase has helped the community and how it is connected to the community.</p>
					
<p><b>All Product Page:</b> Each item has a credible look showing the full supply chain. The assumed order shows a verified AI. All items showing where it came from.</p>	<p><b>Sensory Story Box:</b> Each item arrives in a beautiful package with a signed digital book of photos, drawings, or items, like cards and why made it and includes an artisan's note, story, and small regional notes.</p>	<p><b>"Passion or Profit" Stories:</b> Customers who tell the story of why they love it, showing history and passion for it.</p>	<p><b>Buy Based on Mood:</b> A digital mood feature that gives you products to use when you're feeling a certain way or when you're in a certain mood.</p>	<p><b>Impact Journey Map:</b> An interactive feature covers each item's journey and which SDG it supports with it.</p>	<p><b>Surprise Postcard in 6 Months:</b> Olivia gets a physical or digital update months after the purchase. This can be combined with a virtual or holiday in the community and offers or promotions.</p>

### Appendix I: Cost/Impact Matrix



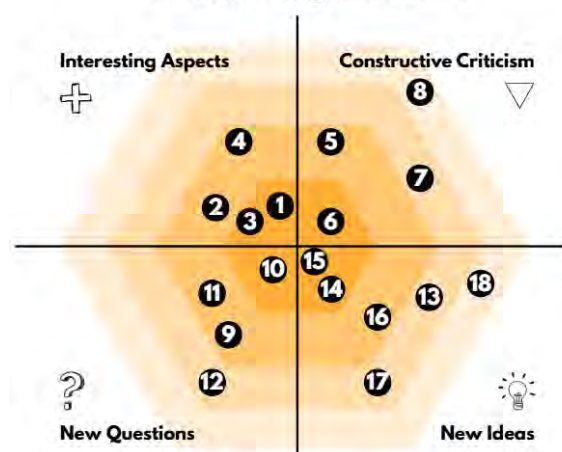
## Appendix J: Initial Feedback Sprints

### Relevance Target Canvas - 1



1. UMA's alignment with SDG 5 and 8 is clear and inspiring.
2. Focus on artisan empowerment supports economic inclusion.
3. Social mission appeals to conscious consumer segments.
4. Strong storytelling about gender-based violence and economic independence.
5. SDG messaging might be too broad or vague for consumers.
6. Risk of overloading the consumer with ethical narratives.
7. How do we verify SDG impact claims?
8. Can this model really scale without donor support?
9. Are customers even aware of SDGs when shopping online?
10. What proof do we have that SDGs drive buying decisions?
11. Will Canadian/American customers relate to the Peruvian context?
12. What differentiates UMA from other SDG-aligned brands?
13. Visualize how UMA addresses each SDG on the website.
14. Add third-party certifications (e.g., B Corp, WFTO).
15. Partner with SDG-focused NGOs for credibility.
16. Develop SDG-specific product categories.
17. Create SDG-specific filters or badges.
18. Embed an interactive impact tracker.

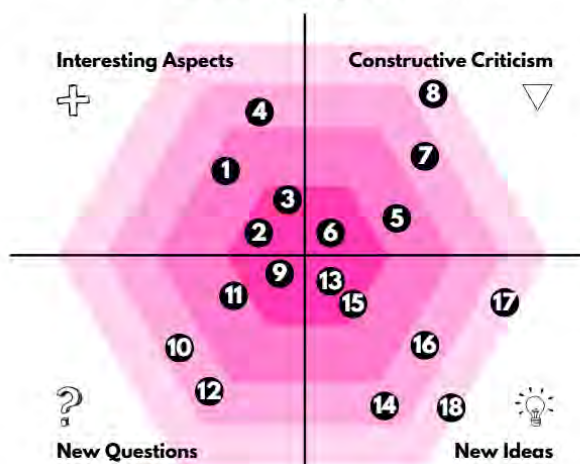
### Relevance Target Canvas - 2



#### Feedback Points

1. Artisan empowerment and global storytelling is emotionally engaging.
2. Ethical trade positioning builds credibility.
3. Focus on women's stories creates emotional value.
4. Product uniqueness (handmade, Peruvian culture) stands out.
5. Canadian/US customers may not trust vague "ethical" labels.
6. Website UX needs to communicate both story and product benefits.
7. Who verifies these impact claims?
8. Too much storytelling could distract from product features.
9. What kind of impact proof builds the most trust?
10. Do customers prefer sustainability or style first?
11. Can we measure impact in a way that's understandable?
12. How to balance cultural depth with simplicity for global markets?
13. Build an "impact report" page per product.
14. Use customer testimonials about why they support UMA.
15. Integrate artisan story videos directly in the product listings.
16. Offer a "Meet the Maker" feature with direct artisan bios.
17. Use icons for ethical indicators (e.g., "Fair Pay," "Handmade," "Women-led").
18. Add transparent cost breakdowns.

