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FROM SOLO TO STARTUP SUCCESS

The Freelancer to Startup Toolkit

A practical, visual guide that helps young freelancers turn irregular, informal work into a structured, sustainable business, with real frameworks, activities and a next step on every page.





KLUB PODJETNIŠKEGA GIBANJA EMC · EduMansha – Associação · Asociacija Aktyvistai

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ABOUT THE PROJECT

What is SHIFT?

SHIFT, From Solo to Startup Success helps young sole proprietors move from informal self-employment toward sustainable startups and job creation.

It is an **Erasmus+ Small-scale Partnership in Youth**, built for young freelancers, especially NEETs, migrants and under-represented young people, and for the youth workers who support them. This **Freelancer-to-Startup Toolkit** is one of its core results: an open, modular learning resource of six practical modules.



6 practical modules

4 languages

3 partner countries

Created by the SHIFT partnership

KLUB PODJETNIŠKEGA GIBANJA EMC
Slovenia

EduMansha – Associação
Portugal

Asociacija Aktyvistai
Lithuania

A partnership across Slovenia, Portugal and Lithuania. Full partner details and contacts are published at shift.elnlab.eu.

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shift.elnlab.eu

Open, practical and free to adapt, built with young freelancers, for young freelancers.

WELCOME

From surviving to building

Self-employment gives many young people a first income, but too often it stays fragile and hand-to-mouth. Most freelancers don't struggle because they lack talent. They struggle because **no one ever showed them how to turn scattered gigs into a business that lasts.**



SHIFT changes that. This toolkit takes the young freelancer step by step, from "I take whatever work comes" to **"I run something on purpose"**, in plain language, with real frameworks they fill in for their own situation, and a concrete next action on every page.

① Locate yourself

See exactly where you stand today and name your single most useful next step.

② Build the structure

Turn improvised freelancing into pricing, offers and systems that don't depend on luck.

③ Grow on your terms

Move from selling hours toward income that scales, without losing control.

Who this is for

- **Early-stage sole proprietors** who want to grow, but lack business language and confidence.
- **NEETs**, young people who turned to freelancing to survive, without the skills to make it sustainable.
- **Migrants & Roma youth** facing socio-economic barriers, often outside formal business networks.
- **Youth workers & mentors** who support them, who get a ready-to-run, non-formal curriculum.

No business background needed

Every framework is written in plain words and assumes no prior business education. Where a concept risks feeling abstract, facilitator notes show how to ground it in the learner's real situation.

SHIFT turns scattered gigs into a business that lasts, one honest next step at a time.

TABLE OF CONTENTS

The learning journey · six modules

Five themes of the SHIFT project map into six practical modules. They build on each other, but each also stands alone. Every module has concept pages, facilitator-led (F) and self-directed (S) activities, a case study and a resource library. **Click any module to jump straight to it.**

1 **Mapping Your Path** Module 1
Locate yourself, model your whole business on one page, find your niche and productize your offer.
Open → ~3 hrs

2 **Test It for Real** Module 2
Test a real service cheaply with Build–Measure–Learn, customer discovery and everyday AI.
Open → ~3 hrs

3 **Money That Lasts** Module 3
Read your money honestly, price with confidence, keep a reserve and decide with a rule.
Open → ~3 hrs

4 **Winning Clients** Module 4
Turn conversations into clients, and sell by understanding the problem, not by pressuring.
Open → ~3 hrs

5 **Being Seen** Module 5
Build a personal brand and visibility, and get found and remembered by the right people.
Open → ~4 hrs

6 **You Belong Here** Module 6
Grow identity, belonging and resilience, recognise your value and take ownership of your path.
Open → ~10 hrs

New to SHIFT? Start with Module 1 · Mapping Your Path, the map for everything that follows.

HOW TO USE IT

Built to be run, not just read

Each module is a facilitator's companion. Read it first, then run it in **short loops**: introduce one framework, let participants apply it to their own work for 10–15 minutes, then discuss. Never present two frameworks without an application in between, and make sure every section ends in an action the learner writes down.



Markers to watch for

Facilitator-led
Run with a group, in short loops

Self-directed
Learner works solo, on their own case

Try this
A quick exercise linked to an activity

Facilitator watch-out
Common traps to steer around

Youthpass
The competence this builds, to capture

Each module contains

- Facilitator-led (F) and self-directed (S) activities, the number varies by module
- Concept pages with keep-able infographics
- A case study & a resource library
- Around 3 hours of facilitated work for most modules (Module 6 is longer, ~10 hours)

Youthpass & recognition

Every module ends in reflection, where loose learning becomes a competence the young person can name and carry. This is the heart of the Youthpass process, and each module flags the key competence to capture (usually entrepreneurship and personal / learning-to-learn).

Localised for Portugal, Lithuania & Slovenia

Country-specific content, legal forms, VAT thresholds, registration points and funding routes, is built into each module for all three SHIFT countries, so you can teach the real local picture, not a generic one.

