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Business Plan 2021

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INTRODUCTION

The charity shops in Kosovo account for a tiny portion of total consumer expenditure according to many types of research, nevertheless, YMCA Shop in Gjakova/Djakovica has despite pandemic restrictions managed to increase its turnover on average by 90% over the past eight months of 2020. This growth is leading to the opening of two more stores which will be located in Gjakova/Djakovica and Prishtina/Pristina.

With the increase in the number of shops, it is crucial to building a business plan focused more on the commercial approach in the collection of donated goods, sales, and marketing. Therefore, this document aims to bring together the best practices that will help YMCA Shops maintain their market position and guides you through each stage of starting and managing your current and new shops.

This document uses a standard structure and encourages you to go into more detail in each section. The document was built and structured within 15 working days starting from the initial meeting on the 3rd of March, officially agreed on the deliverables on the 10th of March, and final report delivery on 23 March 2021.

Besides its importance to put together a complete, comprehensive internal business plan, it is also very important to note that the business plan is a living document and to keep it relevant it must be updated whenever new developments in competition, marketing tools, the legal factors which relate to an industry, or other changes that relate to charity business take place.



1. EXECUTIVE SUMMARY

The future of a business lies in the number of loyal customers that they have and the competence of the employees, their investment strategy, and the business structure.

One of the major goals of starting YMCA Shops is to start social enterprises model with YMCA organization that will survive off its cash flow without the need for injecting finance from external sources once the business reaches the total self-sustainability while also protecting the environment, raise funds for youth programs, and help the community.

During the year 2021 YMCA shops will expand to two different locations, one in Prishtina/Pristina and the other one in Gjakova/Djakovica. However, this growth will also have its unique advantages and challenges.

- **Opportunity:** There is a great market opportunity for opening more charity shops in Kosovo. Opportunities are expanding as we offer shoppers the opportunity to buy quality items and help their community and people in need.
- **Mission:** Empowering young people
- **Solution:** By practicing effective communication strategy, unique customer experience, best price deals, we will take advantage of every possible opportunity we get to maximize the revenue.
- **Market focus:** Ideal customer attributes are; Woman, +40 age, employed, lives within 3km near the YMCA Shops
- **Competitive advantage:** Trusted partners, better customer experience and high quality of goods.
- **Ownership:** YMCA MOVEMENT – YMCA LEVIZJE
- **Expected returns:** Year 2021 Total Revenue - 35,551.6 Euro



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- **Expected profit** : Year 2021- 29,308.6 Euro (due to the donor covering the new shops costs)



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2. COMPANY OVERVIEW

Company summary: YMCA shops were first established in 2014 and are located in Gjakova/Djakovica. The online store opened in September 2020 however, YMCA shop in Gjakova/Djakovica is still the main generator of turnover.

Shops are a model of enterprise and are supported financially by European Union Office in Kosovo, Y's Men International based in Switzerland, Hardeners Y's Men Club, and YMCA England. YMCA sells (mostly donated) used goods, with the intent of donating a significant portion of their proceeds towards shops main goals;

- Raising funds for youth programs,
- Helping the community,
- Environment protection.

The YMCA Shops is built on and relies on SDGs (Sustainable Development Goals) specifically SDG 11 (Sustainable Cities and Communities) and SDG 13 (Climate Action). Therefore, all products are recyclable products in order to protect the environment and raise funds for youth employment.

Due to the fact that the items for sale are used items and were acquired for free, and business costs are low, the items can be sold at competitive prices therefore, YMCA Shops managed to help the community within a very short period and build their good reputation within the community.

YMCA shop in Gjakova/Djakovica despite pandemic restrictions has managed to increase its turnover on average by 90% over the past eight months of 2020. This growth is leading to opening of two more stores which will be located in Gjakova/Djakovica and Prishtina/Pristina with the support of EU funding.

- **YMCA organization mission statement:** To be an inclusive movement where people grow in mind, body and spirit.
- **Markets and services:** YMCA Shops sell recyclable products in order to protect the environment and raise funds for youth employment. All the benefits and the budget created by the sale go to empowering young people, as well as helping families in need.



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- **Operational structure:** YMCA shops have a paid shop manager, a paid coordinator, and two sales representatives, and a team of volunteers, who help to sort and sell the stock. With the opening of the new shops, YMCA shops will increase employees to an additional three operating staff for each store. In total for YMCA shops, staff will consist of ten people.
- **Financial goals:**
 - Total Revenue for 2021 - 35,551.6 euro,
 - Operating costs 2021 – 40,728.5 euro,
 - Financial support by the donor 2021- 58,529.00 euro,
 - Marketing investments 2021 – 4,670 euro.



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3. BUSINESS DESCRIPTION

The Charity Shops Industry is indeed a very large industry and pretty much active in all the parts of the world. However, in Kosovo, YMCA Shop is the first store of its kind that offers clothes for both genders and all age groups, shoes and toys for children. The fact that fairly used products is highly affordable and far cheaper than brand new items makes YMCA Shops business a thriving and profitable social enterprise model. Due to the fact that YMCA Shops staffed by volunteers and they are using their business as a tool for youth empowerment, job creation for single mothers, serve the minority community as well as people in difficult social conditions all these make YMCA Shops stand out from the crowd.

By working under the umbrella of the YMCAMCA MOVEMENT – YMCA LEVIZJE, shops can assure their donors. It is crucial for charity retailers to ensure that they receive sufficient donated goods to stock their increasing number of shops. Therefore, in the near future we will be required to collect goods from local people who are cleaning and clearing their wardrobes, or the ones who are willing to contribute to the community.

All activities related to store management are done in-house; business operation, sorting, cleaning, registering, pricing, and placing the items are done by the internal staff. The same staff is in charge of running the online shop.

Over the next month, YMCA will open more retail shops, one in Gjakova/Djakovica and the other one in Gjakova/Djakovica. Therefore, in this comprehensive business plan, we will specify the ways of differentiation and niche marketing to achieve the desired position in the market.

- **Opportunity:** despite the projection that revenues for the Charity Shops industry worldwide are expected to decline due to the economic downturn that will discourage retail shopping, and also the fact that today you can sell your secondhand goods (for instance, through commercial secondhand shops online, Instagram pages), people are donating less to charities and all these factors have indicated to reach to a revenue decline. In Kosovo seems to be the opposite! During the first lockdown in March, YMCA Shop sales have dropped to a minimum. However, according to the store data, the YMCA Shops performance had continues to increase starting in May (59% increase 2019/2020), Jun (198% increase 2019/2020) all to December (84% increase 2019/2020 data). No doubt starting a second and third store business can be interesting at the



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same time rewarding- especially if we situate the store in strategic locations where they can easily attract people with low income who can't afford brand new items.

- **Product overview:** YMCA Shops sell second-hand products and all products are recyclable so environment protection is another contribution besides raising funds and helping the community. The fact that fairly used products are highly affordable and far cheaper than brand new items makes YMCA Shops business a thriving and profitable social enterprise model. Main product categories are clothes (Shirt, Pants, Dresses, Coats, Footwear), toys (kid toys), and accessories (belts, jewelry, hats)
- **Key participants:** European Union Office in Kosovo fund for the opening of the new charity Shop in Gjakova and Prishtina, Y's Men International based in Switzerland, Hardeners Y's Men Club, and YMCA England are key contributors to the shops' operation. Hardeners Y's Men Club take great care to collect, sort, and pack the goods before transporting them to YMCA shops as a donation as YMCA England supports the retail department with operational development
- **Pricing:** The pricing of goods is left up to the shop manager and their team, YMCA organization issue pricing guides which you can find as Appendix [1] in this document.

