

portfolio, written report and poster

by Sherrell Dillion

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Strategic Management for SMEs

Portfolio of Work Report and Poster

Dr Sampath Liyanage

Executive Summery

I am a mother to two children and a survivor of domestic violence, I encountered tremendous abuse for seven years, physically, mentally, and sexually and I have always wanted to be my own boss and give back to the community so, I produced this idea a few years ago to start my own online business selling T-shirts with inspirational quotes and memes for woman and children who have also encountered abuse to raise awareness through fashion. And further on in this report you will see what I have put together so I can have a successful business and to become my own boss, like internal and external factors, an infographic business model and much more.

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Introduction

In this report we will be looking at the business idea for EssBee Boutique, the business model, and its uniqueness. As well as looking at the mission and the vision of the business and to carry out an internal and external environmental plan and the importance of the stakeholders. As well as providing an implementation plan with appropriate monitoring techniques.

The idea came about in 2019 when I was doing a fashion show and a friend of mine who has his own t-shirt company asked me to collaborate with him but to have my own section, so I produced the idea of selling t-shirts for woman and young girls who have suffered from domestic violence, and any other forms of abuse with inspirational quotes and scriptures from the bible to bring awareness through fashion as it's something I'm quite familiar with and I use to see memes and biblical scriptures that would give me some hope and I just want woman to know they're not alone and our past does not define who we are or who we are becoming. The uniqueness is that it reaches out to a different market a market for just woman and young girls who can feel a sense of belonging and not to be judged by a man and they all have something in common. The name alone is unique as it means She's Beautiful to the world.

Not only that but the customers can also customize their own products by producing their own spiritual or inspirational quotes that have helped them get through their horrible ordeal. And as a business we would be looking to collaborate with agencies like womans aid who support woman and children going through domestic violence to help build their confidence and to be able take pictures with these women to show support and woman empowerment and have these girls and woman to be the face of the company. The business model involves the key partners of the business i.e., the suppliers, manufacturers, etc. The key resources, the key activities, the businesses relationship with its customers, channels of distribution, the value proposition, and cost structure.

The Vision

As a business our vision is to expand the business and to supply our products worldwide, we want to be known as the business that empowers woman and are not afraid to shine our light. We want the woman to feel beautiful inside and out, we want them to be comfortable enough to share their stories so it can help the next generation, we want to help build the womans confidence up by getting them involved in photoshoots to be able to promote the garments and from listening to and serving others we will be able to learn innovative ideas and gain different perspectives by helping them feel good about themselves as well as promoting fashion through awareness.

The Mission

The mission at EssBee Boutique is to “Find yourself through fashion” it is to raise mental health awareness through fashion and to overcome the trauma the individual once encountered. What we are doing now is producing our own memes and sayings as well as finding inspirational quotes and scriptures from the bible etc. For example, one of my favourite sayings is “Change your story to change your life” meaning if you want a different story, you must change certain things in your life, and I have had people say to me no I am going to use that as it is a powerful statement. The mission is not just for me to make money but make a change in people lives and to let my daughter and other young girls know that they are beautiful no matter what they go through. And I do this by being open about my life with my customers and being a fitting example of not letting my past define me and how I got out of my abusive relationship. We are looking to achieve a trustworthy and successful business with our customers.

The Objectives

- To introduce a new T-shirt line for girls and woman by 2025
- To increase the market share by 5% in the next 5 years
- In the future to collaborate with Womans Aid and other agencies who support woman and children.
- To help these women build their confidence up by putting on workshops and photoshoots.

Check **Appendix** for **SMART** goals.

A **SMART** objective is a goal that is specific, Measurable, achievable, relevant and time bound. For example, a SMART objective might be to increase a website traffic by a certain percentage in the next few months this objective would link to the measurable part of the SMART.

Carry out internal and external environmental scan

A **swot** analysis is a strategic planning technique which is used to help an organization or a person to identify the strengths, weaknesses, opportunities, and threats. It is a framework for matching an organisations goals, programmes, and capacities to the environment on how it operates. Seth, (2020) I have arranged a swot analysis below for my business EssBee Boutique.

S is for Strengths

Throughout the SWOT analysis we acknowledged that we have the knowledge and experience on the matter as I have also suffered domestic, physical, sexual abuse and with our customers being young girls to adults who have experienced some sort of trauma like

myself, I know they would appreciate some inspiring quotes to help them not to only look good but to feel good about themselves and to help them through life which would allow the business to be a great success. Another potential strength for the business is having a strong e-commerce platform that makes it easy for customers to place orders and track their shipments. And with social media being one of the biggest platforms i.e., Facebook, Instagram, TikTok we can engage with customers especially the younger generation as they live on social media and can promote new products anytime anywhere.

