

# St Vincent de Paul Shopping Mall Payson, AZ Conference

**BUSINESS PLAN  
2017**

Society of St. Vincent de Paul  
St. Philip the Apostle Conference  
Shopping Mall



## **CREDO**

**1<sup>ST</sup> Responsibility is to those whom we serve**

**2<sup>nd</sup> Responsibility is to our Society, its members & volunteers**

**3<sup>rd</sup> Responsibility is the Communities in which we serve**

Our Credo values reflect Jesus' love for the needy with the Vincentian spirit  
Of serving the poor cheerfully and respecting their wishes. We must treat our  
Clients with respect and dignity

### **Executive Summary:**

St. Vincent de Paul Shopping Mall(s) (now known as St. Vincent de Paul Shopping mall), located at 1006 South Beeline Highway, Payson, AZ 85541 (hereinafter "Business") is part of the St. Vincent de Paul Conference at P.O. Box 1317, Payson, AZ 85547, The Business has shown continued growth in the Charity industry in the Payson area; and, will be conducted as a business under the guidance of St. Vincent de Paul Phoenix diocesan Council Thrift Store operation. Under this format, we will provide funds to the Payson Conference as a major "Fundraiser". We will continue the growth of our Shopping Malls to provide clothing, furniture and appliances for resale in the Payson area. The Business dominate in the local "Shopping Mall" market due to its nearly four years of successful operation; and, by expanding the existing market with our aggressive marketing plans. The Business Goals segment of this plan will expand on the marketing plans.

## **BUSINESS DESCRIPTION:**

The Business is organized as a part of our current Diocesan St. Vincent de Paul 501-c3 Not for Profit Corporation, organized in the State of Arizona. While we are operating separately, the Shopping Mall is considered a fund-raising arm of the St. Philip the Apostle Conference located in Payson, AZ.

## **SERVICE:**

The Business has developed a Clothing, Furniture and Appliance service which has the following specifications:

- The service provided will be mainly clothing, furniture and appliances on items priced based on researching the Internet, and by price comparisons with other similar stores in the area.
- We have differentiated our business as more of a boutique type store than a typical Shopping Mall.
- The Business has an opportunity to continue to expand its services and gain a significant piece of the local market.

## **FUNDING:**

Initially, the Business borrowed \$14,000 from the Council for start-up money to fund the business. The start-up money provided the needed capital to get the Business established. The loan was a non-interest loan to be paid back to the Council at \$1,000 per month until paid off, starting on the 13<sup>th</sup> month of operation. Due to the overall success of the business, the \$14,000 borrowed was paid off in January 2014 in total. The attached Sales and expense budget tracking document (Attachment A) is attached to provide more detail for the calendar year, 2017. We are very thankful for the funds provided by the Council; and, the ongoing support by the Council, the District, the Conference and St.Philips Catholic Parish.

## **MISSION STATEMENT:**

This business plan looks at expanding our St. Vincent de Paul Shopping Mall business in the Payson, AZ market to supplement our resources and expand our current base of service to people in need. The expansion of our successful business has substantially increased the visibility of St. Vincent de Paul in the Payson market.

## **VISION:**

The vision of the Shopping Mall is to help secure the future of needy families and children in Payson, AZ. We will support this vision through the continued development of our retail store atmosphere where individuals will feel comfortable to shop, and proud that their purchases directly support our client's needs served by the St. Vincent de Paul Rim Country Food Bank.

## **BUSINESS GOALS:**

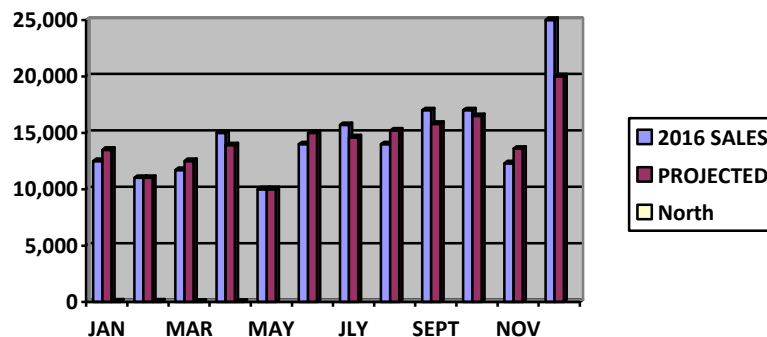
Our business goals are rather unique. First, we are not defining a specific return on investment (ROI), since we do not buy products for resale. Our model is dependent on donated items for us to resell to our client base at reduced prices (in some situations, to provide products free of charge). We have demonstrated the ability to compete in the "Shopping Mall" market after forty-eight months of operation. We plan to continue our market penetration through well planned marketing programs to impact sales, volunteers and brand awareness for Saint Vincent de Paul. Our goal is not to compete, per se, with the other stores; rather, we intend to expand our market based on the following:

- Distinguish our stores as an upscale, boutique type of operation by:
  - Insuring our stores are always clean and attractive
  - Consistent redesigning our stores with the help of Mary Quigley (our volunteer Interior Designer)
  - Only displaying the top quality items donated
- Develop consistent, monthly communications efforts that builds a brand that informs the Payson community about the St. Vincent de Paul Shopping Mall(s) and its mission to support the St. Vincent de Paul Rim Country Food Bank through:
  - Monthly radio ads to promote our stores
    - KMOG

- KPIH Catholic Radio station
  - Newspaper ads and promotions
  - Cooperative programs with KMOG
    - Stuff the Truck Promotion
    - Rodeo Queen days with live broadcasts
    - Walk for the Poor
    - Turkey Tuesday promotions
  - End-of-Month displays at St. Philip’s masses with our truck
- To identify and motivate target audiences to donate appropriate, attractive, and saleable Clothing, Furniture and Appliances that can be readily re-sold.
- To identify and motivate target audiences to visit and purchase items at the St. Vincent de Paul Shopping Mall(s).
- To encourage volunteerism at the store.

**BUSINESS GOALS 2017:**

Our 2017 goals include monthly sales and donations to the Food Bank. As noted, our 2016 sales and donations were at an all-time high with over \$175,000 in store sales and donations, which was 127% over previous year. We were able to provide over \$100,000 in cash donations to the Food Bank, which was \$25,000 over previous year. Below is a graph representing our sales goals for 2017:



The 2017 sales goals are ahead of last year (\$180,000 versus \$164,200). The numbers are based on potential days open versus last year. However, the Food bank cash donations exceeded \$100,000.

## **Marketing Goals 2017**

- To develop a consistent, monthly communications effort that builds a brand that informs the Payson community about the St. Vincent de Paul Shopping Mall and its mission to support the St. Vincent de Paul Rim Country Food Bank.
- To identify and motivate target audiences to donate appropriate, attractive, and saleable Clothing, Furniture, and Appliances that can be re-sold.
- To identify and motivate target audiences to visit and purchase items at the St. Vincent de Paul Shopping Mall.
- To reach out to the Payson business community to garner support of this important initiative.
- To encourage volunteerism at the store.

## **Situation Analysis**

- The local yellow pages list 12 Thrift Stores in the Payson/Pine area. The stores have a wide variety of missions, ranging from supporting charitable causes to pure retail operations and exchanges. The only store, however, that supports the SVdP Rim Country Food Bank is the St. Vincent de Paul Shopping Mall.
- The other 11 Thrift Stores in the Payson/Pine area also appear, through anecdotal information, to have at least one or more paid staff as part of their model. If this information is confirmed, it could be a marketing advantage due to the high percentage of proceeds that goes the support the food bank is larger due to the all-volunteer staffing of the Shopping Mall.

## **Who are our Target Audiences?**

- St. Phillip the Apostle and Holy Nativity parishioners
- All Payson, Pine, Strawberry and Star Valley churches
- All Payson, Pine, Strawberry and Star Valley individuals with Clothing, Furniture and Appliances to donate.
- The Payson business community, particularly business owners who are tied to St. Philip the Apostle parish and Holy Nativity parish.

### **Call To Action – What would we like our Target audiences to do?**

- Be our advocates with their neighbors and friends to spread the word about the Shopping Mall.
- Make donations to the store
- Be active Shopping Mall customers
- Give us their email address
- Like us on Facebook
- Become a business partner
- Partners promote the Shopping Mall through their business which also benefits them by being seen as a caring member of the community.