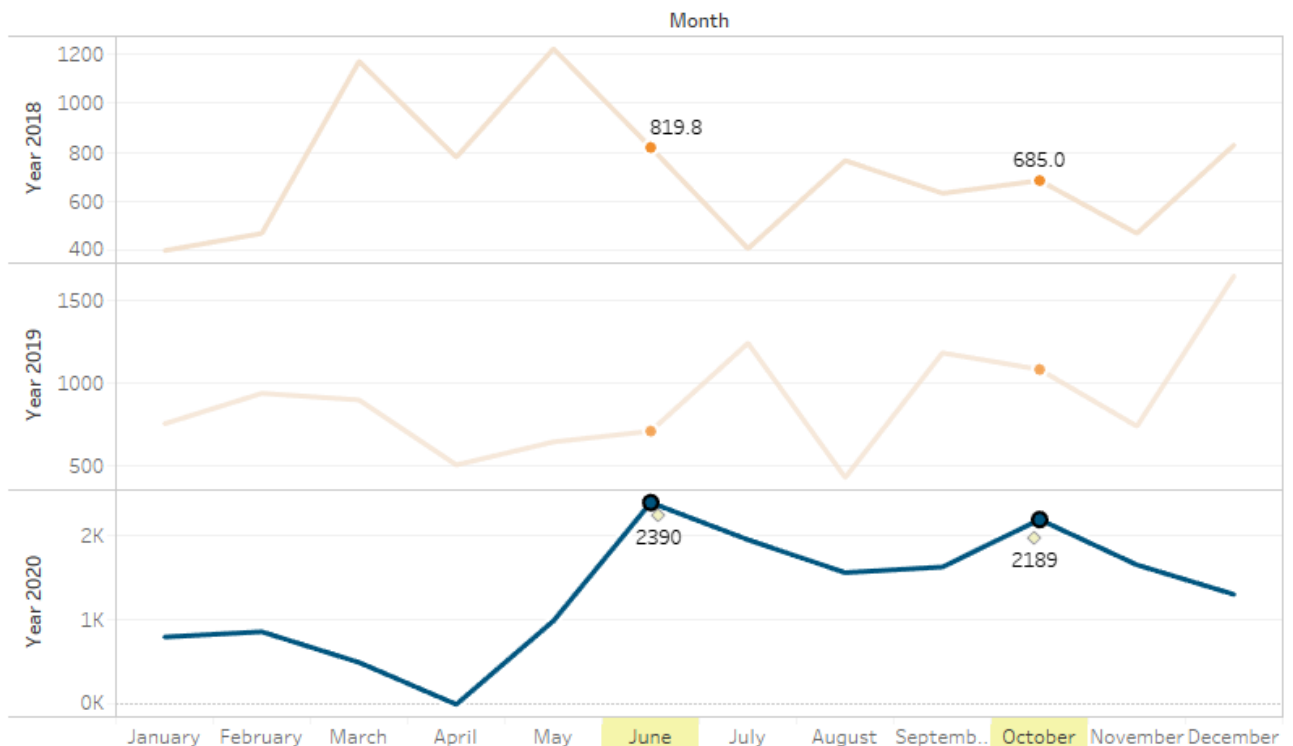


4. MARKET ANALYSIS

The intention of starting just one shop unit in Gjakova/Djakovica in 2014 was the first test of the social enterprise for a period of 1 year and see if there is a market opportunity for this kind of social enterprise. Then they decided to open another shop unit in Gjakova/Djakovica in 2015 but unfortunately due to some issues such as location and staff we decided to close it in 2016.

- **Industry type:** While there is a need for better understanding of the essential role the charity shops in the industry, the lack of sector data available makes the industry evaluation more challenging. However, we can see that openings of second hand shops are increasing through the years and this may be an indicator showing that there is a good portion of market for used clothes. Based on the internal data, YMCA Shops has an increasing trend over the last years.

Monthly sales 2018-2020



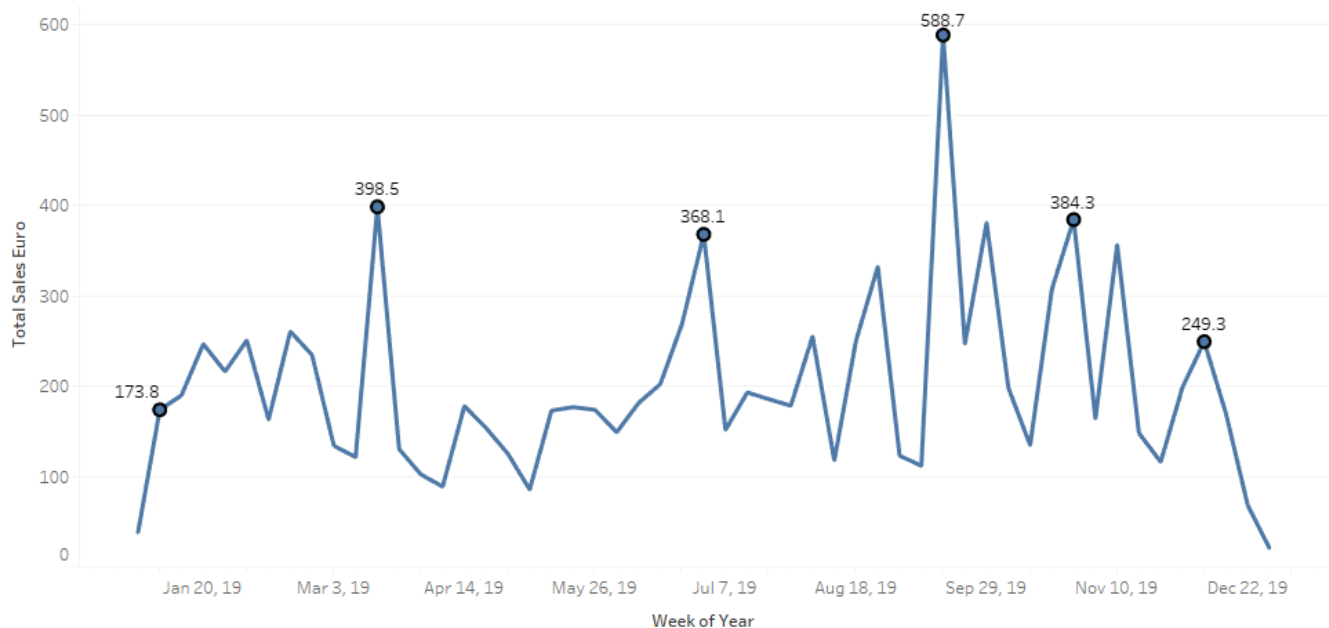


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From the Monthly sales graph, we can see that there is no clear seasonality effect on the sales. There is some fluctuation between months and those could be due to randomness in the data or any planned activities (new items display, promotion, etc) which are not documented in the dataset. As we can see on the graph, the best performing month of 2020 was June (2,390 Euro) and October (2,189 Euro), reaching the highest recorded peak for the last three years.

Let's dive deeper into the sales data and see how YMCA Shop in Gjakova/Djakovica performed on weekly sales of 2019. Which are the best and worst-performing weeks.

Total weekly sales-2019



The best performing week of 2019 was the week of 15th of September which has reached the total weekly sale of 588.7 Euro. In this week are calculated cumulative sales from 15th September (Sunday) to 21st of September (Saturday).