W is for Weaknesses

When it comes to the weaknesses of the swot analysis, we have a limited market share as there are loads of companies that sell t-shirts for example sports direct is one of our competitors and we also identified that there is a huge competition from the global retail players and the ecommerce platforms. And with the T-shirt printing business in the USA being highly fragmented with many small and medium-sized businesses.

O is for Opportunities

One of our opportunities is the increase of mobile phones as the younger generation are always on their phones as it is easier for them to purchase items online and because it is a serious matter some women are scared to leave their house so purchasing items online is beneficial to them.

T is for Threats

Looking at the threats we have analysed that there are new competitors and with so much young entrepreneurs now coming up in the world and the uncertain economic conditions, fluctuating the currency values, which can lead to a loss in the business (Leigh,2009)

STRENGTHS 1 . Knowledge and Expertise . Communication . Connect and actively engage with our customers through social media platforms . A strong brand identity that resonates with customers . Diverse range of distribution channels such as womans aid, online marketplaces, pop-up shops etc,	WEAKNESSES 1 . Huge competition from global retail players and ecommerce platforms means limited market share .
OPPORTUNITIES . Consumers will be willing to spend more money on unique products is a fantastic opportunity for EssBee Boutique	THREATS 1 . Uncertain economic conditions, fluctuating currency values etc, can lead to loss of business

1 The increase of mobile penetration helps people to make more purchases from mobile platforms	1 New competitors
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VRIO Analysis

VRIO Framework

V	R	I	O	
Is valuable?	Is rare?	Is difficult to imitate?	Is organization organized around?	What is the result
×				Competitive Disadvantage
✓	×			Competitive Equality/ Parity
✓	✓	×		Temporary Competitive Advantage
✓	✓	✓	×	Unused Competitive Advantage
✓	✓	✓	✓	Long-Term Competitive Advantage

We are now going to carry out an VRIO analysis scan which is a framework for evaluating a company's resources and capabilities to determine if they are valuable, inimitable, rare, and organized. When it comes to the fashion industry, they are responsible for 10% of the global carbon emissions and is the world's second largest consumer of the world's water supply. (MacArthur, 2017). Fashion is a vibrant industry that not only employs hundreds of thousands, but also generates a significant revenue, and touches everyone, everywhere. And this is why EssBee Boutique believes that her idea would be a remarkable success as it will not only generate a significant revenue, but we will be touching the hearts of many children and woman around the world and helping them to feel good while looking good at the same time.

V is for Valuable

What would make the business valuable is that the clothing industry holds significant value due to the constant demand for clothing items. It can meet the customers' needs by offering a wide range of styles, sizes, and colours and having affordable prices would add value to the business. The clothing industry can also offer unique, stylish, and high-quality products which would provide value to the customers. Another asset to the business is collaborating with agencies like womans aid and women refugees who offer support to children and woman. When it comes to domestic violence 2 million people in the UK (United Kingdom) alone suffer from some sort of abuse whether its physical, sexual, or mental, and 1 in 5

children have been exposed to violence. (Woman Aid 2022). The REFUGE charity says 2 women a week are killed by their current or former partner in England and Wales. So, the products and the service we offer will not only bring awareness through fashion but has value as it will bring a community of women together as they share related stories, (Refuge.org.uk)

R is for Rarity

Rarity is a crucial factor in gaining a competitive advantage because you want your products to be unique and rare in some way, and for us, we will not be just selling our products to these women, but we plan to have these woman and children to be the face of the business which gives us a competitive advantage as most fashion stores use professional models from modelling agencies to promote their store. Another rarity is having the ability to create unique and exclusive designs with our customers as they can have an input on what can go on these T-shirts, and we plan to do photoshoots and have a fashion show highlighting our garments and our limited-edition collections which will also help build up the confidence of these customers. Having access to rare or high-quality materials such as organic fabrics or sustainable alternatives can contribute to the rarity of the business. For example, we as a business will be able to sustain the rarity of the business by having a competitive advantage where we will be working with only female manufactures and by having an all women manufacturing team, we can demonstrate our commitment to their values, and can potentially attract customers who share the same values. Sandberg, (2013)

I for imitability

Imitability refers to the difficulty for competitors to imitate or replicate the capabilities of a business and in the T-shirt business there are several factors that can affect imitability. However, if a clothing brand or business has established a strong brand loyalty, exclusive partnership, or customer trust it can become more difficult for competitors to imitate those aspects without investigating considerable time and resources. Porter, (1985)

And with EssBee Boutique only providing a service to woman and young girls who have and are still going through some sort of trauma and abuse it would be harder for another business to imitate it as EssBee Boutique is reaching out to a different target market so the business has another competitive advantage by showing empathy which helps builds customer trust and with the business being personal to the owner the organization will have more of a connection with their customers and that's something that cannot be imitated.