Read it, then run it. Every section should end with the learner writing down one concrete action.

MODULE ONE

Mapping Your Path

01

Business modelling & productization, locate yourself on the journey, then structure your work into a business.

This module is the map for everything that follows. Most freelancers don't fail for lack of talent, they fail because they **can't see where they are**, where they could go, or how the pieces of their work fit together. Module 1 fixes that.



By the end, a participant can

- Locate themselves on the freelancer journey and name their most useful next step.
- Map their whole business on one page, and describe their niche in one sentence.
- Choose a direction on purpose, and turn a service into a structured, repeatable offer.

⏱ ~3 hrs facilitated | 3 facilitator-led + 2 self-directed | 🌍 Localised · PT · LT · SI | Youthpass · Entrepreneurship

CONCEPTS IN THIS MODULE

1 · The Freelancer Journey
2 · Your business on one page (Canvas)
3 · Finding your niche
4 · Freelancer to startup: a spectrum
5 · Which kind of business do you want?
6 · Productizing your service
7 · Five ways a freelancer earns
8 · The Strategy Canvas (draw a different curve)
9 · The Positioning Map (own the empty space)
10 · The Value Proposition Canvas

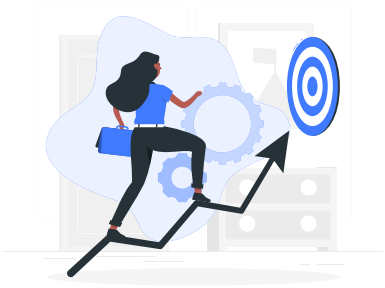
ACTIVITIES & RESOURCES

F1 · Map Your Journey, 45 min
F2 · One-Page Canvas Jam, 75 min
F3 · Niche & Promise Lab, 60 min
S1 · Find Your Niche, 30 min
S2 · Climb One Rung, 40 min
+ Resource library & templates

KNOW YOUR STAGE

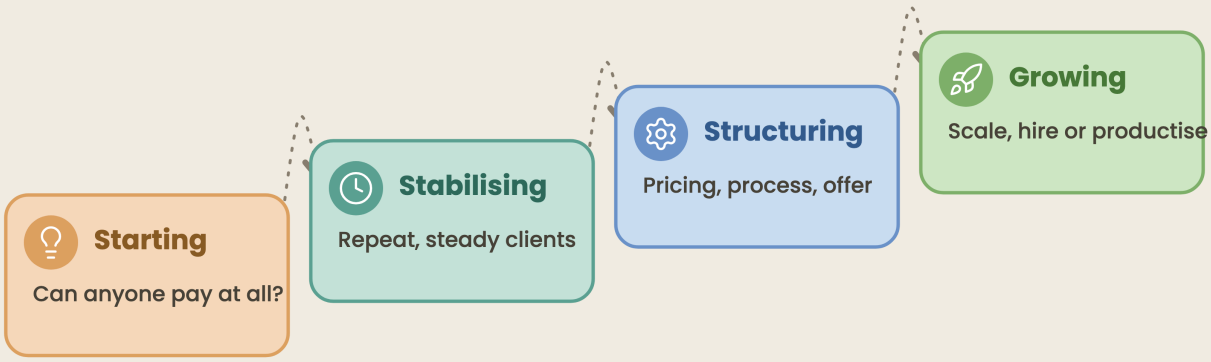
The freelancer journey

Almost every freelancer believes they are either “doing fine” or “failing”, with nothing in between. In reality, building a business is a journey with recognisable stages, and knowing which one you are in tells you which problems are worth solving now, and which are just a distraction.



The Freelancer Journey

Four stages, know your stage and you know which problem to solve now.



You can sit in different stages for different services at once, that is normal.

Four honest stages

Starting is about proof, Stabilising about rhythm, Structuring about systems, Growing about scale. You can sit in different stages for different services at once.

Solve the right problem

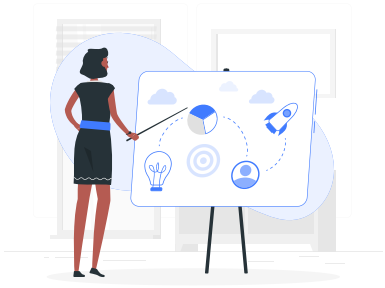
Naming your stage protects you from polishing a logo while you still have no paying client. It points to the one task that actually matters this month.

Know your stage, and you always know which problem is worth solving now, and which is just a distraction.

YOUR BUSINESS ON ONE PAGE

The Business Model Canvas

The most useful single tool in this module, but the standard version quietly assumes a team, investors and a product. This version keeps all nine blocks and rewrites each one for a freelancer, so you can see your whole business, how you create value, reach people, get paid and keep going, on one page.



Your Business on One Page

The freelancer Business Model Canvas, fill the right side first, then work back left.