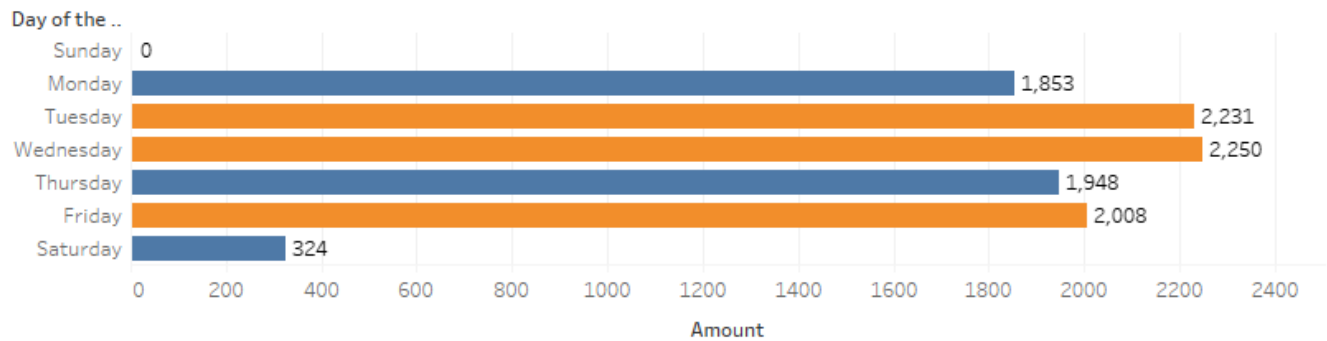
In an effort to make more space in our analytics, let's look at the shop's best performing day of the week. During 2019, Wednesdays were the best performing days overall, following by Tuesdays (a very small difference in here) and the third best performing day in terms of the sales amount is Friday. Saturdays are the least performing days, however, this is because the shop is working on Saturdays only during the summer season. These are a great source of information that will help the shops'



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decision-makers to plan the merchandise and promotional activities.

Total sales- day of the week/2019



- **Market segmentation:** Generally, second-hand stores or charity shops attracts consumers from all economic levels. The truth is that everybody irrespective of their financial status would usually look towards saving money and it could come from selling used items or purchasing used items. This is also proven by the survey done at the YMCA Shop in Gjakova/Djakovica. Let's see below the graph showing YMCA Shop in Gjakova/Djakovica the customer base demographic information.



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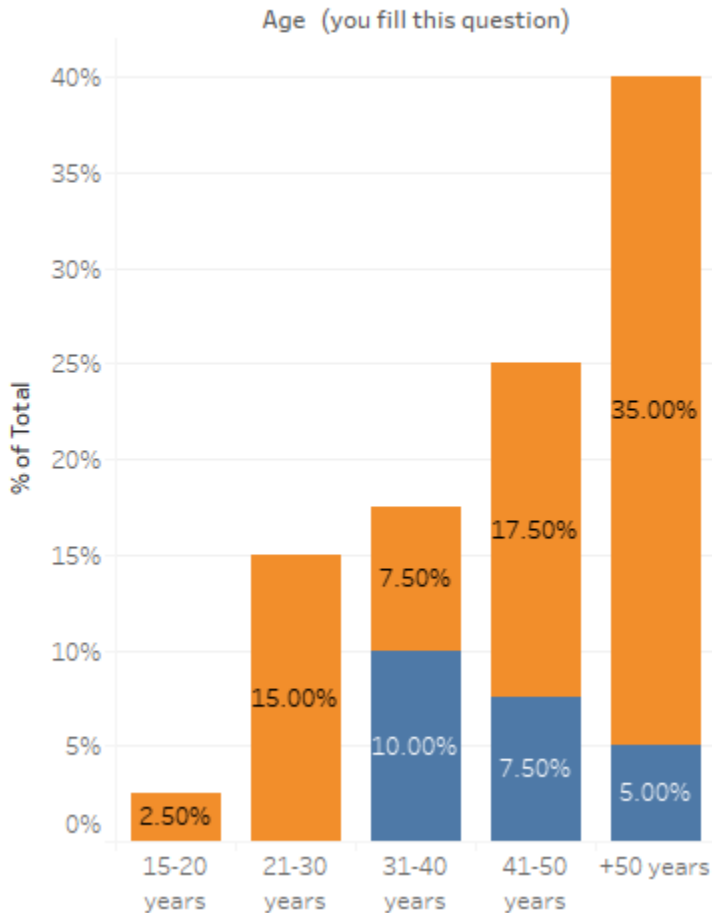
Demographic Questions ...

Female

Male

YMCA

YMCA customer base by age and gender



YMCA Shops customer base comes from different age groups as we can see. Most of them are women +50 years (35%). From these data, we can see that the majority of YMCA Shop customers are above age 40 years (65%). YMCA Shop is also attractive for 17.5% of women who are below age 30. If we compare this number with the general population age (53% of its people under the age of 25) we see a market gap that we should work harder to fill. The stigma could still be an issue around secondhand shopping when it comes to the new generation. Second-hand stores are mostly seen to be for people who couldn't afford to buy new clothes, however, this could be

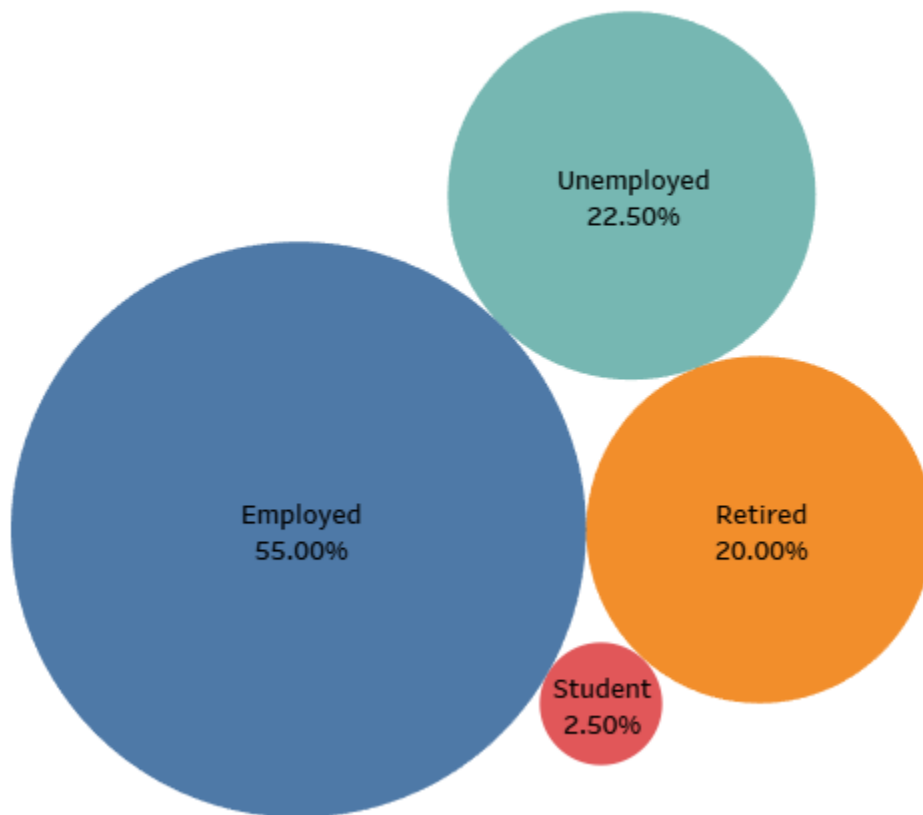


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continuously improved by leverage on technology to effectively use online shopping. In addition to that, YMCA Shops will need to use their most important differentiating factor which is charitability and the donation to the community to attract the young generation to be part of the mission.

Generally, YMCA Shop in Gjakova attracts costumers from all economic levels. We can see from the graph below that 55% of customers are employed. This is a very good fact because it can help YMCA Shops cross-sell and upsell the product within the same customer range. Unemployed and Retired customers make up around 42% of the customer base. This group of customers may be a more price-sensitive group so promotional activities such as buy one get one for free or any other sales promotion could work to influence their buying behaviour. (Change to YMCA Shop Costumers work status in the graph.)