O is Organization

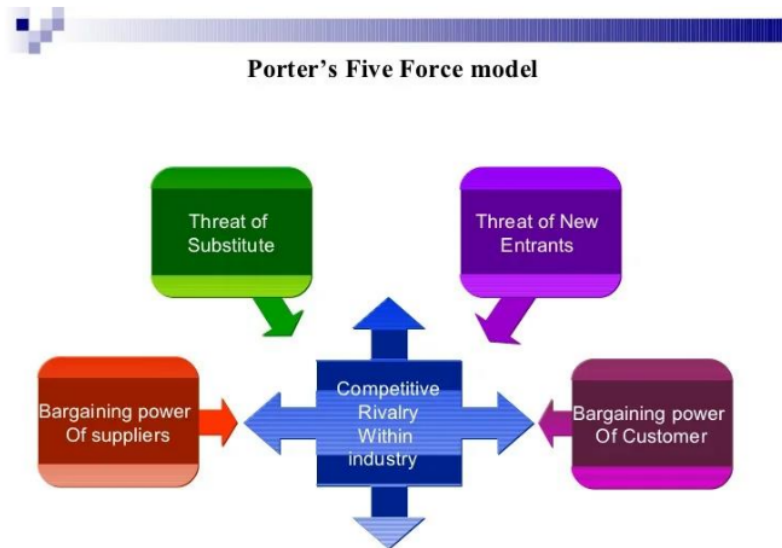
The organization's structure, resources, and culture, play a vital role in the success of a clothing business and building effective relationships with manufacturers, retailers, and suppliers can enhance the organizations capabilities. And as for the EssBee Boutique we plan to have skilled designers to make sure the garments are done to top standards, a marketing team that will market the business through social media by building a social media following, advertising the business via local radio stations, and printing out flyers to distribute into the local shops, as well as providing exclusive offers to our customers.

PESTLE ANALYSIS

A PESTLE analysis is a framework that helps an individual or an organization to understand the big picture of the environment they are situated in.

POLITICAL	• "The UK government's inquiry into the sustainability of the fashion industry" (• Political stability has an impact on pound power • Because of Brexit we cannot expand in EU to trade abroad • Labour laws • Environmental regulation.
ECONOMICS	• Consumer demand • Production cost • Competition • Budget limitations • Inflated cost of clothing manufactures in the UK
SOCIAL	• Cultural norms • Consumer behaviour • Labour practices • Lifestyle factors
TECHNOLOGY	• Production methods • The rise of e-commerce • Better printing equipment • Social media offers • sustainability
LEGAL	• Data protection law • Industry regulation • Local labour law • Intellectual property laws • Health and safety regulations
ENVIRONMENTEL	• Climate change • Future pandemics • Water usage • Chemical usage • Energy usage

Porter's Five Forces



Porters_five_forces.PNG

New Entrants

According to Porter's Five Forces model, the threats of new entrants is one of the five competitive forces that effect the industry. In the T-shirt business the threats of new entrants can be affected by several factors I.e., economies of scale, barriers to entry, and brand recognition. However, with EssBee Boutique, new entrants will not pose a threat as we have our own uniqueness and few T-shirts business do not collaborate with other organizations such as women's aid, so we have a competitive advantage as our service is different.

Bargaining Power of Customer

With EssBee Boutique we plan to have more stock in the future so that our customers are happy and do not turn to other brands and with the low-cost and effective service we will be providing it will be harder for our customers to leave us. As a business we know that the T-shirt industry has many diverse types of customers, several types of T-shirts as well as having many substitutes and if we as a business do not get it right, customers may be more likely to switch to a different substitute product or will be dissatisfied with the Quality or the price of the T-shirts.

Threat of Substitute

EssBee Boutique has a strong position when it comes to their offerings so the threats to substitute are quite low due to the service we are providing and to who we are providing it for and with-it being a service for just woman it will stand out more.

