

BA (HONS) Business Management

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INTRODUCTION



As I highlighted in the previous essay, my business proposal involves opening a store in Crawley featuring clothing designed by my mother and sister. I have confidence in their creations, as well as in my managerial skills and knowledge.

Figure 1 : Logo ATA Shop (Source: Self source, 2023)

I have outlined below the business's mission and vision, target market, threats, competitors, development process, marketing strategy, and financial condition.

BUSINESS DESCRIPTION

ATA Shop is a small store that sells clothing designed, crafted, and conceptualized in a workshop located in Romania. The high-quality garments are created in a country with cost-effective labor, enabling us to offer affordable prices. This characteristic makes ATA Shop a relevant business in the post-COVID-19 period due to its favorable quality-price ratio, aligning with the heightened customer demand.

I have decided to create this business as it presents the perfect opportunity to nurture my passion, my mother's (the tailor) passion, and my sister's (the designer) passion.

Company Story: ATA Shop assists women and men aged between 20 and 45 in discovering their style through comfortable, yet uniquely special, clothing. Our aim is to provide unique pieces at affordable prices.

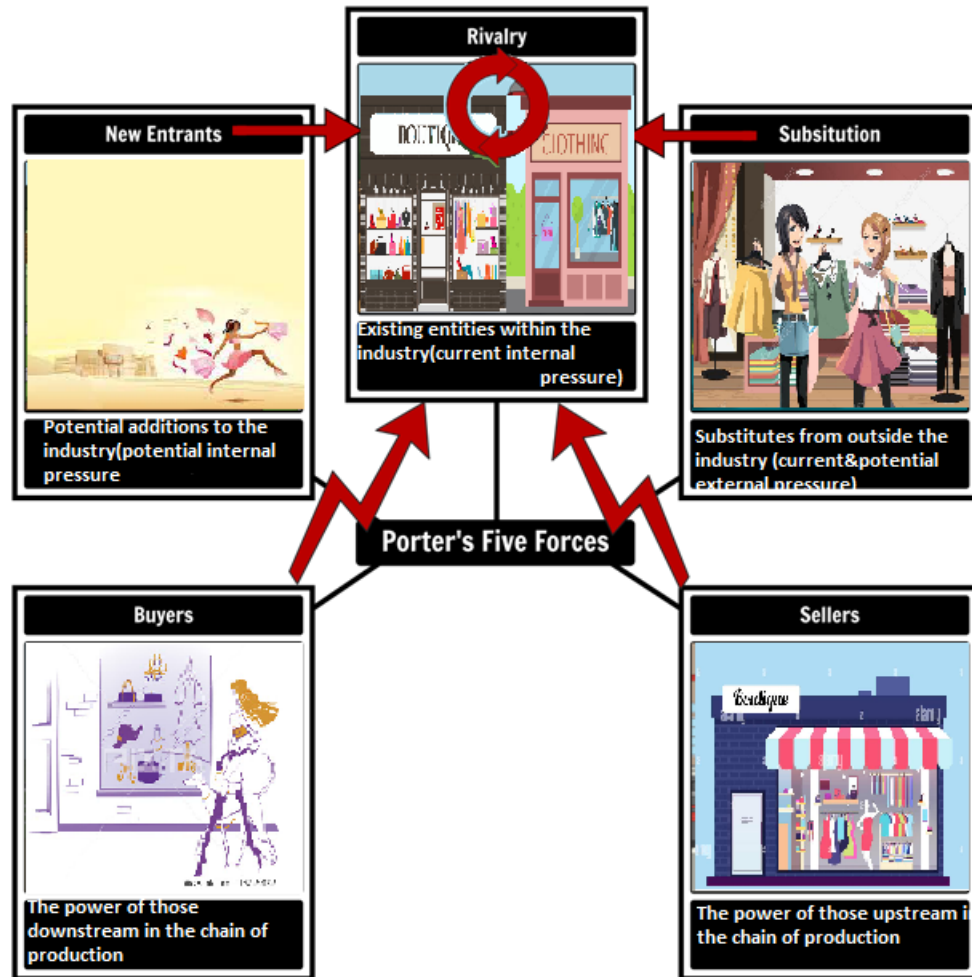
For the next 5 years, we have set the following OBJECTIVES:

VISION (objectives)	MISSION (Why vision?)
To consistently dress (gain loyal customers) approximately 15,000 individuals from Crawley	Our customers' loyalty will be the strongest motivation to create more, better, and more sustainably – it allows us to keep going.
We aim to open at least 2 more stores in the United Kingdom, specifically in London;	Just as we aspire to build customer loyalty in Crawley, our goal is to take our wonderful clothing to the capital city as well.
We aim for 90% of our products to be crafted from recycled materials;	Both I and my team have a passion for the environment and a desire to protect nature as much as possible. We intend to

	promote this cause through dedicated events and clothing recycling campaigns.
A vision unrelated to the business, but connected to where the idea originated: We aim to promote Romania, and we hope that at least 25% of ATA Shop's customers will visit Romania.	The idea for ATA Shop was born in Romania, and we aspire to make it known and encourage customers, through the talent showcased in our creations, to visit this beautiful country.

Table 1: Vision and mission (Self Souce, 2023)

INDUSTRY ANALYSIS – Porter's 5 forces



Imagine 2: Porter's 5 forces (Self Souce, 2023)

In 1979, Michael Porter formulated the "Five Forces" analysis, which aims to identify threats and issues in order to minimize competition. Utilizing Porter's Five Forces model, ATA Shop can compare and analyze our profitability and position in the industry against both direct and indirect competitors.

Forces	IMPACT	Type
Threatening new entrants	- In the clothing sales market, the competition is extensive, with no boundaries, and the rivalry is intense. ATA Shop's advantage lies in being one step ahead of the crowd, differentiating itself through design and quality. Uniqueness, appearance, and quality will foster customer loyalty. - Due to the Covid-19 pandemic, many clothing buyers refrained from purchasing as it seemed unjustifiable, given people were confined to their homes. ATA Shop is entering the market post-pandemic with high-quality garments that stand out.	WEAK
Threat of replacement	- There will always be alternatives, cheaper options, more colorful ones, catering to various buyer preferences. However, ATA Shop, being an authentic company born out of passion, won't lose its immunity and control. - Lower prices from competitors. - Initially, until gaining notoriety, customer trust might be threatened by substitution.	HIGH
The power of buyers	- After the pandemic, customer funds have been released, and the appetite for clothing has grown. - In uncertain times, consumers hesitated to heavily invest in clothing. But now, after the pandemic, a portion of their budget is allocated to clothing as they return to work, school, and leave their homes. - People have returned to work, left unemployment, and it's been quite some time, so buyers' incomes have returned to normal or even increased post-pandemic.	WEAK

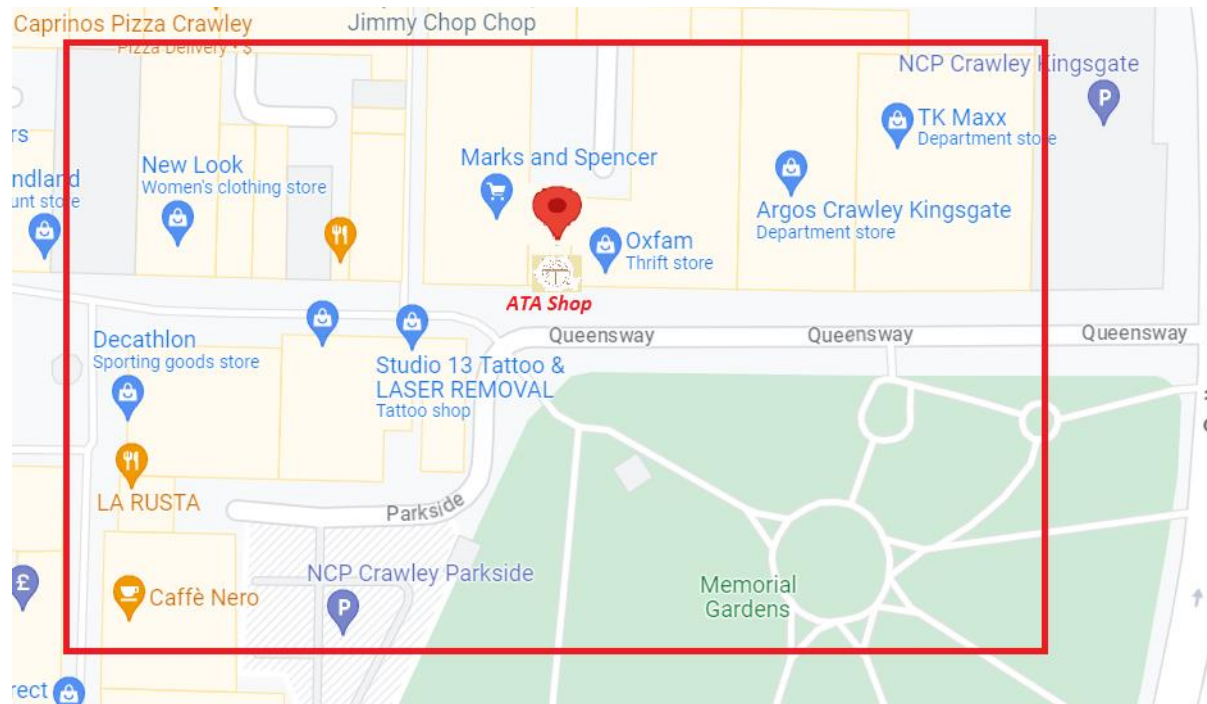
Power suppliers	of	-ATA Shop has numerous material suppliers who might be threatened by substitutes.	MEDIUM
Competitive rivalry		- Competitors offer a wide range of products and those with a longer market presence and known history gain public trust. -ATA Shop's product prices could increase due to economic changes, while other companies might remain unchanged. - Customers remain loyal to certain brands, and only a few switch from their habits. - There are numerous stores in Crawley and the UK. Competitors: Marks and Spencer Oxfam TK Maxx New Look Decathlon ATA Shop aims to bring VALUE and will capitalize on every opportunity to compete. ATA Shop is a RARE concept, as it aims to use the best materials at the lowest possible prices. Designer Alexandra Tacea's vision is UNMATCHED, as it proposes a design that's difficult to replicate. A new business entering a market full of competitors must be ORGANIZED and maximize every resource to capitalize on opportunities, allowing for sufficient revenue to develop effective marketing strategies.	HIGHT