Key Partners
Allies who help you deliver

Key Activities
The core work you do

Value Proposition
The result you create

Client Relationship
How you keep clients

Client Segments
One specific client

Key Resources
Skills, tools, portfolio

Channels
How clients find you

Cost Structure
Include a 'quiet months' line

Revenue Streams
Day-rate · project · retainer · product

Right side first

Fill the customer-facing blocks first: who you help, the value you create, how you reach them. The left side (activities, resources, costs) only makes sense once the right side is clear.

One quiet-month line

Add a cost line for the lean months. A freelancer's model isn't honest until it survives a slow month, not just a good one.

Your whole business fits on one page. Fill the right side first, then work back, and read it as one connected system.

BE THE OBVIOUS CHOICE

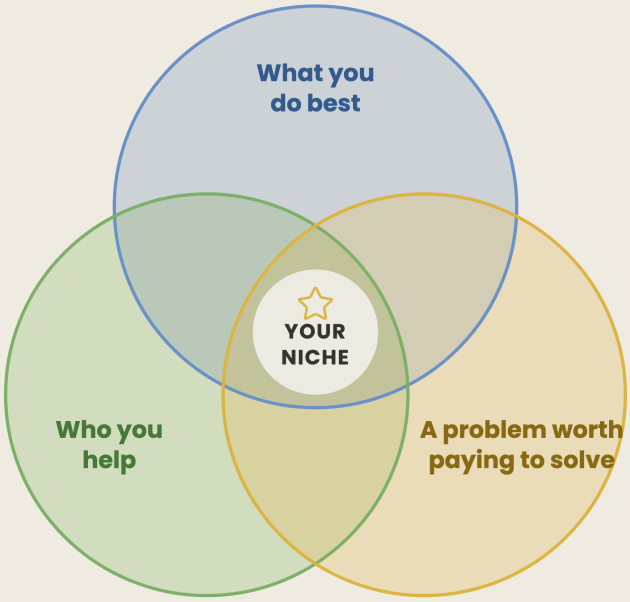
Finding your niche

A niche is not a smaller market, it is a sharper one. When you try to serve everyone, your offer sounds generic and is easy to forget. When you name one kind of client and one problem you solve better than most, your work becomes easy to recommend, and easier to price.



Finding Your Niche

Your strongest offer lives where three honest answers overlap.



"I help [who] who struggle with [problem] to [result]."

Sharper, not smaller

A niche is a positioning choice, not a limit. You can always widen later, from a position of strength.

Where the money is

The overlap only works if the problem is one people will pay to solve. A niche with no money in it is a hobby.

Write one sentence: "I help [who] who struggle with [problem] to [result]." If you can't finish it, you haven't chosen yet.

GO LEGIT, STEP BY STEP

Freelancer to startup: a spectrum

Becoming a business is not one scary leap from cash-in-hand to a full company. It is a spectrum of small steps, each one trading a little freedom for a little more protection, credibility and access to bigger clients. You move along it when the benefit is worth the cost, not before.



Freelancer to Startup: a Spectrum

Small steps, each trades a little freedom for a little protection and credibility.

more freedom — *more protection & credibility*

Informal / cash → Registered self-employed → Sole proprietor → Simple company → Full company

How it works in each SHIFT country

	Portugal	Lithuania	Slovenia
Simplest status	Trabalhador independente	Individuali veikla	Samostojni podjetnik (s.p.)
Company form	Soc. Unipessoal (Lda)	Mažoji bendrija (MB)	d.o.o.
VAT-exempt up to	€15,000 / yr	€45,000 / yr	€60,000 / yr
Register at	eportugal.gov.pt	registrucentras.lt	spot.gov.si

Good to know

Legal forms, thresholds and registration points are current as of 2025 (standard regime). They change with national law, check the official portal above before teaching a figure.

One step at a time

You rarely need to jump to a full company. Most young freelancers gain the most from just the first one or two steps, registering, then a simple status.

Country reality

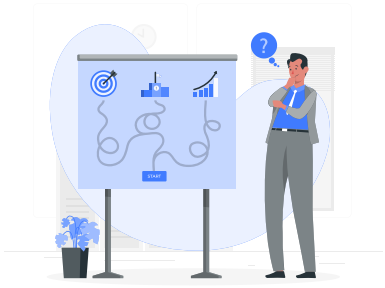
The exact names, thresholds and portals differ across Portugal, Lithuania and Slovenia. The diagram shows the real local forms, not a generic sketch.

Move along the spectrum one step at a time, and only when the protection you gain is worth the freedom you trade.

TWO HONEST PATHS

Which kind of business do you want?

Neither path is better, but they lead to different decisions. The Niche Specialist grows by becoming more valuable, not bigger, deeper expertise, higher rates, a handful of ideal clients. The Growth Builder grows by adding capacity, systems, a team, products that sell without them in every chair. Knowing which you want changes everything that follows.



Which Kind of Business?

Neither is better, but knowing which shapes every later decision.