### **How do we reach our Target Audiences?**

- Local Media opportunities
  - Payson Roundup programs
    - A special program with the Roundup allows the Shopping Mall to run \$4,000 worth of advertising for %599. These ads will run throughout the year to highlight special promotions. It also includes a free e-mail blast to 5,000 “opt-in” subscribers, and a free Facebook Post on the Roundup’s Facebook page.
  - Develop a schedule for special promotions
  - KMOG & KRIM
  - Work with the stations to determine what opportunities exist for promotion. Initial thoughts are on-site remote broadcast at the store in conjunction with their call-in show where folks advertise things for sale.
- Website
  - Promotion of monthly business and church partners and email capture
- E-newsletter once we have built a good email list through Website and Facebook
- Facebook
  - Promotion of monthly business and church partners and email capture
- Promotional Flyer/coupons
  - Used as needed to reach out through Churches and through business partner program
- Outreach to Churches

- Identify one church a month – both Holy Nativity and St. Philip would be used several months a year.
- Offer incentive coupons to the attendees of the respective churches similar to what the partner businesses are handing out.
- Building the SVdP Shopping Mall Brand
  - Develop a consistent look with SVdP logo
  - Develop a consistent marketing/mission message that would be used in all promotions, including flyers and coupons for the business partner program and church outreach.
  - Tagline suggestion: Helping Feed Those in Need
- Establish a rolling three-month communications/marketing calendar
  - Calendar will schedule promotions and action steps to complete promotions in a timely manner and allow the store to plan ahead and know what's coming.
  - Calendar will be rolling with a month added as the current month activities end
- METRICS:
  - Set up simple plan to track coupons and promotions each month
  - Tracking media promotions
  - Tracking flyer and coupon promotions
  - Tracking Facebook promotions
  - Tracking Business Partner promotions

## **ORGANIZATION AND MANAGEMENT:**

As mentioned earlier in the business plan, we are organized as part of our current St. Vincent de Paul, St. Philip the apostle Conference as a 501-C3 Not for profit Corporation under Arizona State Corporation Commission guidelines. We are under the umbrella of the St. Vincent de Paul Diocesan Council of Phoenix. The Officers and Volunteers have been identified in the Organization Chart previously mentioned in this plan.

## **DUTIES AND RESPONSIBILITIES:**

VP/General Manager –

- Reports to Conference President(s)
- Set policies and goals for store operations
- Develop a business plan for the stores and review at least annually

- Prepare an annual budget in cooperation with the Store Manager and submit to the Conference
- Identify with the Store Manager the goals for the year and incorporate into the annual budget
- Ensure monthly, quarterly and annual reports are made to the Conference for presentations to District and Council, as required.

#### Marketing Director–

- Reports to the GM
- Develops marketing ad programs (see pages 6 & 7)
- Track programs and expenses on spreadsheet

#### Store Manager –

- Reports to the VP/General Manager
- Responsible for overseeing store operations
- Work with VP/General Manager in establishing goals and programs for the year
- Plan with management the calendar of promotions, special events, etc.
- Institute the use of a personnel manual for all St. Vincent de Paul Volunteers and employees

#### Assistant Store Managers –

- Report to Store Manager
- Organize donations in a manner for best opportunity to show
- Devise and implement pricing and promotions for the store
- Work with Volunteers to insure customers are treated with respect and dignity
- Establish principles of honesty for all store personnel
- Work with Store Manager to set policies for free distribution to individuals
- Enforce the forty Eight (48) hour moratorium policy of goods on the floor regarding volunteers and employees

### **HISTORY OF THE BUSINESS:**

Our history consists of forty-eight (48) months of operation in this Shopping Mall market. During this time we have been able to establish a successful operation in providing quality merchandise in a clean and friendly atmosphere.



We have our own Food Bank operation as a very successful business serving an expanded base of clients. We have adopted the Key Company Principles of our sister Shopping Malls, keeping in mind that our number one goal is to expand our current base of service to people of need.

### **PRODUCTS AND SERVICES:**

The product and services line include the following, but are not exclusive of any future items:

- Clothing to include shoes, etc. All clothing and other items will be washed, ironed, or otherwise appropriately cleaned before being placed on the racks for sale.
- Furniture. All furniture will be cleaned, inspected and priced before being placed in the store.
- Appliances will be checked out by qualified individuals to insure they are in proper working order

The products placed in the store will have a 48-hour statute of limitations on them to insure there is no inappropriate purchasing by volunteers. All items will be priced competitively with other stores in the area. We will have several individuals who will survey pricing from time to time to make sure we are giving our clients the best bargain for their money