### Relevance Target Canvas - 3

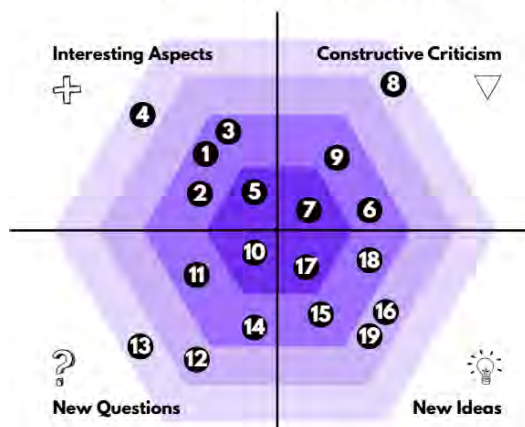


#### Points of Feedback

1. UMA's focus on women artisans is highly marketable.
2. Emotional elements in storytelling create deeper interest.
3. Product quality + ethical background = strong combo.
4. Introduction of transparency concepts is refreshing.
5. Lack of system to show authenticity (e.g., who the artisan really is).
6. Stories feel too general, could be anyone's story.
7. Consumers still unsure what "ethical" really means in UMA's context.
8. No real way to track UMA's actual impact over time.
9. Would real customer stories help more than impact statistics?
10. Could we use receipts or purchase trails to tell stories?
11. How do we personalize the shopping experience?
12. Are we choosing the right storytelling format (video vs text)?
13. Use scannable codes to bring up artisan bios.
14. Let customers vote on where donations go.
15. Feature behind-the-scenes production content.
16. Add "Impact Diaries" as downloadable PDFs.
17. Launch an "Artisan of the Month" highlight.
18. Create a "Verified by UMA" badge based on real metrics.

## Appendix K: Additional User Feedback Sprints

### Relevance Target Canvas - 4



#### Points of Feedback for the UMA Prototype

1. Including real artisan stories makes products feel more personal and unique.
2. Emotional storytelling boosts the perceived value of items and increases trust.
3. Impact Tracker is a great way to connect purchases to real social change.
4. Visual transparency (e.g., cost breakdown) is a rare and powerful feature.
5. The QR code idea for is innovative and low-cost.
6. The Canadian microsite must include culturally adapted language and tone.
7. Website accessibility (e.g., font size, alt text) needs improvement.
8. Consider more inclusive representation of artisan identities (e.g., Afro-Peruvian women).
9. "Fair Trade Verified" badge should be backed by a real or third-party certification.
10. Will artisans like Maria be able to manage sudden high demand?
11. How will UMA maintain transparency as the product portfolio scales?
12. Can buyers track the story of an item they bought months ago?
13. What is the cost and technical capacity for adding video content per product?
14. Will UMA train artisans to contribute to their own storytelling?
15. Allow buyers to "Follow" artisans for future updates or releases.
16. Add a donation matching option during checkout for buyers who want more impact.
17. Offer a virtual event series featuring artisans sharing their stories live.
18. Let buyers leave video testimonials with unboxing and impact impressions.
19. Include a carbon footprint or sustainability badge next to product specs.

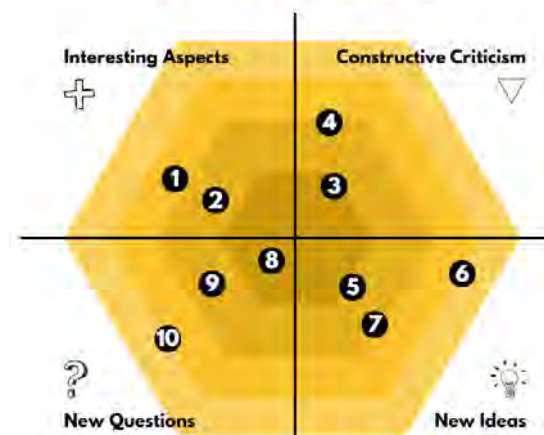
### Relevance Target Canvas - 5



#### Points of Feedback for the UMA Prototype

1. The prototype storytelling connects with Maria's cultural pride and gives Olivia the "proof points" that were missing before.
2. TikTok already showed high engagement (333%); the prototype information can make it stronger with verifiable impact stories.
3. Past results showed sales growth, but without a clear link between social impact and consumer perception.
4. The prototype includes an Impact Dashboard that translates data into trust (fair sales, artisans supported, eco practices).
5. Use of QR cards on physical products to connect offline purchases with online transparency.
6. Implement digital support for logistics (packaging guides, price validation).
7. How can storytelling be transformed into real digital conversions.
8. Which emotional indicators (trust, pride, cultural recognition) should be measured together with financial KPIs?