Bargaining Power of Suppliers

as a business we will be using a lot of raw materials including polyester, cotton, and the use of dyes to produce our products so, if there was a shortage of raw materials, we would have to find another supplier where we could potentially pay more for materials. But with the T-shirt business having many suppliers including textile mills and garment manufacturers EssBee Boutique are in a stable position going forward with the operations and production.

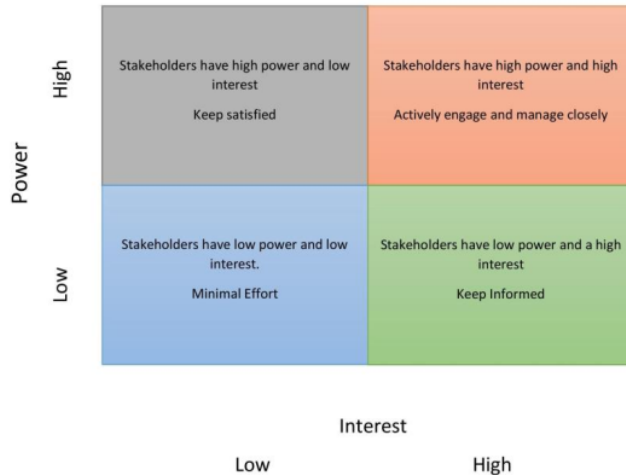
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Stakeholder Analysis

Stakeholder analysis is part of stakeholder management, and it is an important technique for stakeholder to identify and analysis their needs. According to project management institute, stakeholder are the individuals who are actively involved in the project. Project management.com, (2022).

Looking at the stakeholder analysis for EssBee Boutique we identified that the stakeholders of high power and high interest are the government, and the customers, the government have high power as they have the authority to shut us down because they regulate the industry and sets standards for quality and safety. And the customers who have a high power of interest as they are interested in high-quality T-shirts at affordable prices. Low interest and high-power stakeholders include the property owners, suppliers and the shipping agents, these stakeholders have no power over the business initially but are interested in working together. All, these stakeholders are important to the business as they help generate the business income. And the stakeholders who have low power and low interest are the one who apply minimal effort to the business and in this case, it would be people like the internet company and business insurance company as they do not really need to put no work into the business as it is the business job to maintain its bills by paying them.

Mendelow's Matrix



(Bing, n.d.)

Strategic Growth

When it comes to the strategic growth of the business, we have used the Porter's generic strategy to help evaluate the strategic growth. Porter has identified three generic strategies that can be used to achieve a competitive advantage. Porter's generic strategies describes how a company pursues competitive advantage across its chosen market scope. Wike, (2021).

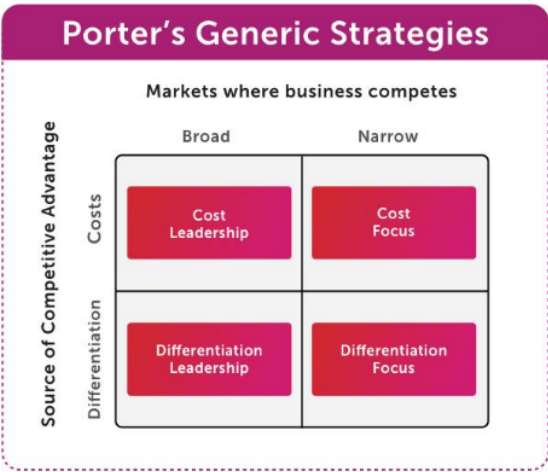
3 Cost Leadership

Cost leadership is the mechanism of establishing a competitive advantage by having the lowest cost of operation in the business. This strategy is beneficial to the market where the price is a key factor. (Kanika, 2019)

Looking at the current market of EssBee Boutique we have an advantage to disrupt the market with our services and uniqueness. We plan to hold a strong position in the market for cost leadership by becoming the lowest cost producer compared to our competitors, and we plan to do that by investing in efficient manufacturing processes, reducing overhead expenses, and sourcing materials at the lowest cost. And with the T-shirts being at a reasonable price we have that cost leadership advantage which can also help us gain market share. And not only that but we will be offering great deals on our products.