The Niche Specialist

- More valuable, not bigger
- Deeper expertise, higher rates
- A handful of ideal clients

The Growth Builder

- Grows by adding capacity
- Systems, a team, products
- Sells without you in every chair

Value vs capacity

Specialists get paid more for the same hours; Builders escape the hours by building systems. Both are valid, they just optimise different things.

Choose on purpose

Most freelancers drift into one by accident and quietly resent it. Choosing deliberately means every later decision finally points the same way.

Neither archetype is better. Knowing which one you actually want turns every later decision from a guess into a choice.

SELL A PACKAGE, NOT YOUR HOURS

Productizing your service

Selling hours caps your income at the hours you can work, and makes every sale a fresh negotiation. Productizing turns your service into a clear, named, fixed-scope, fixed-price package, easier to explain, easier to buy, and easier to raise the price of, without selling more of your life.



The Productizing Ladder

Climb from trading hours toward income that scales, keep the lower rungs too.

more leverage

4 **Productised & recurring**
Templates, retainers, courses

3 **Packaged offer**
Set scope, set price

2 **Fixed-price project**
Work faster, keep the gain

1 **Hourly / day-rate**
Time stops, income stops

From hours to offers

A package removes the awkward "how much?" dance. The client sees a defined scope and one price, and simply says yes or no.

A ladder of offers

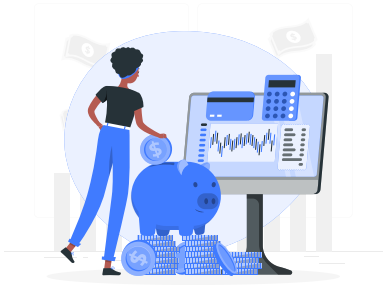
Stack a small entry offer, a core package and a premium version. Clients choose their level, and you stop quoting every job from scratch.

Turn your service into a named package with a fixed scope and price. It's easier to buy, easier to price, and it stops you selling your hours.

CHOOSE HOW YOU GET PAID

Five ways a freelancer earns

How you make money is a design choice, not a fixed fact of your trade. The same skill can be sold as a day rate, a per-project price, a productized package, a retainer, or a digital product, and combining two or three means a quiet month in one is cushioned by another.



Five Revenue Models

Combine two or three, so a quiet month in one is cushioned by another.



Mix, don't marry

Relying on a single revenue model, all day-rate, or all one client, makes a slow month a crisis. Two or three independent streams smooth the income out.

Different work, different money

Day rates are simple but cap your income; retainers give predictability; products scale but take upfront effort. Match the mix to the life you want.

How you get paid is a choice. Combine two or three revenue models so a quiet month in one is cushioned by another.

STAND OUT ON PURPOSE

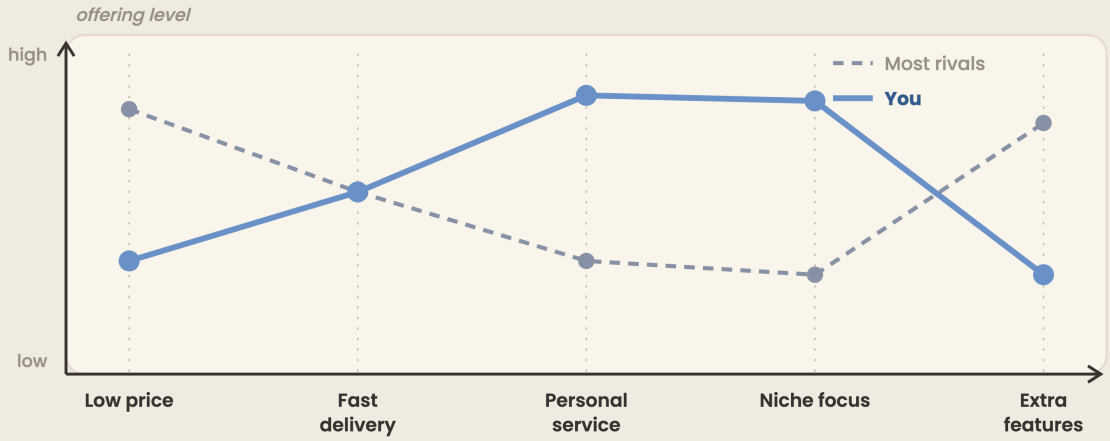
The strategy canvas

Instead of guessing how to be different, you draw it. The strategy canvas plots the factors your clients care about, price, speed, quality, personal attention, and lets you see at a glance where you match every rival and where you deliberately break away. Standing out becomes a design decision, not a hope.



The Strategy Canvas

Win by drawing a different value curve, not a higher one.



ELIMINATE what clients don't value

REDUCE below the standard

RAISE above the standard

CREATE something genuinely new

See the sameness

Plotting rivals usually reveals that everyone competes on the same few factors. That sameness is your opportunity, not your ceiling.

Raise, create, drop

You stand out by dialling some factors down, others up, and adding one nobody else offers, not by being better at everything.

Draw your value curve against rivals. You stand out by choosing where to break away, not by trying to beat everyone at everything.