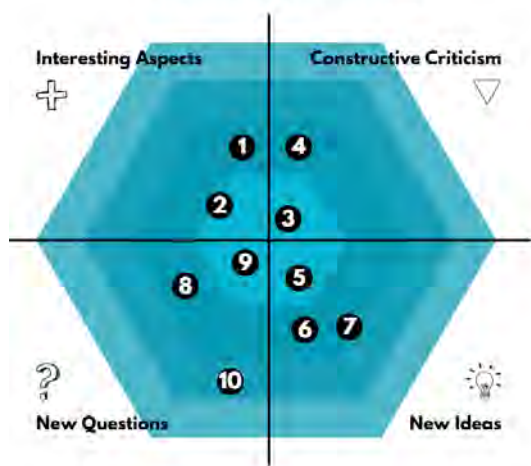
### Relevance Target Canvas - 6



#### Points of Feedback for the UMA Prototype

1. The landing page storytelling highlights artisan identity and creates an emotional link with buyers.
2. The design is clean, modern, and easy to navigate, which builds trust.
3. The value proposition is not immediately clear; needs stronger emphasis on social and cultural impact.
4. Some sections feel text-heavy; adding more visuals or infographics could improve engagement.
5. Include a section with artisan video testimonials to humanize the brand.
6. Add a "traceability journey" where buyers can follow the product from artisan to delivery.
7. Integrate customer reviews and testimonials to build credibility.
8. How can the landing page drive direct conversions instead of only awareness?
9. What incentives (discounts, bundles, loyalty points) could encourage repeat purchases?
10. How can the landing page differentiate UMA from platforms like Etsy or Amazon?

### Relevance Target Canvas - 7



#### Points of Feedback for the UMA Prototype

1. The integration of artisan videos creates a strong sense of authenticity and closeness.
2. The traceability journey helps customers feel part of the process, reinforcing transparency.
3. While credibility improved with reviews, the page still lacks clear calls-to-action that push buyers to finalize a purchase.
4. The navigation flow could be simplified; some users may get lost moving between product details and impact sections.
5. Add interactive impact calculators (e.g., "Your purchase supports X hours of artisan work") to make the social contribution more tangible.
6. Create a community or blog section where artisans and buyers can share experiences and cultural stories.
7. Incorporate multi-language customer support options (chatbot or FAQ) to reduce friction for international buyers.
8. What payment methods or financing options could make purchases more accessible to different customer segments?
9. How can UMA use data from customer interactions on the landing page to personalize recommendations?
10. What partnerships with Canadian sustainable brands could amplify reach and credibility?



# Appendix L: Final Prototype – Landing Page



## Behind the Craft

Every product has a story. Meet the people behind your purchase. By choosing handcrafted items from UMA, you're empowering. Discover where your products came from, who made it and what difference it makes.



## Meet the Artisan

### Maria's Story

This is Maria. She lives in Ayacucho, Peru and has been weaving since she was a child. Her craft is a legacy of her grandmother and a vital part of her culture. Through UMA, Maria turns her art into income that helps provide food, education and security for her children.

"To me, it doesn't feel like work - I do this because I enjoy it and I feel proud of it."



## How Your Product was Made

From the hands of a Peruvian artisan to your shelf - discover every step behind our belt's unique journey, the story it tells and the impact it creates:



## Your Product's Journey



## Your Impact - See What You Supported

Your purchase is more than a transaction - it's part of Maria's story. By purchasing this handmade belt, you contributed to global change by supporting these Sustainable Development Goals (SDGs):

<p><b>SDG 5 - Gender Equality</b> Your purchase helps artisan groups secure their voice, leadership and financial independence in male dominated spaces.</p>	<p><b>SDG 8 - Decent Work &amp; Economic Growth</b> This product was made under fair conditions. By supporting UMA, you help promote sustainable livelihoods and dignified work.</p>
<p><b>SDG 12 - Responsible Consumption and Production</b> Choosing UMA means choosing transparency.</p>	<p><b>SDG 10 - Reduced Inequalities</b> UMA connects marginalized communities to global markets, reducing social and economic inequality.</p>
<p><b>SDG 1 - No Poverty</b> You help create stable income opportunities for rural women in the Andes, reducing vulnerability and enhancing livelihood security.</p>	<p><b>SDG 9 - Industry, Innovation and Infrastructure</b> Your support helps families thrive in their communities.</p>

## Hear from Other Conscious Buyers - And Leave Your Own Review

What did you think of your belt?  
Share your thoughts and help support artisan visibility while helping others make mindful choices

### Rate Your Product

★★★★★

Tell us how your belt fits into your story - or how the story behind it made you feel.