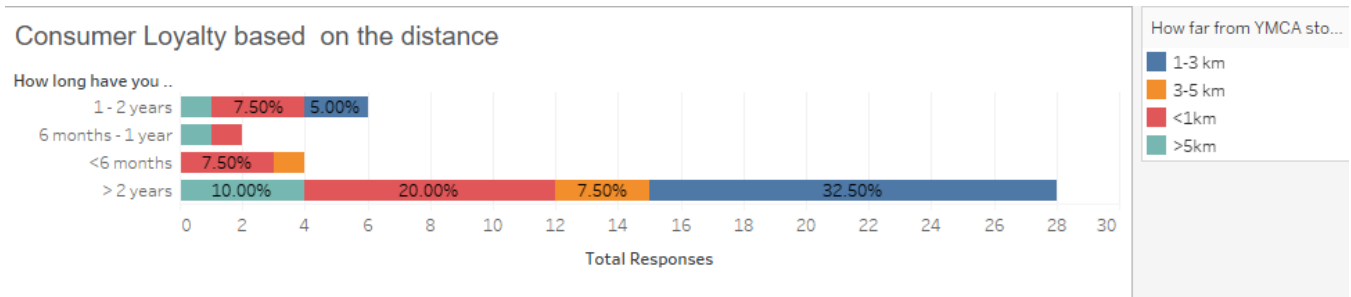
YMCA customer work status





- For better targeting and return, we will define the customer segment based on the attributes and the information we have from the customer survey. Based on the 40 respondents we were able to define four segments of customers and their presence in YMCA Shop's customer base.
- First Segment - Woman, +50 years old, retired, lives within 3km near to YMCA Shop
- Second Segment- Male, +30 years old, unemployed or working for a minimum wage, lives within 3km near to YMCA Shop
- Third Segment– Woman, +40 age, employed, lives within 3km near the YMCA Shop
- Forth Segment- (call it Youngsters if you want); Seems that YMCA Shops have miss out on connecting with this important demographic group. Woman/Man, under age of 30, student or unemployed who live within 3km near YMCA Shop are also an important target since they represent the largest segment in Kosovo and their needs and wants as well as their buying potential are different.

It is important to mention that YMCA Shop customer seems to be very loyal towards the shop. This can be based on the respondent's results below.



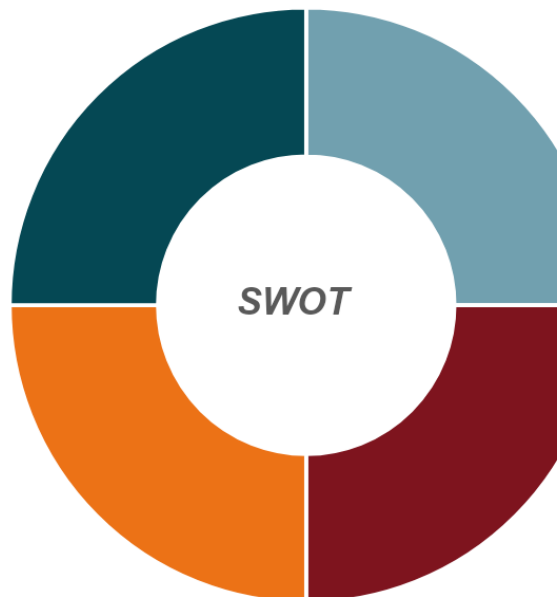
We can see that around 70% of the respondents declared that they are YMCA Shop customers for more than two years. Here the distance is another key factor since 75% of respondents have said that they live within 3km distance from the shop. We can confirm that one of the crucial factors for the shop to succeed is the location. YMCA Shops need to choose the location wisely, and complete the due diligence before deciding on that shopping space. Check the Appendix [2] for information about customer research output.



- **Competition:** The fact that starting a secondhand/resale social enterprise is easy to start requires low start-up capital, requires no technical skills and it is a profitable venture makes it one of the businesses that loads of people would want to start, hence the high level of competition in the industry. The truth is that, despite the level of competition in the secondhand stores business, regular second-hand shoppers know where to shop for the best deals, they will look in certain charity or secondhand shops and not others, so secondhand shops do compete among themselves and these are considered YMCA Shops 's direct competitors. They also have to compete these days with commercial secondhand shops and other high street neighbors and shopping malls as they are considered indirect competition. Secondhand retailing seems to become more competitive at all levels in the future. YMCA Shops are and will compete with numerous secondhand shops that bring the goods from Germany, Switzerland, and other EU countries. Besides, during some specific seasons of discount YMCA Shops are competing with the retail stores who make a huge promotion on clothes.
- **SWOT analysis:** Below analysis will enable YMCA shops to reposition the business to maximize the strength, leverage on the opportunities that will be available to you, mitigate your risks and be well equipped to confront the threats.

STRENGTHS

- Items are acquired for free
- International partners (donors)
- Business Model
- Location
- Range of products,
- Charity cause
- Excellent customer service
- Clean store and goods
- Online shop



WEAKNESSES

- Lack of popularity
- Small store space
- Receiving goods from households
- Pricing and registration process



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OPPORTUNITIES

- Opening of additional two stores
- Sell to a large number of people
- Become chain store

THREATS

- Total dependence on international donors
- Employees heavy workload
- Economic downturn
- Opening of secondhand store in same location

5. OPERATING PLAN

We will ensure that we have a wide range of products available in our store at all times. It will be difficult for customers to visit our store and not see the product that they are looking for. One of our business goals is to make YMCA Shops a one stop shop (customers can get all the clothes they need in just one shop). Our excellent customer service culture, online store, various promotional offers and highly clean and fresh facility will serve as a competitive advantage for us. It is essential to also provide proper working conditions and commissions to sales employees and volunteers. YMCA Shops need to recruit from time to time people who build the confidence and skills they need to get there. These could be engagement on specific tasks like helping with cleaning and storing the goods, marketing activities, staff training on sales techniques and also on branding and designing the stores.

Charity shops survive on donations, and YMCAShops needs to make sure that there is a plan on how to generate local donations. We are all familiar with that YMCA started an initiative with charity shop bags and drop-points, but there is no specific and persuasive plan here. We would suggest a partnership with universities to encourage donations from students as they leave their halls of residence. Don't forget the power of community groups and the idea to focus more on targeting students. Not everyone has the money to make a cash donation, let's give people the opportunity to contribute in other ways.

- **Order fulfillment;** YMCA Shops will operate as follows- all stock will be prepared in the storage which will be delivered in Prishtina/Pristina on Friday afternoon. There will be a continuous circle where the clothes that don't sell in Prishtina/Pristina on Friday morning



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will go back to Gjakova/Djakovica Shop 1 and then Gjakova/Djakovica shop 2 before they go for sale.

- **Collecting domestic donations;** YMCA Shop has assigned a person who will come at least once in a couple of weeks or more based on how much the containers get filled, to collect donated products in containers and send them to the organization's storage, which is then selected, cleaned, sent to our shops or families in need.
- **Payment:** Payment terms accepted by the YMCA Shops are cash only. After the purchase is made, there is no possibility for a return.
- **Technology:** If online shopping has become so successful even in Kosovo, surely online charity shops are the next best thing? Consumers have come to expect low prices, free returns, and fast deliveries, so YMCA needs to provide these too. Therefore, for very low price items this may not be the best go-to thing however, an online shop can be positioned as a shop for more “exclusive” items. YMCA Online Shop has to prove it's possible, offering a well-organized website with many options for refining your search, detailed listings, and clear photos. Creating an online shop on a similar scale is probably only possible for a huge charity. Another technological improvement to consider especially now that YMCA Shops will have four active stores is software for items registration, price and sales tract, and inventory management.
- **Key customers:** The third Segment is a key segment. The attributes of this segment are; Woman, +40 age, employed, lives within 3km near the YMCA store. Since we do not have the data to prove the contribution of this group in overall revenue, we assume that this segment of customers contributes to the largest amount of revenue.
- **Key employees and organization:** Like all good businesses, charities need a strong administration and operations management team at its core. YMCA Shops have a very motivated team however enriching some skillsets is key. Marketing, communications, and campaigning skills, technical skills like data entering and analytics, sales techniques, display tips to increase charity retail sales, spacing products mindfully, and creating attractive window displays are essential.