OWN THE EMPTY SPACE

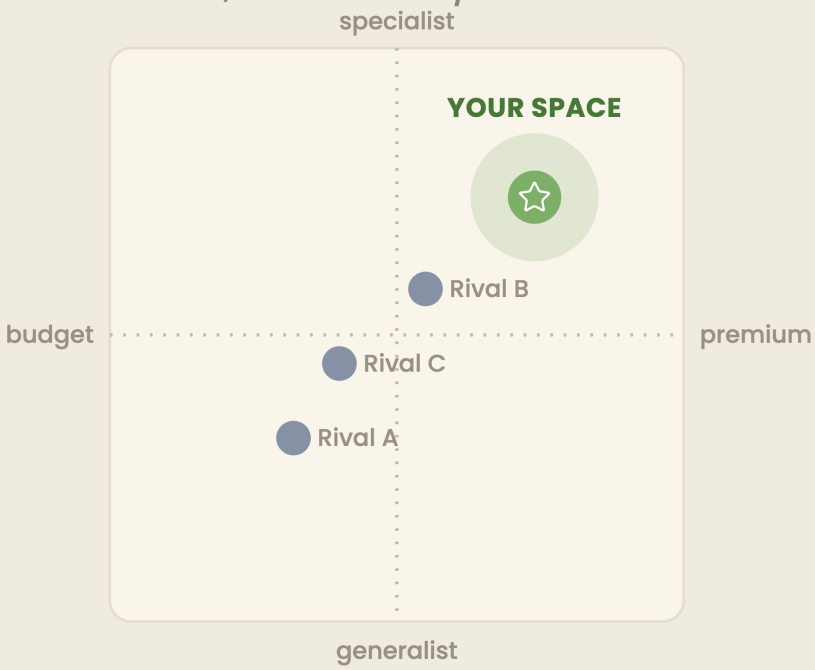
The positioning map

A positioning map plots your market on two axes that matter to clients, say affordable-to-premium and generalist-to-specialist, and shows where everyone already sits. The crowded corners are price wars; the empty space, if clients actually want what lives there, is where you can be the obvious, uncontested choice.



The Positioning Map

Plot rivals, then own a spot no one holds.



Find the gap

When you plot rivals honestly, they cluster. An empty quadrant is a candidate position, as long as real clients want what would live there.

Empty isn't always valuable

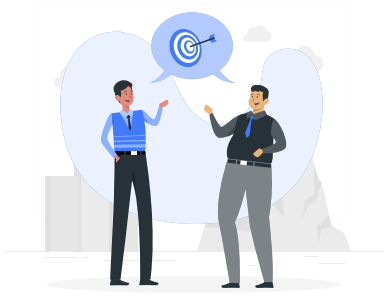
Some gaps are empty because nobody wants them. Test that the space you're eyeing has paying demand before you plant your flag.

Plot the market on two axes clients care about, then own an empty space that clients actually want, not just any gap.

FIT YOUR OFFER TO THEIR WORLD

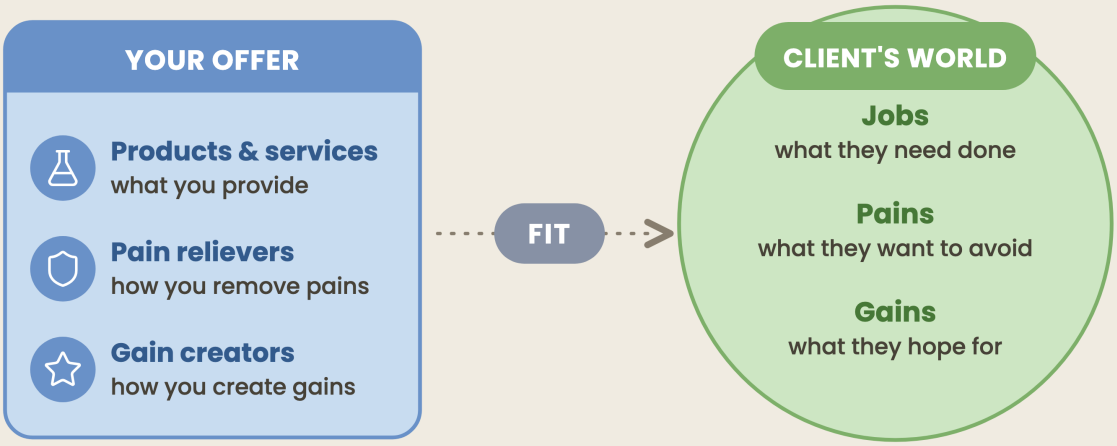
The value proposition canvas

It's easy to build an offer you love that clients don't want. The value proposition canvas prevents that: on one side you map your client's real jobs, pains and gains; on the other, how your offer relieves those pains and creates those gains. When the two sides line up, you have fit, and fit is what people pay for.



The Value Proposition Canvas

Design the 'fit' between the client's world and your offer. Map the right side first.