Add a Photo (optional)

Verified Purchase

"It's beautiful, but also meaningful. I'll keep buying from UMA"



"Knowing who made my belt made it feel like more than an accessory - it's a connection."



"This made the whole experience feel real. I usually buy handmade goods, but I never knew much about who actually made them. This is how ethical brand should work"



## Trusted by Leaders - Recognized for Impact



Conscious buying starts with connection

<p>UMA Perú</p> <p>Follow us on our socials</p>	<p><b>Impressum</b></p> <p>About Us</p> <p>Impact</p> <p>Products</p>	<p><b>Team</b></p> <p>Artisans</p> <p> Careers</p> <p>Contact</p>	<p><b>FAQs</b></p> <p>Shipping</p> <p>Terms &amp; Conditions</p> <p>Accessibility</p>
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### Appendix M: Final Prototype - Physical Product Card

Discover the Story Behind Your Product

Empower artisans. Make your impact visible!



This is María, an artisan woman from Ayacucho, Peru. She creates handmade products to support her family and preserve cultural heritage.

Scan to learn more:



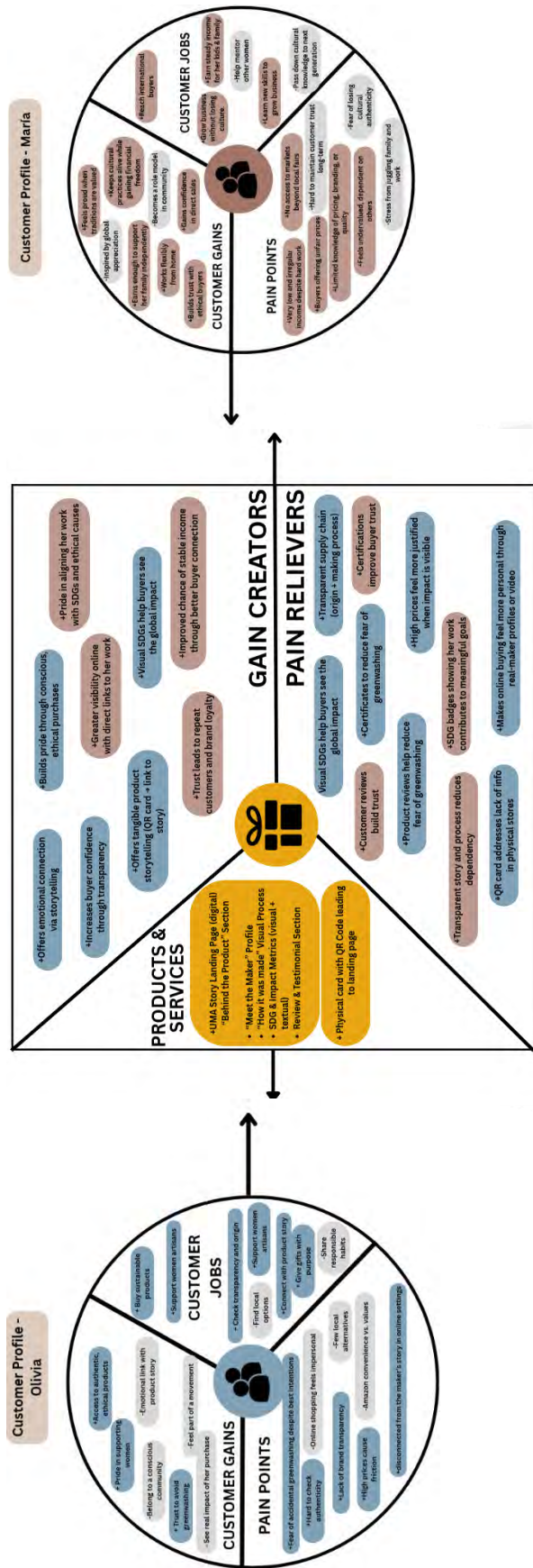
**SCAN ME**



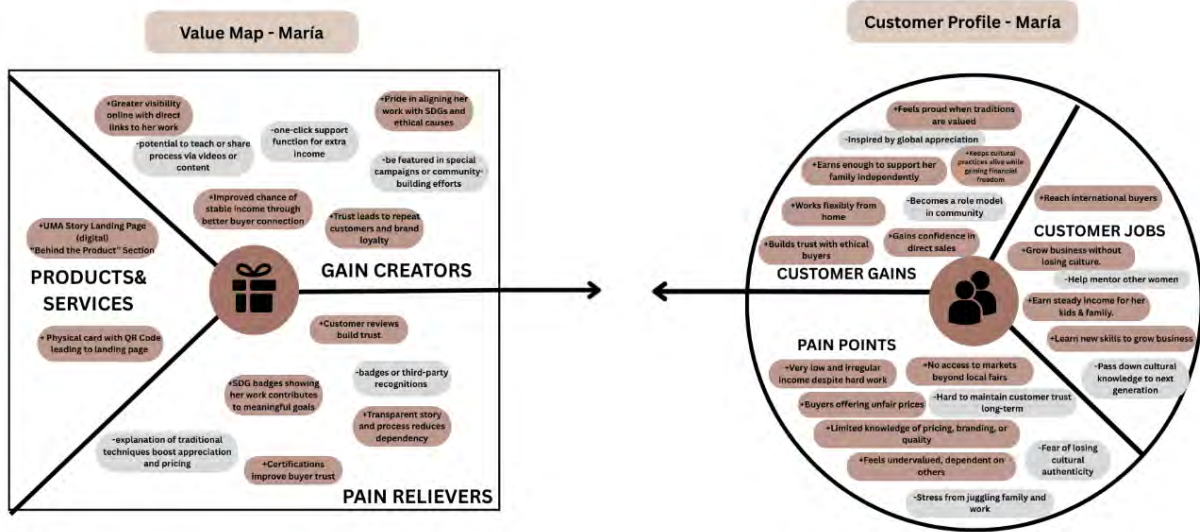
## Appendix N: Similar Companies to UMA/Competitors

Organization	Location	Support Model	Key Features	Focus Areas