Table 2: Porter's 5 forces (Self Souce, 2023)

The forces described above exert pressure on ATA Shop; however, we will persist in highlighting our strengths that set us apart (quality, design, passion), enabling us to compete with our rivals.

COMPETITIVE RIVALRY

ATA Shop will be positioned among its rivals:



IMAGINE 3: ATA Shop Maps (Self Souce, 2023)

NAME OF COMPETITOR	DIFFERENTIATION - VRIO
 IMAGINE 5: Marks and Spencer (Source: Google Maps)	Marks and Spencer is a UK-born chain of stores that sells both clothing and home and food products. VALUE: The materials and the way clothing is tailored are the valuable aspects of Marks and Spencer's designed clothes. RARITY: "Look Behind the Label" is a rare method through which customers are encouraged to check the label, where the natural fibers used in clothing are described. IMITABILITY: Any clothing store can be imitated, but M&S presents a classic style that is easily replicable, yet with subtle lines that make a difference. ORGANIZATION: Marks and Spencer is very well organized and in 2007 launched an initiative known as 'Plan A' regarding the environment for the next 5 years with 5 key themes: climate, waste, raw materials, fair partnership, and health, with the slogan "Because there is no Plan B".
 IMAGINE 6: Oxfam (Source: Google Maps)	VALUE: Employees at OXFAM bring value to the store through their honesty and friendliness. RARITY: They engage in volunteer projects. IMITABILITY: The store sells clothing, shoes, and other products and is INIMITABLE due to the way the merchandise is arranged. ORGANIZATION: OXFAM successfully manages both online and in-store sales under the leadership of a single manager, George.

 IMAGINE 6: TK Maxx (Source: Google Maps)	VALUE: Unlike M&S, TK MAXX is an American subsidiary. In 2007, TK MAXX decided to reduce the opening of new stores and focused on renovating existing ones, emphasizing the appearance and customer reception. RARITY: A unique method through which TK MAXX stood out is by being the sole seller of Red Nose Day T-shirts, which generated revenue for the Comic Relief cause. IMITABILITY: To differentiate itself, TK MAXX has a distinct name from its U.S. counterpart TJ Maxx, as confusion with T. J. Hughes could have arisen easily. ORGANIZATION: The large number of stores in Europe demonstrates an organized spirit and well-prepared employees, along with dedicated management.
 IMAGINE 7: New Look (Source: Google Maps)	VALUE: NEW LOOK is dedicated to streetwear and its value is represented by the street style. RARITY: NEW LOOK does not bring elements of rarity. IMITABILITY: Easily imitable, NEW LOOK lacks strong differentiation abilities. ORGANIZATION: Hard to manage success, New Look has withdrawn from the international market and closed many stores in the UK.