6. MARKETING AND SALES PLAN

There is no one right recipe in marketing and sales. There is no doubt that YMCA Shops chain use branding and organization image to attract customers to their shops and to create awareness of the existence of their retail. Branding YMCA Shops is likely to become one of the main differentiators among charity shop retailers.

- **Key messages:** The key messages should describe the opportunity to buy goods at a lower price, which is particularly helpful for people on low incomes, however, the most powerful part of the message should be to give people the opportunity to participate in the charity and this will attract people of all income levels.
- **Marketing activities:** A new niche marketing trend is emerging among all retailer shops. YMCA Shops should take that advantage as well. For YMCA Shops to develop a point of difference from their rivals and other secondhand retailers, a series of marketing activities are required.
- **Utilize Social Media;** Do you have stories of how customers' donations have helped particular groups or individuals? Share that! Make it highly visible and can be appreciated by the local community. You could interview someone who has directly benefited from the money that your shop has raised. By sharing their story, you'll show customers where their hard-earned cash goes, proving that whatever they spend really does make a difference.
 - **Influencers;** consider collaborating with popular bloggers or those who are influential on social community life and social media. By forming a partnership with people such as these, the benefits go both ways. First, you'll reach out to a bigger audience and second, they'll be noticed and admired for their links with charity.
 - **Showcase your stock;** some people still have a negative image for secondhand shops: rooms full of messy secondhand items that nobody wants. Prove to them that this isn't the case by using social media to highlight rare, unique or beautiful items that you have in stock.



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- **Post regularly;** the key rule of social media is to post regularly. If you're time-poor, there are tools that allows you to schedule and publish updates.
- **Social media personas;** be sure to add some personality to your posts and get the conversation going because nobody likes to see a retail social media account that feels corporate and impersonal.
- **Customer loyalty programs;** possibly of rewarding customers with loyalty cards for some special discount or special event participation.
- **Research;** social enterprises like any other business, it's important to do some market research. Look at other charity shops and secondhand retailers. Talk to the customers and potential customers and use their feedback. Find out what works, and what doesn't, and use this as a starting point for success.
- **Window displays;** the window display of YMCA Shops must be perfect, as this will be people's first impression of your store. A good window display is one of the best ways to entice people into your store. Bear in mind that more than 70% of YMCA Shop's current customers have found YMCA Shop coincidentally. So be, bold, balanced and creative with a focal point that turns heads and grabs the attention of passers-by. Get inspired and by googling some and check the Appendix [3].
- **Shopper experience;** think about how improving customer experience and make YMCA Shops shopping an experience people want to repeat. Don't pack the stores so full of goods, people can hardly move. YMCA Shops need to have the same layout and flow of the stores. Display and organize goods so that they are accessible and look the same at all three stores. Have the same music playing in the background, make sure three stores look and smell the same.
- **Grand opening;** open the next two YMCA Shops in a grand style with a party for all stakeholders. Make it a PR event, invite TV and journalists. As a matter of fact, YMCA publicity and advertising strategy is not solely for winning customers over but to effectively communicate our brand and receive donations from the good people of the Kosovo.
- **Word of mouth;** encourage the use of word of mouth publicity from YMCA Shops loyal customers.



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- **Fliers**; distribute fliers and in target areas in and around our neighborhood (especially for the new stores inform about the charity cause and the products we sell).
- **Use branding everywhere**; brand all our official cars and vans and ensure that all YMCA Shop staff members and management staff wears branded shirt or cap at regular intervals.
- **Sales strategy**; Equip your store to succeed so plan ahead sales promotions, offers and campaigns. It is also important to remember that charity shops are about more than direct sales. Below are some sales strategies that are worth trying in YMCA Shops.
 - **Pricing strategy**; pricing is one of the key factors that gives leverage to secondhand stores, it is normal for consumers to go to places where they can get goods at cheaper price. Use discounts at weekends for example. We saw from the data analyses part that Saturday is a low sale day. Give it a boost, use “happy hour” or “Happy Saturday” discounts and see what happens. Buy one get one for free could be also very effective.
 - **Commission-based role**; commission sharing arrangement could be made available to all our management staff and it will be based on their performance for a period of four months or more. Together with the managing staff setting sales goals and achieving those is important. This way employees will be even more committed to helping YMCA Shops build the business of our dreams.
 - **Do upsells and cross-selling**; by using upselling strategy you sell a superior, more expensive version of a product that the customer is already buying. And by using cross-selling strategy you sell products related to the one a customer is buying however, the product could belong to different product categories but will be complementary to the one customer is buying.



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7. FINANCIAL PLAN

As a social enterprise, YMCA Shops are intended to show not only a financial return, but also a social one. This social return is YMCA Shop's impact and the difference we make for the people and communities we work with. Below we will give a summary of your finances, including: costs and expenditure covered by YMCA Shops and donors, and main sources of income and marketing investments.

Projected start-up costs: the project's startup capital for the new shops, direct cost, investments of the opening of the shops and also operational costs will be covered by the donor until October 2022.

Cost and Expenditure

- Inventory- donated inventory the value depends on the selling price
- Total expenses 2021- Total operating expenditure calculated by YMCA internal staff is **34,485.5** euro. The amount supported by the donor during 2021 is 58,529.00 euro which includes expenses of the two new shops (Gjakova/Djakovica 2 and Prishtina.Pristina).
- Marketing investment and promotion expenses are not part of the calculation, an estimated value is presented below;
 - Grand opening event- **1,200** euro,
 - Branding cost- **500** euro,
 - Printing the branded items- **300** euro,
 - Social Media cost- **720** euro,
 - Flier printing cost – **150** euro



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- The cost of improving the Website (online shop)-**1,800** euro.

We would need an estimate of **39,155.5 euro** to successfully operate in a standard beginning of chain stores in Kosovo. Please note that this amount includes the salaries of all the staff for the two new stores for the first month of operation (March).



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This table shows the cost breakdown projected by YMCA shop internal staff.