Ten Thousand Villages	Global (incl. Peru)	Long-term fair trade partnerships; advance payments; microfinance; product & market support	Fair wages, Artisan Pathways, sustainability	Economic empowerment, leadership
Awamaki	Peru	Training in textile skills, business leadership; sustainable tourism integration	Quality control, entrepreneurship, cultural preservation	Capacity building, cultural preservation
AndesGifts	Peru & Bolivia	Partnership with knitting cooperatives for steady employment and capacity building	Sustainable production, traditional craft preservation	Employment stability, cultural heritage
Noonday Collection	Global	Ambassador sales network; market training; loans; scholarships	Economic & family empowerment	Sustainable business, economic independence
Fair Anita	Global	Fair wages; health insurance; education scholarship	Sustainable materials; community-responsive support	Fair wages, health & education
IBU	Indonesia & Africa	Market access; product design support; sustainable livelihoods programs	Indigenous craft preservation; marketing	Livelihoods, cultural preservation

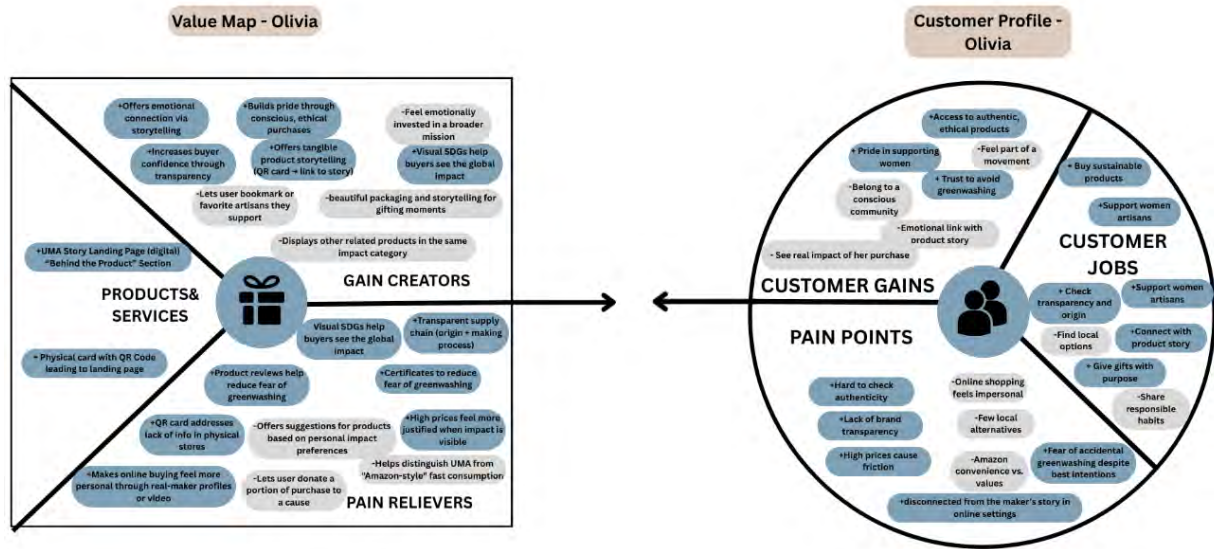
Appendix O: Combined Value Map – Value Proposition