Their world first

Start with the client's jobs, pains and gains, not your features. An offer designed from their side sells itself; one designed from yours needs convincing.

Fit, then features

Only add a feature if it kills a real pain or creates a real gain. Everything else is effort the client won't pay for.

Map the client's jobs, pains and gains first, then shape your offer to fit them. Fit is what people actually pay for.

FACILITATOR-LED

F1 • Map Your Journey

45 min

Exercise & guided discussion

BASED ON

Sub-chapter 1 · The Freelancer Journey.

BY THE END, PARTICIPANTS CAN

Locate each of their services on the journey, and name one concrete next step that moves their most important service forward.

Step by step

1. **Warm-up** · 5 min

   Ask: "what does having a business mean to you?" Collect a few words. Introduce the idea that it's a journey with stages, not an on/off switch.

2. **Show the map** · 5 min

   Walk through the four stages in plain words. Repeat clearly: no stage is failure, Starting is a real, named stage.

3. **Place yourself** · 10 min

   Each person writes one sticky note per service and sticks it on the stage that fits. Encourage several notes, you can be in different stages for different work.

4. **Pair share** · 10 min

   In pairs, explain your placements. Each partner asks the key question: "what would move this note one step to the right?"

5. **Name the next step** · 10 min

   On the back of their most important sticky note, each person writes their single next action.

6. **Commit & close** · 5 min

   A few volunteers say their next step aloud. Hand out the Journey infographic to keep.

THE FRAMEWORK

You can sit in different stages for different services at the same time, that is normal.

→ See the full diagram

MATERIALS

One large printed Journey poster (A1) or flipchart; sticky notes and a pen per person; the Journey infographic as a take-home.

FACILITATOR PREP

Print/draw the four-stage journey big. Read sub-chapter 1. Prepare one everyday "stages" example (e.g. learning to drive) to warm up.

Facilitator tips

For low-confidence learners or NEETs, open with the non-business example to lower the stakes. Validate informal, cash work as a legitimate "Starting" stage. Keep placements on private sticky notes, watch for shame, keep the tone light.

→ What can I do next?

Write your one next step with a date, and put it somewhere you'll see it every day this week.

Reflection & Youthpass

Which stage am I in, and what is my one next step? What surprised me about where my work actually sits? **Youthpass:** Entrepreneurship, "I can locate myself on the journey and plan a realistic next step."

FACILITATOR-LED

F2 • One-Page Canvas Jam

75 min

Hands-on exercise

BASED ON

Sub-chapters 2 & 10 · The Business Model Canvas + starting from the client's problem.

BY THE END, PARTICIPANTS CAN

Fill a one-page business model for their own work, starting from clients and value, and identify the single block they most need to strengthen.

Step by step

1. **Frame it** · 5 min
   One page = your whole business. Show the worked example briefly, then put it away.
2. **Right side first** · 20 min
   Fill three blocks only: Who it's for, Your promise, How money comes in. Circulate and prompt.
3. **Pressure-test the promise** · 10 min
   In pairs, ask each other "so that what?" until the promise describes a result, not a service.
4. **Left side** · 20 min
   Now fill What you do, What you have, Key allies and What it costs.
5. **Gallery walk** · 15 min
   Post canvases on the wall. Everyone adds one sticky of helpful feedback to two other canvases.
6. **Close** · 5 min
   Each person names the one block they'll improve first.

THE FRAMEWORK

Order matters: fill the three right-hand blocks before you touch the left side.

→ See the full diagram

MATERIALS

A printed blank freelancer canvas (A3/A2) per person; sticky notes; markers; one worked example on a flipchart.

FACILITATOR PREP

Print the canvases. Read sub-chapters 2 and 10. Prepare a simple worked example (a fictional local freelancer) to show structure without giving answers.

Facilitator tips

If a learner freezes, let them copy the worked example and adapt it. For creatives, encourage drawing and icons. For limited literacy or non-native speakers, allow icons, first language, or speaking answers aloud. Watch for "my client is everyone."

→ What can I do next?

Pick your weakest block and take one small action to strengthen it this week.

Reflection & Youthpass

Which block is my strongest, and which is weakest? What did filling the right side first reveal? **Youthpass:** Entrepreneurship, "I can describe my whole business on one page."

★ Expert extension

Zoom into the promise with the Value Proposition Canvas: map the client's jobs, pains and gains against your offer, and cut anything that doesn't answer a real pain or gain.

FACILITATOR-LED

F3 • Niche & Promise Lab

60 min

Peer interview & role-play

BASED ON

Sub-chapters 3 & 9 · Finding your niche + a standout identity.

BY THE END, PARTICIPANTS CAN

Surface a real niche from their best past work and craft a one-sentence promise a stranger can understand and repeat.