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Planned Expenses	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
YMCA Shop in Gjakova/Djakovica 1													
Gjakova 1 Rent	248	248	248	248	248	248	248	248	248	248	248	248	1488
Electricity	0	70	70	70	70	70	70	70	70	70	70	70	350
Water bill	20	8	8	8	8	8	8	8	8	8	8	8	60
Garbage Bill	20	10	10	10	10	10	10	10	10	10	10	10	70
Fiscal Machine Maintenance				90									90
Internet	15	30	30	30	30	30	30	30	30	30	30	30	165
Materials	30	30	30	30	30	30	30	30	30	30	30	30	180
Transport	0	20	20	20	20	20	20	20	20	20	20	20	100
Coordinator	0	340	340	340	340	340	340	340	340	340	340	340	1700
Charity Shop Staff 1	170	170	170	170	170	170	170	170	170	170	170	170	1020
Charity Shop Staff 2	170	170	170	170	170	170	170	170	170	170	170	170	1020
YMCA Shop in Gjakova/Djakovica 2 Expenses- covered from project													
Charity Shop Manager	515	515	515	515	515	515	515	515	515	515	515	515	6180
4.2.2 Charity Shop Prishtina rent			660	500	500	500	420	372	324	276	228	180	3960
4.2.3 Charity Shop Gjakova rent			165	350	350	350	442.5	498	553.5	609	664.5	720	4702.5
4.4.2 Other Services Charity Shop in Prishtina (Water, electricity, materials etc.)			160	160	160	160	160	160	160	160	160	160	1600
4.4.3 Other Services Charity Shop in Gjakova			160	160	160	160	160	160	160	160	160	160	1600
6.1.1 Prishtina charity shop seller			170	170	170	170	170	170	170	170	170	170	1700
6.1.2 Prishtina charity shop seller			170	170	170	170	170	170	170	170	170	170	1700
6.1.3 Prishtina charity shop seller			170	170	170	170	170	170	170	170	170	170	1700
6.1.4 Gjakova charity shop seller			170	170	170	170	170	170	170	170	170	170	1700
6.1.5 Gjakova charity shop seller			170	170	170	170	170	170	170	170	170	170	1700
6.1.6 Gjakova charity shop seller			170	170	170	170	170	170	170	170	170	170	1700
Total	1188	1611	3776	3891	3801	3801	3813.5	3821	3828.5	3836	3843.5	3851	34485.5



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Profit / Loss Projection

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Sales Forecast 2021													
Shop Gjakova/Djakovica 1	1071.2	1140.5	1313.7	672.6	1511.1	2123.8	1973.2	1503.3	1893.7	2179.1	1579.5	2075.8	19037.5
Online shop	15	10	15	15	25	28.8	33.6	40.4	49.2	61.6	80.0	92.0	465.6
Shop Prishtina				505	645	741.8	853.0	981.0	1128.1	1297.3	1491.9	1715.7	9358.8
Shop Gjakova /Djakovica 2				400	550	605.0	665.5	732.1	805.3	885.8	974.4	1071.8	6689.7
Total revenue (All shops)	1086.2	1150.5	1328.7	1592.6	2731.1	3499.3	3525.3	3256.7	3876.3	4423.8	4125.8	4955.3	35551.6
Total expenses Gjakova 1	673	1096	1096	1186	1096	1096	1096	1096	1096	1096	1096	1096	6243
Shops Prishtina and Gjakova 2 Expenses covered from project													
Total costs	1861	2707	4872	5077	4897	4897	4909.5	4917	4924.5	4932	4939.5	4947	40728.5
Marketing investment													
Grand opening event				1200									1200
Branding cost					500								500
Printing the branded items						300							300
Social Media				80	80	80	80	80	80	80	80	80	720
Flier printing cost							150						150
The cost of improving the Website (online shop)						1800							1800
Total Marketing				1280	580	2180	230	80	80	80	80	80	4670
Expenses covered by project	515	515	2680	2705	2705	2705	2717.5	2725	2732.5	2740	2747.5	2755	28242.5
Remaining profit or loss	413.2	54.5	232.7	406.6	1635.1	2403.3	2429.3	2160.7	2780.3	3327.8	3029.8	3859.3	29308.6



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Projected profit and loss model: The sales forecast model for Gjakova/Djakovica 1 store is build using the Linear trend forecast method. It was very hard to come up with the model that fitted the data at a satisfactory level because of huge irregularity which occurred due to unpredictable factors and which were not repeated in particular patterns. These variations (irregularities) may be caused by incidents (most of the customers come across the store coincidentally) or any other factors for which we do not have data at disposal. As for the two new stores we used the average first's month turnover of all the stores and then every month we added a monthly percent increase from 10% to 15%. Please note that we didn't take into account any lockdown period.



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APPENDIX [I]

Price list YMCA shops

Items Name	Price
Shirts	1-3 €
Pants	3 €
Skirts	3 €
Dresses,	4€ - 8€
Jumper	2.50€ - 5€
Nightwear,	0.50 €- 4 €
Underwear,	0.50 €- 1€
Jacket	4€ - 6€
Coat	6€ - 12€
Winter Coat,	6 €- 12 €
Boots	4 €- 10 €
Shoes	2€- 5€
Sneakers	2€ - 5€
Sandals	2€ - 4 €
Belts	0.50 €
Socs	0.20€ - 0.50€



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Gloves	0.50 € - 1€
Toys	0.10€ - 10 €



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APPENDIX [2]

Customer survey responses results

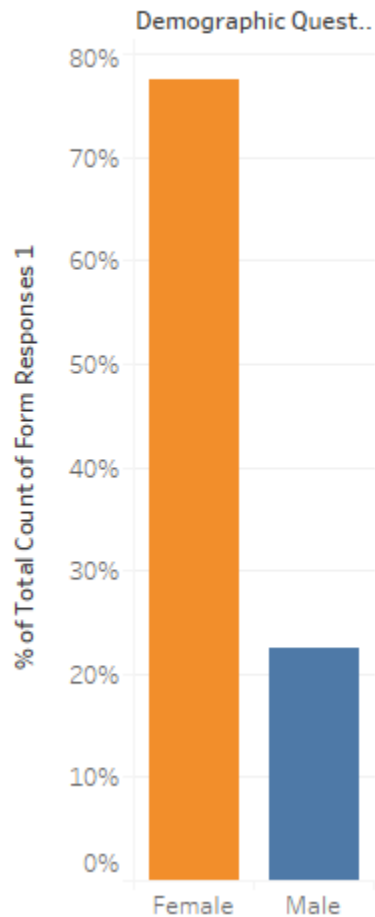
The survey was the research method used for collecting data from a predefined group of respondents which are part of YMCA Shops customer base. The selection of customers was random and YMCA Shop staff manage to gather data from 40 respondents and gained information and insights into various topics of interest. Some variables from the dataset were restructured and cleaned in order to translate the raw data into informative and value added insights.

The information are presented below using a graphical representation.



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Customer gender

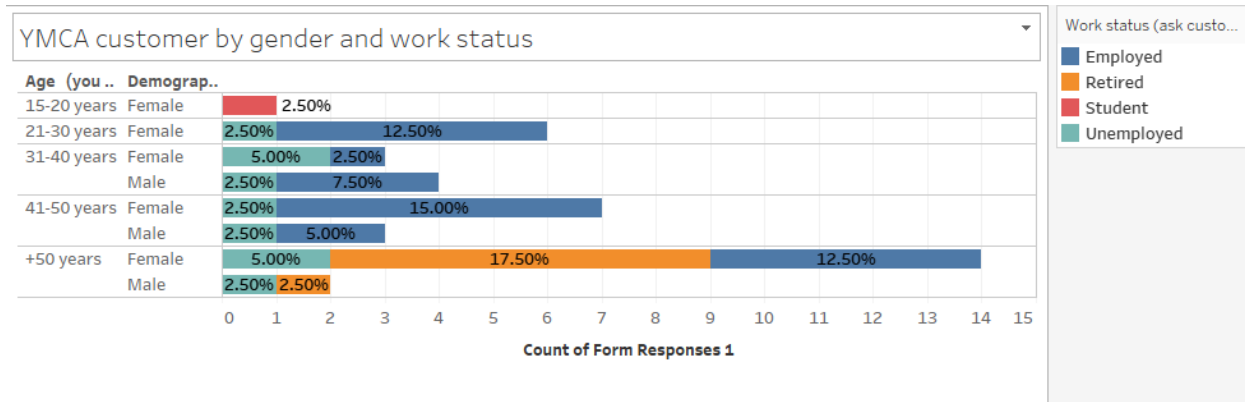


As we can see, more than 70% of YMCA Shops customers are women and around 20% are men.

The graph below shows the age group of customers, their work status, and gender.