### Appendix P: Value Map & Customer Profile - María



## Appendix Q: Value Map & Customer Profile – Olivia



## Appendix R: Recommended Content Generation Approach and Interview Questions

### Content Generation Approach

Category	Key Guidelines
<b>Preparation for the interview</b>	Develop a relationship with the Artisan community in advance. In the language that the artisan prefers, clearly state the goal. Make sure that participation is voluntary and have informed consent. Use a reliable interpreter if necessary and conduct interviews in a safe environment.
<b>Principles of Ethics</b>	The right to anonymity must be protected. Participants should be aware of how their stories will be used.
<b>Methods of Interviews</b>	Sort the questions into four groups: (personal background, artisan journey, partnership with UMA, broader reflections). Use open and respectful questions. Gather audio materials with informed consent.
<b>Documentation</b>	Photos and recordings must be of good quality and only taken with prior consent. Audio should be clear and translatable.
<b>Post interview Follow up</b>	Make precise translations and transcriptions. If at all feasible, let craftsmen evaluate their tale before it is published. To encourage pride and a sense of ownership, share the finished stories with them. Keep all consent documents and content safe.

The authors created the table based on Ferrer et al. (2021).

### Interview Questions

Category	Questions
<b>A. Identity and Origin</b>	How did you learn your craft and who taught you? What does preserving your community's traditions mean to you?

	<p>What does your culture represent in the product you create?</p> <p>What is your daily life like in your community?</p> <p>What are your dreams for yourself or your family?</p>
<p><b>B. Human and Social Value</b></p>	<p>What does this work mean for your life and your family?</p> <p>How does this project help improve your income and your economic independence?</p> <p>How do you feel knowing that your products reach people in other countries?</p>
<p><b>C. Personal Message to the Customer</b></p>	<p>What would you like the buyer to remember when using your product?</p> <p>What emotions or values would you like to share through your craft?</p> <p>If you could speak directly to the person who bought your product, what would you say?</p>