Step by step

1. **Frame it** · 5 min
   A niche makes you a clearer choice, not a smaller one. People recommend what they can describe.
2. **Interview, round 1** · 15 min
   Partner A interviews B about their best-ever paid job: who was the client, what was the problem, what result? B answers; A listens and notes.
3. **Swap** · 15 min
   Now B interviews A the same way.
4. **Draft the promise** · 10 min
   Each person completes: "I help [client] who struggle with [problem] to [result]."
5. **Test it** · 10 min
   Say your promise to your partner. They reflect back what they heard. Refine until it's instantly clear.
6. **Close** · 5 min
   Volunteers say their promise aloud to the group.

THE FRAMEWORK

Your niche sits where what you do best, one client, and a valuable problem overlap.

→ See the full diagram

MATERIALS

Printed interview cards & promise builder (I help ___ who struggle with ___ to ___); pens.

FACILITATOR PREP

Print the prompt cards and templates. Read sub-chapters 3 and 9. Decide pairings in advance if some learners are shy.

Facilitator tips

For shy learners the interview format is a gift, their partner draws it out. For migrants, draft in first language first, then translate together. Watch for vague promises, push for one client, one problem, one result.

→ What can I do next?

Use your promise sentence, word for word, on your profile and when you introduce yourself this week.

Reflection & Youthpass

Could a stranger understand who I help and why? What did I learn about my own work by being interviewed? **Youthpass:** Entrepreneurship + communication, "I can describe the value I create in one clear sentence."

★ Expert extension

Find your standout space with a Positioning Map: pick two axes your clients care about, plot local rivals, and place your own dot in the empty space no one else holds.

SELF-DIRECTED · ~30 min · Reflection worksheet

S1 • Find Your Niche

Your strongest offer lives where three honest answers overlap. You don't invent a niche, you notice the one already in your best work.

1. **List five paid jobs**
   Or fewer, include unpaid or hobby work that felt like your best.
2. **Circle one**
   The job you enjoyed most and were paid best for.
3. **Answer three questions**
   What did I do best? Who exactly was the client? What valuable problem did I solve?
4. **Write your niche**
   In the overlap of those three answers.
5. **Sense-check**
   Would you want more of this work, and could you find more clients like that one?



→ Next

Write: “My niche is helping [client] with [problem].” Then find one place those clients gather, online or locally.

✎ Your workings

Reflection & Youthpass

What's the thread connecting my best work, and what did fixing the scope and price make clearer?

SELF-DIRECTED · ~40 min · Design exercise

S2 • Climb One Rung

Selling hours has a hard ceiling. Packaging your expertise into a fixed, repeatable offer is how income grows without simply working more.

1. **Pick one service**
   One you currently sell by the hour or per custom job.
2. **Find your rung**
   Locate it on the Productizing Ladder.
3. **Design the next rung**
   Turn it into a named package: a name, exactly what's included, one clear price.
4. **Choose a revenue model**
   Time · project · retainer · productized · digital, pick the best fit.
5. **Write the one-line pitch**
   For your package.



→ Next

Offer your new package to one real client this week, or list it clearly on your profile.

✎ Your workings

Reflection & Youthpass

What's the thread connecting my best work, and what did fixing the scope and price make clearer? **Youthpass:** "I can recognise the value in my own work and package it into a repeatable offer."

CASE STUDY

DesignJoy: one designer, a productized service

Brett Williams was a graphic designer doing what most freelancers do, writing proposals, negotiating a price for every project, and firefighting scope creep. It paid the bills, but it did not scale, and it burned him out.

In 2017 he tried something different. Instead of selling custom projects by the hour, he packaged his design work into a single **productized offer, DesignJoy**: one flat monthly price, unlimited design requests, delivered one task at a time in 24–48 hours. Fixed price, fixed scope, a systemised way of working, clients drop requests into a shared board, and saved templates keep delivery fast.

He needed no investors and no team. He built a simple one-page website, launched it on **Product Hunt**, and shared his progress openly on Indie Hackers. A single viral post nearly doubled his monthly revenue almost overnight.

Today DesignJoy is a **one-person business, no employees, no contractors**, earning over $1 million a year, while Brett works a normal day. He got there not by taking on more clients or more hours, but by turning a custom service into a **repeatable, recurring product**.

Sources: usefreelance.com · starterstory.com · designjoy.co. Facilitator tip: pair it with a **local** freelancer's story from your own community.



THE MODULE 1 IDEAS IN THIS STORY

- **Freelancer Journey, restructuring →**
- **Productizing the service →**
- **Revenue models, a subscription →**
- **Standing out, a different offer →**

What you can borrow from this story, at any size

1 Package a repeatable offer

One name, one scope, one price, instead of quoting every job from scratch.

2 Systemise delivery

A simple request board and saved templates keep quality high and your time low.

3 Build in public

Sharing your progress openly, Indie Hackers, LinkedIn, is free marketing that compounds.

He didn't earn more by working more hours, he packaged one service into a repeatable, recurring product.

GO DEEPER

Resource library

Everything a facilitator or learner needs to go further with Module 1. The **printable templates are built into this toolkit** (next pages) and also downloadable at shift.elnlab.eu/resources.