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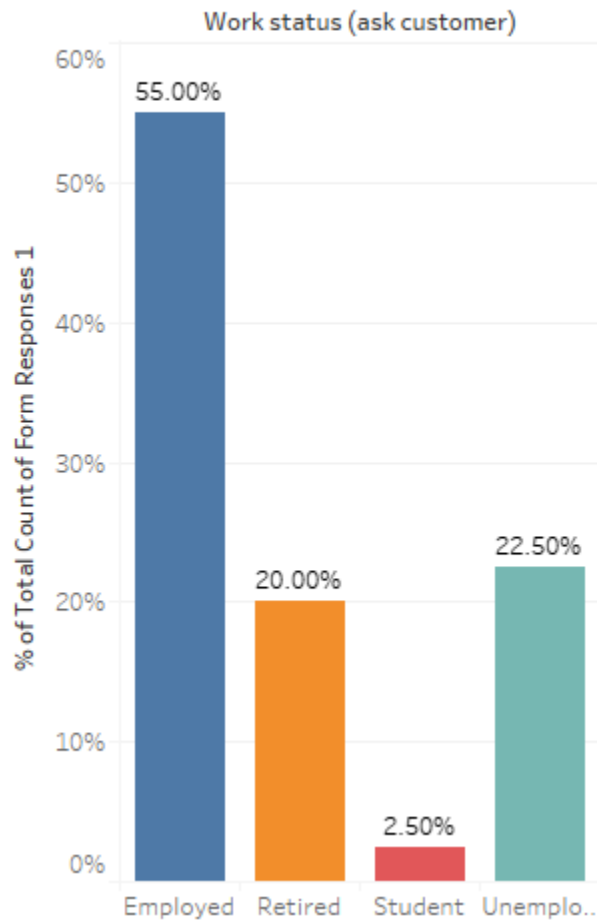


Around 55% of customers are employed, 22.5% are unemployed and 20% are retired.



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Customer Work Status

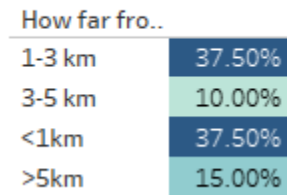


From the table below, we can see how far YMCA Shops customers live? This question confirms how important the location of the shop is. As we can see around 75% of customers live less than 3km near the YMCA Shop. The YMCA Shop's local strategy needs to resonate with your neighborhood. (Change to YMCA Shops in the graph.)

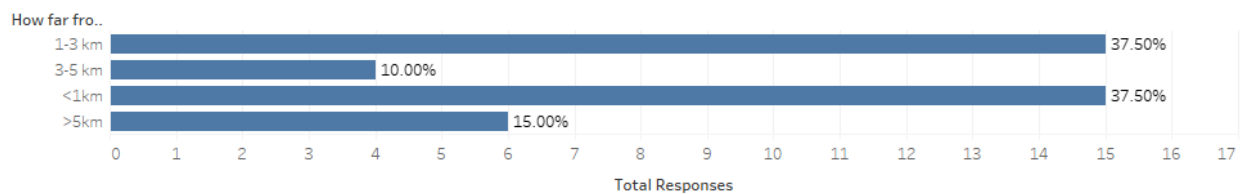


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How far from YMCA store do you live?



Consumer Loyalty based

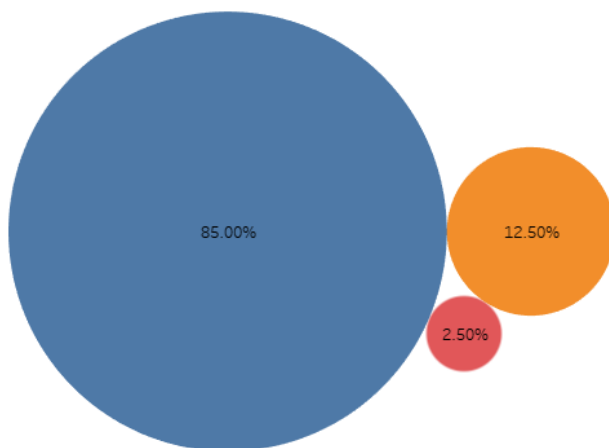


In the question, “How would you describe your experience in our store?”, from 40 respondents 85% of respondents ranked their experience to be Excellent and 12.5% ranked as Good. These responses let us know that an absolute majority of respondents like the store experience and if we want the customers to keep coming back to the store, we'll need to keep implementing the customer experience strategy.



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How would you describe your experience in our store?



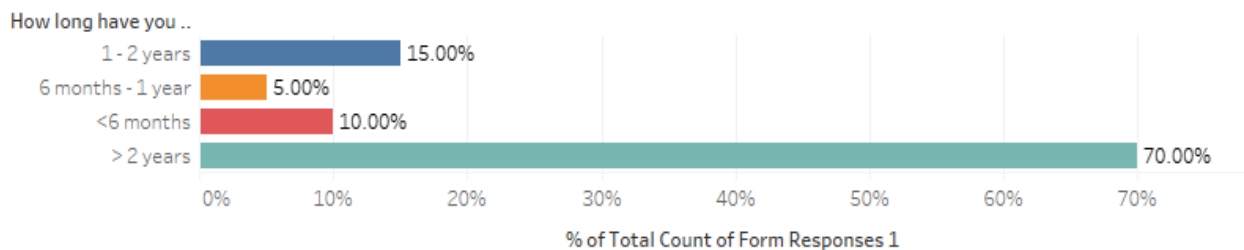
How would you describ...

- Excellent
- Good
- NA

To confirm the good customer experience, we can refer to the responses above. 85% of respondents rated with 5 (excellent) the experience in the store and 12.5% rated with 3 (good).

Customer loyalty is key in this sector. Out of 40 responses, 70% of customers were YMCA Shop customers for more than 2 years however, please note that the data below show a red flag as well. YMCA Shop seems to be stuck around a group of loyal customers and less effective to acquire the new customers. Taking action to increase the customer base and attract new customers is fundamental.

How long have you been a YMCA customer?

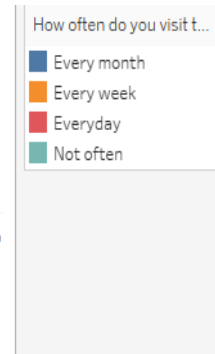
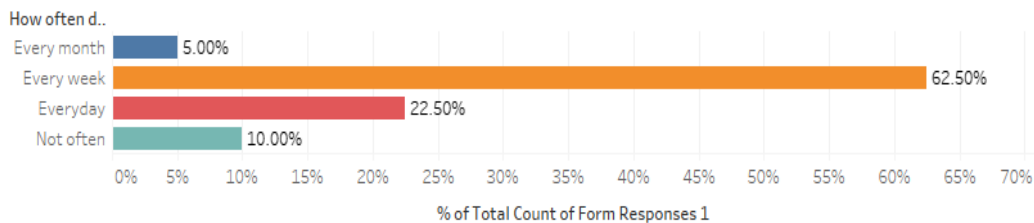




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To measure the frequency of customers' visits, we have asked them “How often do you visit this store”, and the answers in percentage are presented below.