## Appendix S: Business Model “B” Canvas

<p><b>Value Chain</b></p> <ul style="list-style-type: none"> <li>Artisan Women from rural Peru</li> <li>Amazon Expert</li> <li>Perú - Ministerio de la Producción</li> <li>Perú - Ministerio de Comercio Exterior y Turismo</li> <li>Municipalidad Provincial de Cajamarca</li> <li>180 Degrees</li> <li>Morphology</li> <li>Sienna Bakery</li> <li>Boston Consulting Group</li> <li>McKinsey &amp; Company</li> <li>Universidad del Pacifico</li> <li>Banco de Crédito</li> <li>Harvard Innovation Lab</li> </ul>	<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>Connecting Artisan women with buyers</li> <li>Artisan coordination and fair payment</li> <li>Product packaging and export</li> <li>Managing website &amp; coordinations with Amazon</li> <li>Customer engagement via social media, newsletters, and reviews</li> <li>Quality control</li> <li>Social media and presence on fairs</li> <li>Product design</li> <li>Develop and maintain digital landing page infrastructure</li> <li>Collect and present impact data + product storytelling</li> <li>Produce and distribute QR product cards with each purchase</li> </ul> <p><b>Key Resources</b></p> <ul style="list-style-type: none"> <li>Artisan partnerships (Network of 400 artisans) with their knowledge and skills</li> <li>Administration team</li> <li>Material purchase</li> <li>Inventory Storage</li> <li>Website and Amazon seller account</li> <li>Social media platforms</li> <li>Digital storytelling platform</li> <li>Community feedback system</li> </ul>	<p><b>Identified Problem</b></p> <p>Artisan women living in rural Andean areas of Peru struggle to access national and international markets due to lack of trust, visibility and storytelling around ethical production.</p> <p><b>Purpose</b></p> <p>Connecting artisan women in Peru with conscious buyers through transparent, impactful storytelling and a meaningful product experience that builds cultural appreciation, ethical trade, and economic empowerment.</p> <p><b>Value Proposition</b></p> <p>Providing ethically produced artisan products from Peru, offering conscious consumers a meaningful shopping experience as they support something meaningful while still ensuring fair income and visibility for artisan women.</p>	<p><b>Relationships</b></p> <ul style="list-style-type: none"> <li>Newsletter subscription</li> <li>Social media interactions on Instagram and TikTok</li> <li>Amazon review follow-ups</li> <li>Direct interaction and feedback at events, fairs and retail stores</li> <li>Direct contact to corporate clients</li> <li>Visits to Artisan communities</li> <li>Interactive consumer trust-building (reviews/testimonials on landing page)</li> <li>Post-purchase relationship via QR cards (customers revisit landing page after buying)</li> <li>Emotional engagement with artisans through storytelling</li> </ul> <p><b>Channels</b></p> <ul style="list-style-type: none"> <li>UMA's website</li> <li>Amazon US</li> <li>Direct to companies sales</li> <li>In-person events and retail partners in Peru</li> <li>Social Media Product Links (Instagram &amp; TikTok)</li> <li>Amazon Canada</li> <li>Landing page accessed via QR cards</li> </ul>	<p><b>Segments</b></p> <ul style="list-style-type: none"> <li>Corporate clients</li> <li>Ethically conscious online buyers in U.S. (Amazon U.S. &amp; Webshop)</li> <li>Ethically conscious online buyers in Peru (Webshop)</li> <li>Physical store customers in Lima, Peru</li> <li>Ethically conscious buyers in Canada</li> <li>"Trust-sensitive" buyers</li> </ul>
<p><b>Cost Structure (as % of total revenues for 2025)</b></p> <ul style="list-style-type: none"> <li>Artisan compensation: 35%</li> <li>Administration costs (Legal &amp; bank fees &amp; taxes &amp; staff): 9%</li> <li>Amazon expert: 3%</li> <li>Packaging costs: 15%</li> <li>Delivery costs: 9%</li> <li>Transportation costs: 8%</li> <li>Amazon marketplace fees: 16%</li> <li>Amazon storage: 2%</li> <li>Website fees (hosting &amp; transaction fee): 1%</li> <li>Marketing costs (promotions &amp; ads): 0.5%</li> <li>eCommerce Strategy (to increase sales on the website, should only be paid this year): 15%</li> <li>Amazon Canada Marketplace Fees: CAD\$ 29,99/month</li> <li>Packaging adaptation for Canadian market (bilingual labeling: +1-2 % increase)</li> <li>Costs of Certification of origin (\$1-50); otherwise MFN duties apply</li> <li>Marketing Costs Freelancer: Content creation (videos, photography); Day Rate: US\$300-\$400, Editing Rate: US\$30 per hour</li> <li>Inventory Hold Costs - slight increase depending on safety stock = 1-3% increase</li> <li>Additional costs for landing page design &amp; maintenance: US\$35-50/month</li> <li>Costs for translation of the landing page (French): US\$20-50/hour</li> </ul>	<p><b>Impact Metrics</b></p> <ul style="list-style-type: none"> <li>SDG 5 - Gender Equality                     <ul style="list-style-type: none"> <li>Metric 5a: "equal rights to economic resources"</li> </ul> </li> <li>SDG 12 - Responsible Consumption and Production                     <ul style="list-style-type: none"> <li>Metric 12.8: "people everywhere have relevant information and awareness for sustainable development"</li> </ul> </li> <li>SDG 1 - No Poverty                     <ul style="list-style-type: none"> <li>Metric 1.4: "the poor and vulnerable have equal rights to economic resources and access to ownership"</li> </ul> </li> <li>SDG 8 - Decent Work and Economic Growth                     <ul style="list-style-type: none"> <li>Metric 8.3: "support productive activities, [...], entrepreneurship, creativity and innovation and [...] growth of micro-, small [...] enterprises"</li> </ul> </li> <li>SDG 10 - Reduced Inequalities                     <ul style="list-style-type: none"> <li>Metric: 10.3: "ensure equal opportunity and reduce inequalities"</li> </ul> </li> <li>SDG 9 - Industry, Innovation and Infrastructure                     <ul style="list-style-type: none"> <li>Metric 9.3: "increase the access of small-scale enterprise and their integration into value chains and markets"</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>% of buyers using QR cards</li> <li>% increase in repeat purchases from landing page visits</li> <li>Reduction in reported consumer confusion/doubt (trust surveys)</li> <li>Artisan-side: % increase in perceived fairness of pricing</li> </ul>	<p><b>Income Streams</b></p> <ul style="list-style-type: none"> <li>Sale of products in four channels (website peru, retail stores in peru, corporate sales, amazon US)</li> <li>Grants &amp; Donations</li> <li>Average contribution margins by channel (revenue - COGS - direct fees - packaging):                     <ul style="list-style-type: none"> <li>Website Peru: 20%</li> <li>Retail Stores: 30%</li> <li>Corporate: 6%</li> <li>Amazon US: 27%</li> </ul> </li> <li>Sale of products in five channels (website peru, retail stores in peru, corporate sales, amazon US, amazon Canada)</li> <li>Same income sources, but strengthened by:                     <ul style="list-style-type: none"> <li>Higher conversion rates (trust reduces drop-offs)</li> <li>Premium justification (visible impact reduces price sensitivity)</li> </ul> </li> </ul>		