TABLE 3: VRIO (Self Souce, 2023)

OPERATIONS AND MANAGEMENT TEAM

OPERATIONS

Just as I mentioned in Assessment 1: Essay on Entrepreneurship, “With the desire to showcase the creativity and talent of my mother and sister, I have thought about opening a small street clothing store in Crawley. My mother is a tailor, and my sister studied at the Bucharest National University of Arts, specializing in fashion design. Together, they have a workshop in Maneciu, Romania, where Alexandra, my sister, creates designs, and my mother, Ana, tailors the garments. The clothing comes in standard sizes and caters to both men and women. Emphasis is placed on using high-quality or recycled materials. They are exploring methods to optimize material usage, ensuring each piece is carefully utilized, thereby providing an excellent quality-price ratio.”(Constantin G.T,2023)

Upselling, Upgrading, Economies of Scale

To open ATA Shop, we had to pool together the savings of each partner (Constantin Gabriel Tacea, Alexandra Tacea, Ana Tacea). ATA Shop will sustain itself through the sale of clothing targeted at men and women aged between 20 and 45.

We are actively pursuing upselling strategies through outfit recommendations, and over time, through customer loyalty, we aim to achieve Economies of Scale that will lower costs and enable us to implement new strategies.

Barringer, et al. say:“Economies of scale are generated when increasing production lowers the average cost of each unit produced.” (Barringer, et al., 2019)

How would you prevent loss of revenue?

Our plan is to consistently maintain the same quality and exceptional services in our stores to prevent losses. Additionally, we aim to maximize every resource, from the first button to every satisfied customer leaving ATA Shop.

MANAGEMENT TEAM

Name	Skills	What do they bring to the firm
CONSTANTIN GABRIEL TACEA - CEO and Founder	Management, Leadership, Marketing and Strategic vision,.	With a completed degree in management and commerce from a Romanian university and a passion for the business environment, this individual possesses an ideal vision to formulate beneficial managerial and marketing strategies for ATA Shop.
ALEXANDRA TACEA - Designer	Creator, visionary and talent	Having studied at Bucharest National University of Arts and being a Fashion Designer, they bring uniqueness and creativity to the company.
ANA TACEA - Tailor	Precision, quality and technique	Their studies in tailoring have equipped them with the skill to manipulate materials and breathe life into Alexandra's creations.
DIANA CIRSTOCEA - Office Manager and Financial Manager	Financial and budgeting management.	With extensive experience in organizing the financial aspects of clothing stores, this person is the perfect fit to emphasize Upselling, Upgrading, and Economies of Scale.

TABLE 4: MANAGEMENT TEAM (Self Source, 2023)

MARKETING

4P:

1. **PRODUCT:** Our products are clothing items for women and men aged between 20 and 45. They encompass classic garments with a touch of uniqueness, featuring clean and clear lines.
2. **PRICE:** The price is determined based on raw materials, labor force, rent, and salaries. We have chosen a cost-effective labor force from a developing country, Romania, since it's the birthplace of the project and significantly reduces our costs. As we develop over time, we plan to offer discounts and benefits to our customers. Each product will be meticulously calculated to ensure accurate pricing in the market.
3. **PROMOTION:** We aim for extensive promotion on social media and also plan to organize events that highlight our brand. We envision using newsletters and potentially launching an online podcast. Our focus will be on concise and essential textual content on our online pages. ATA Shop will also be promoted through charitable events that we both participate in and organize. Over time, we want to rely on word-of-mouth recommendations – I believe this is the promotion method that brings the most satisfaction.
4. **PLACEMENT:** ATA Shop is positioned in the center of Crawley, between its two rivals, Mark and Spencer and Oxfam. ATA Shop embodies the qualities of both stores. We combine the classic tailoring of Mark and Spencer with the prices and friendly staff of Oxfam. We strike the perfect balance between the two, aiming to attract customers from both competitors by offering them a compelling alternative.