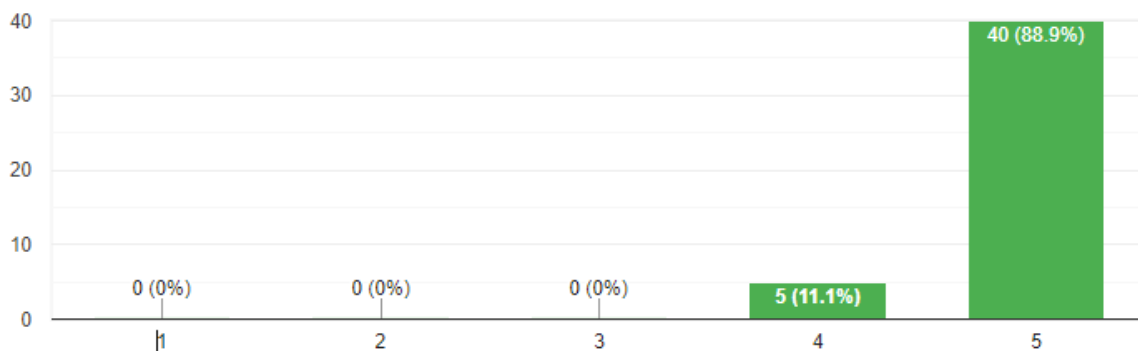
How often do you visit this store?



Customers who declared that they visit the store every day are 22%, whereas the majority of respondents (62.5) declared that they visit the store every week. In this section, we encoded every respondent who declares that they visit the store in the frequency of 1 to 4 times per week, in the every month section we encoded all respondents who declared that they visit the store from 1 to 3 times a month. In the last section called not often, we grouped all customers who were not specifically mentioned the number of times they visit the store.

Were the items you looked for easy to find?

45 responses



The consumer decision process helps you understand the steps people go through when they are deciding whether and what to buy. Many different factors can influence the outcomes of

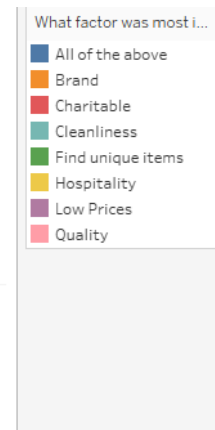
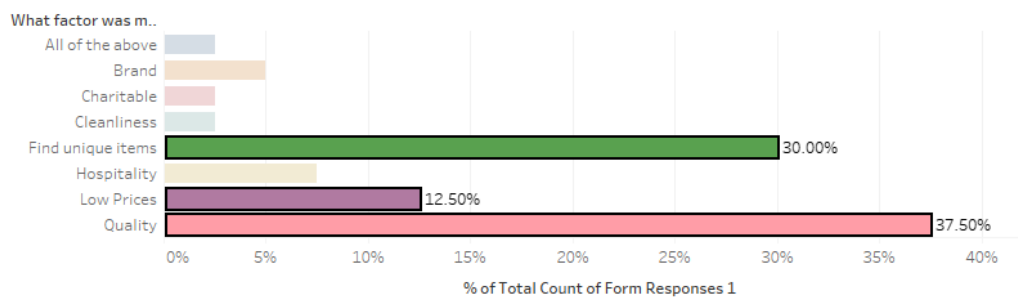


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purchasing decisions. Therefore, we asked customers what exactly is the customer's most influencing factor to provide us with a more complete view into the mind of the customers.

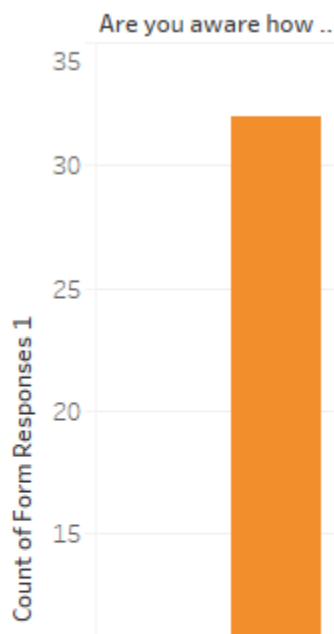
In the table below we have seen many different factors mentioned by customers, however, we highlighted the top three factors that were mostly mentioned as a first influencing factor to their decision. Quality of goods, Low price, and ability to find unique items are the three most important factors mentioned by respondents.

What factor was most influential in your decision to visit a our shop?



Local YMCA shops seem to attract a loyal group of customers, where the work that the YMCA organization) does is highly visible and can be appreciated by the local community. The majority of respondents were aware of the YMCA contributions to the community.

Are you aware how does this shop contribute to the community?





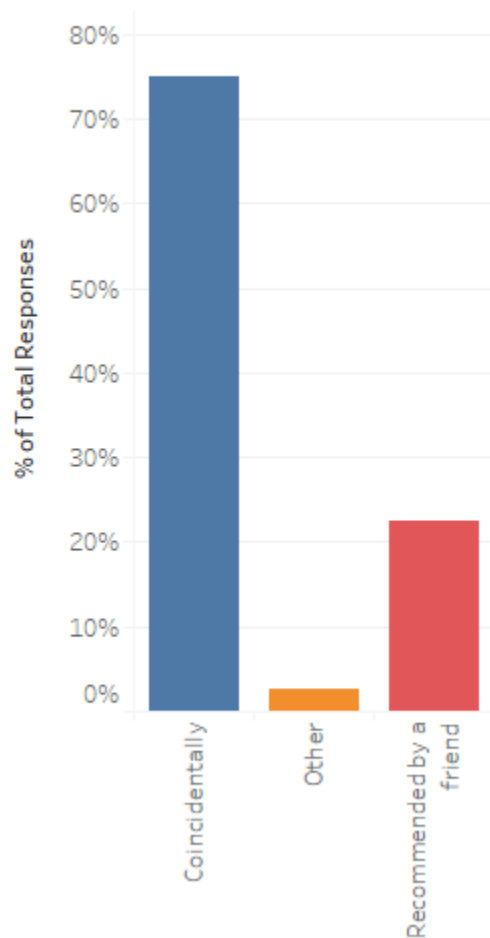
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If we're going to ask customers how they found out about our business, it's essential to have a follow-up action when planning the marketing and visibility campaign. This question provides an important piece of information that YMCA can use for customer acquisition. By knowing how customers are discovering the brand, organizations can focus marketing, sales, and customer service efforts on channels and audiences that are best for the business.



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How did you hear about us?



From the answers above, we can see that around 75% of customers found YMCA shop coincidentally, more than 20% heard or we recommended by a friend. This information confirms two important information; first, YMCA needs to choose the location wisely, and a careful analysis must be done before you decide on that shopping space, and second, you need to work and improve the marketing techniques and reach our target audience through other forms as well.

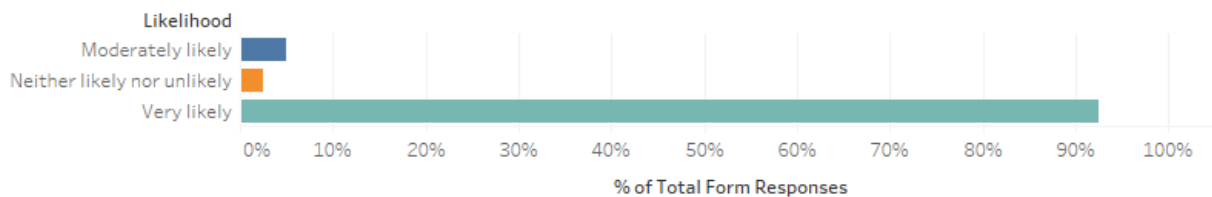
Customer's likelihood to recommend YMCA shop to another is important information to an instrument to measure customer loyalty and predict future growth. The theory behind this



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question is that when a large proportion of customers report a high likelihood to recommend the shop in the survey, it is a signal of strong customer loyalty and an indication of growth.

How likely would you be to recommend shopping in YMCA shops to a friend?



After all, why would someone be likely to recommend a company to others unless he/she were a loyal customer? Customer loyalty, in turn, is dictated by positive prior experiences with the company. Satisfaction is a prerequisite for customer loyalty and finally, this survey lets us know that a high degree of customer satisfaction signifies that the YMCA shop sells good products and services and offers a high degree of value.



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APPENDIX [3]

Charity Shop Window Displays – source Pinterest





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