## Appendix T: Cost Structure

Cost Structure		Reasoning
Amazon Canada Marketplace Fees	CAD\$ 29,99/month	Amazon. (n.d.). Sell on Amazon: Pricing. Amazon.ca. <a href="https://sell.amazon.ca/pricing?ref_=sdca_soa_sell_pricing_refee#referral-fees">https://sell.amazon.ca/pricing?ref_=sdca_soa_sell_pricing_refee#referral-fees</a>
Packaging adaptation for Canadian market (bilingual labeling)	1% increase	John. (2025, January 16). Website translation costs: How much does it cost to translate a website in 2025?. TranslatePress. <a href="https://translatepress.com/website-translation-costs/">https://translatepress.com/website-translation-costs/</a>
Costs of Certification of origin; otherwise MFN duties apply	\$1-50	Canadian Chamber of Commerce. (n.d.). Document certification fees. <a href="https://chamber.ca/programs-services/document-certification/fees/">https://chamber.ca/programs-services/document-certification/fees/</a>
Marketing Costs Freelancer: Content creation (videos, photography)	Day Rate: US\$300-\$400, Editing Rate: US\$30 per hour ~ 2% increase	Capture Video & Marketing. (n.d.). Video production costs (2025 pricing sheet). <a href="https://www.capturevideoandmarketing.com/blog-news/video-production-costs-pricing-sheet">https://www.capturevideoandmarketing.com/blog-news/video-production-costs-pricing-sheet</a>
Inventory Hold Costs	slight increase depending on safety stock ~ 2%	Appendix: Inventory Cycle
Additional costs for landing page design & maintenance	US\$35-500/month ~US\$70/month	Hostinger. (n.d.). Website maintenance cost in 2025: A full pricing breakdown <a href="https://www.hostinger.com/tutorials/website-maintenance-cost">https://www.hostinger.com/tutorials/website-maintenance-cost</a>
Costs for translation of the landing page (French)	US\$20-50/hour ~US\$130	John. (2025, January 16). Website translation costs: How much does it cost to translate a website in 2025?. TranslatePress. <a href="https://translatepress.com/website-translation-costs/">https://translatepress.com/website-translation-costs/</a>



## Appendix U: Inventory Cycle

Inventory Cycle				
<i>Canadian KPIs are estimated based on US benchmarks due to lack of local data</i>				
	Stage	Most Likely Cycle	Worst-Case Cycle	Explanation
Lead Time	Production by artisans	2–3 weeks	5 weeks	Production time depends on product type and volume. Huamanga stone is faster; textiles and large orders take longer.
	Transport from artisan region to Lima	1-2 days	5 days	Normally 2 working days from artisan region to Lima, but rural infrastructure can extend transport.
	International shipping Lima → Canada	4–6 days	10 days	Express couriers like DHL/UPS deliver in ~4–6 days; delays from weather, flights or peak seasons (Q4) could extend it to ~10 days.
	Customs clearance in Canada	2–3 days	5 days	Average clearance time is 2–3 days. Extra documentation or random inspections can extend to ~5 days.
	Amazon warehouse processing (only if not directly shipped to customer)	3–5 days	7 days	Once in Canada, Amazon inbound receiving usually takes 3–5 business days; peak seasons may cause delays up to 7 days.
	Total ~ Total (days)		~4–6 weeks 35	~7–9 weeks 56
Absorption Rate	Average Absorption Rate (days)	1	1	US inventory data indicates an absorption of ~1 unit/day. Thus, a batch of 30 items lasts about a month. Therefore, production + shipping lead time (4–6 weeks) requires reorder at least 2–3 weeks before stock reaches safety threshold.
Reorder Point	Demand*Lead Time	35	56	
Safety Stock	~20% of Demand during Lead Time	7	11.2	Maintain ~20–35% buffer inventory at Amazon warehouses to absorb seasonal peaks, particularly during holiday seasons (November–December for holidays, summer for gifting/Mother's Day).
Reorder point + Safety Stock	Demand*Lead Time+Safety Stock	42	67.2	