FINANCIALS

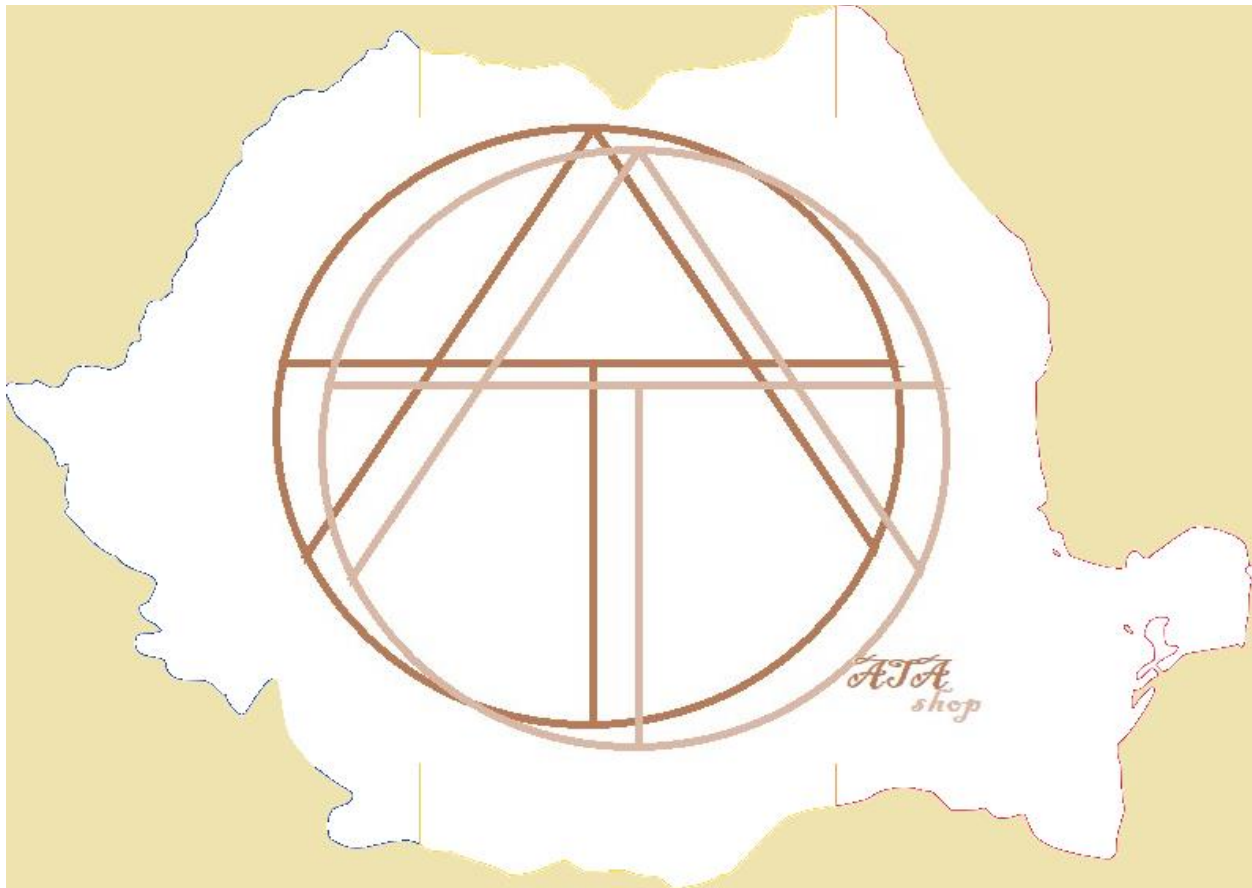
Sources of funds: My family and I received an inheritance from my father, and we were compensated through a life insurance policy he had. Additionally, we had our own savings, both from myself and my partners, my mother Ana Tacea, and my sister Alexandra Tacea. All of us invested in our heartfelt project.

CONCLUSION:

ATA Shop has a well-crafted strategy in terms of marketing and finance and has prepared analyses for the business type, the industry it will operate in, competitors, and organization. All of these have been defined above.

RECOMMENDATION:

The analysis should also include a table that precisely calculates and highlights the costs, both production costs of products and operational costs (rent, utilities, etc.).



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6.

Entrepreneurship : successfully launching new ventures

[ProQuest Ebook Central - Reader](#)

<https://ebookcentral.proquest.com/lib/trinity/reader.action?docID=5573679&ppg=387>

Title: Entrepreneurship : successfully launching new ventures

Author: Barringer, Bruce R.,

ISBN: 1-292-25535-8

Edition: Sixth edition, global edition.

Pages: 1 online resource (617 pages) :

Publication Date: ©2019; [2019]

Publisher: Pearson

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The Five Competitive Forces That Shape Strategy (2008)

<https://hbr.org/2008/01/the-five-competitive-forces-that-shape-strategy>

Entrepreneurship : starting & operating a small business MARK AS DONE

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Entrepreneurship : starting & operating a small business

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Blackwell, Edward.

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