SHIFT printable templates

- One-Page Freelancer Canvas ↗
- Niche Finder worksheet · S1 ↗
- Package Designer · S2 ↗
- Interview cards & Promise builder · F3 ↗

Frameworks & further reading

- Business Model Canvas, strategyzer.com
- Value Proposition Canvas, strategyzer.com
- Blue Ocean "Strategy Canvas" (ERRC)
- Lean Canvas, leanstack.com

Register your business (official)

- Portugal, eportugal.gov.pt (Empresa na Hora)
- Lithuania, registrucentras.lt
- Slovenia, spot.gov.si (e-VEM), free & online
- VAT-exempt up to €15k / €45k / €60k (PT/LT/SI)

Free tools for a one-person business

- Design, canva.com
- Invoicing, wave / zervant / sumup
- Booking, calendly / cal.com
- Organise, trello / notion

Watch & listen (free)

- Business Model Canvas, Strategyzer (YouTube)
- Value Proposition Canvas, Strategyzer
- Hourly Billing Is Nuts, Jonathan Stark
- Start With Why, Simon Sinek (TED)

For the facilitator

- Read the full module first, section by section
- Run it in short loops, one framework, then apply
- Every section ends in one written action
- Localised legal & tax facts (PT/LT/SI) →

PRINTABLE TEMPLATE · 1 OF 4

One-Page Freelancer Canvas

Print this A4 (or scale to A3) and fill it in for your own work. Used in activity **F2 · One-Page Canvas Jam**.

One-Page Freelancer Canvas

SHIFT · print & fill

Fill the right side first, who it's for, your promise, how money comes in, then work back left.

Key Partners	Key Activities	Value Proposition	Client Relationship	Client Segments

Key Resources	Channels

Cost Structure	Revenue Streams

1. **Start on the right**, who it's for, your promise, and how money comes in.
2. **Then work back left**, what you do, what you have, your allies, your costs.
3. **A blank block is useful**, it shows you exactly where to look next.

Fill the right side first, clients, promise, money. That is where the truth and the money are.

PRINTABLE TEMPLATE · 2 OF 4

Niche Finder Worksheet

Self-directed activity **S1 · Find Your Niche**. Print and complete on your own, you don't invent a niche, you notice the one already in your best work.

Niche Finder Worksheet (S1)

SHIFT · print & fill

Notice the niche already hiding in your best past work, you don't invent it, you find it.

1 · List your last five paid jobs

1. _____
2. _____
3. _____
4. _____
5. _____

2 · Circle the best one, then answer:

What did I do best?

_____

Who exactly was the client?

_____

What valuable problem did I solve?

_____

MY NICHE

I help _____

who struggle with _____

to achieve _____

1. **Be honest** about what you actually enjoyed, not what you think you 'should' do.
2. **Stuck?** Ask someone who knows your work: "what am I best at?" Their answer is often your niche.
3. **Narrow is good**, narrow is memorable, and memorable gets recommended.

Your strongest offer lives where what you do best, one client, and a valuable problem overlap.

PRINTABLE TEMPLATE · 3 OF 4

Package Designer

Self-directed activity **S2 · Climb One Rung**. Take one hourly or custom service and design the next rung up, a named, fixed-scope, fixed-price package.

Package Designer (S2)

SHIFT · print & fill

Turn one hourly / custom service into a named, fixed-scope, fixed-price package.

1. **Package name**
   give it a clear, memorable name

2. **Exactly what's included**
   list every deliverable, keep scope tight

3. **One clear price**
   € ____, the whole package, not per hour

4. **Revenue model**
   time · project · retainer · productized · digital

5. **One-line pitch**
   "I help ___ get ___ with my ___ package."

1. **Only package what you've delivered** a few times, standardise what already repeats.

2. **Keep the scope tight**, a clear small offer sells far better than a vague big one.

3. **Then offer it** to one real client this week, or list it clearly on your profile.

Selling hours has a hard ceiling. A named, repeatable package is how income grows without more hours.

PRINTABLE TEMPLATE · 4 OF 4

Interview Cards & Promise Builder

The material for facilitator activity **F3 · Niche & Promise Lab**. Print one per pair, interview your partner, then build the one-sentence promise together.

Interview Cards & Promise Builder (F3)

SHIFT · print & fill

Interview your partner about their best-ever paid job — then build a one-sentence promise.

Interview prompts — ask, listen, note

1. **Tell me about your best-ever paid job. What was it?**
2. **Who exactly was the client — and what did they struggle with?**
3. **What result did you get them?**

MY PROMISE

I help ↳ one specific client

who struggle with ↳ a specific problem

to ↳ a specific result

1. **Ask, listen, note**, don't pitch. Let your partner do the talking about their best job.
2. **One client, one problem, one result**, push past vague answers like 'I help businesses grow'.
3. **Test it**, if your partner can repeat your promise back accurately, it works.

Clients don't buy what you make, they buy the removal of a problem. Name it in one clear sentence.