Focus Differentiation

In focus differentiation a firm seeks differentiation in its target segment (Cambridge University, 2016) and with EssBee Boutique reaching out to a different target market such as woman and young girls from the ages of 15 to 55 who have suffered severe trauma and with the hopes of collaborating with other agencies like womans aid who caters support and guidance for these woman and young children is perfect for me as that's what I hope to do for my lovely customers. These organizations provide a positive service which has left a positive impact on these individuals, and we aim to do the same and by using high-quality materials and offering T-shirts that are unique, and having customized options and quotes that are meaningful to the individual, makes us different from other competitors and gives us that differentiation competitive advantage. And with analysing the porter's strategic growth options and ensuring differentiation and cost leadership are equally balanced it would help EssBee Boutique flourish in the current market and help to ensure financial growth for future developments and sustainable operations. Porter, (1980)



Select and justify best fit Strategy

SAF Model

SUSTAINABILITY	One way that EssBee Boutique will be sustaining its stability is by offering a cost-effective service to its customers and ensuring that our new and unique products meet the needs of our customers. And with the strategy fitting into our goals/ vision it we would be able to hit out targets and gain 5% market share.
ACCEPTABILITY	The way how we will be operating as a business and the strategies we will be using

	will enhance are acceptance into the market and with our customers, stakeholders. And with our competitive advantage with cost leadership and differentiations that is what makes EssBee Boutique EssBee Boutique
FEASIBILITY	The business can maintain feasibility by investing in branding and marketing to create a strong brand identity that resonates with our customers.

Implementation and Monitoring plan

Customers

When it comes to the customers of EssBee Boutique we aim to cater and tend to our customer's needs as some may need services or products that are within their budget and offer substantial value for the price, and due to the nature of our business some customers may need a service that comes with good customer support. And with our customers being individuals who have gone through so much abuse whether it has been physical, mental, or sexual they need a company that can resonate with them as it is not just a business it is about a large group of woman and girls from different cultures and background coming together and not feeling judged whilst bringing awareness through fashion and empowering one another and feeling good at the same time.

Internal Business Process

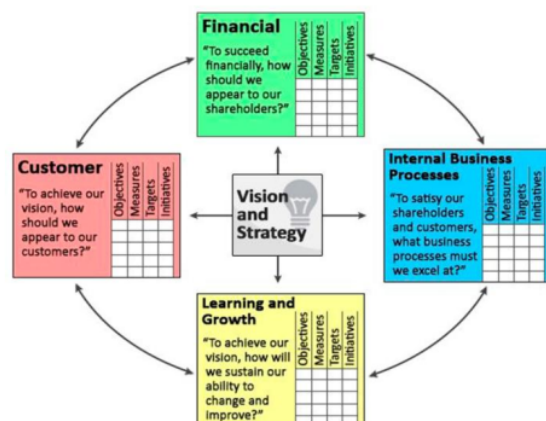
When it comes to the effectiveness and efficiency of the business, we will be making sure our products and services are top quality as well as providing a sense of direction for the employees by setting a few objectives to measure goals and outcomes. And with the business handling client's personal information effective data protection and data handling processes need to be undertaken.

Growth

EssBee Boutique in the future has plans to grow the business from an online store to having a store on the high street to start off with, by doing this the business plans to produce more products, i.e., hats, bags, hoodies plus more. And with the few avenues that we could go down within the business it could lead us to bigger and even better things for the company and the girls.

Financial Plan

To succeed financially we must be of some importance and be attractive to pull shareholders and investors, as well as do everything we have planned to do like producing high-quality t-shirts at a competitive price, communicate and build strong relationships with our customers by offering a wide range of styles and designs that meet their needs.



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Source: [http://searcherp.techtarget.com/feature/Use-](http://searcherp.techtarget.com/feature/Use-balanced-scorecards-to-follow-through-on-business-strategy)

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Conclusion

In conclusion, this business model has found out that by using different models and tools, like Porters five forces, SWOT analysis and using the Mendelow's Matrix they all can play a vital role into helping the business with identifying its strengths to its threats, from knowing who has high power and low power interest and what competitive advantage you have over other competitors. With EssBee Boutique being unique and producing high-quality products they have that competitive advantage with focus differentiation and effective cost leadership. Looking at the business on a whole they want to reach out to a certain target market and raise awareness through fashion as well as looking to collaborate with other agencies who supports the same cause.

Appendix

Specific	To introduce a new T-shirt line for woman and girls from ages 15 to 55 with inspirational quotes by 2025
Measurable	It can be measured by customer satisfaction, and increasing the market share by 5%
Attainable	With the right resources like collaborating with charities like womans aid and having the correct production facilities would keep us attainable
Relevant	It is relevant to our customers as our customers are looking for high-quality and affordable t-shirts and we will be relevant to other companies like woman aid who might want to promote their brand through custom t-shirts.
Time-Bound	The time can change due to the seasonal fluctuations; however, we plan to have EssBee Boutique open by summer 2025

Business Model



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