



XXXXX

OINP – Entrepreneur Immigration Business Plan

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▶ **Executive Summary**

Executive Summary

I, XXXXX will be starting a retail convenience store in Hamilton, Ontario that will work towards setting up daily use items for the residents of North End Hamilton, Ontario through a store of more than 1,600 sq. meters near the port area. I will have 100% ownership in this business. I am currently in the process of applying through Ontario Immigrant Nominee Program - Entrepreneurship Program that will enable me to establish this business, earn profits and create long-term sustainable growth for the organization. The program requires an investment of over CAD 200,000 outside of GTA. In my case I will be investing CAD 200,000 in this business that will help me to execute capital expenditure along with procurement of inventory for the retail store. I will be investing CAD 200,000 from my personal funds to establish this business and setting up the retail store in Hamilton.

The business model relates to providing retail customers their daily use items through the flagship store in Hamilton. I will also be taking delivery orders through phone and website. I will develop a business model that will help ensure delivery of the orders within 30 to 60 minutes to nearby residents and community members. This will help the store to get recognition from the customers and gain their loyalty that will help generate sustainable revenue stream for the business. I have developed projected financial model and the results are as follows:

Particulars	Year 1	Year 2	Year 3	Year 4
Revenue	350,177	514,756	652,835	827,953
Net Profit	(8,348)	34,186	38,401	82,065
Cash Balance	68,108	65,149	73,030	115,316



CAD 115K
Cash balance after 4 years
of operations



33%
Growth in annual
revenue



40%
Gross Profit



5%
Average Net Profit after
depreciation



CAD 82K
Net Profit – 4th Year

Executive Summary

Ontario Entrepreneurship Immigration Requirements

Experience

I have been the CEO for past 15 years and thus have the required experience for the OINP Entrepreneur program.

Net Worth

Since the business will be located in Hamilton, Ontario, Canada therefore I fulfill the net worth requirement of CAD 400,000.

Personal Investment Funds

I will be making personal investment of CAD 200,000 which is explained in detail in this business plan.

Active Involvement

I will be actively involved in this business as a Managing Director and will be completely responsible for retail store operations.

Minimum Equity

I control 100% equity in this business. This is another requirement of OINP Entrepreneur Stream which I am fulfilling.

Capital Investment Purpose

I am not investing the capital in the business for the purpose of deriving interest, dividends or capital gains.

Job Creation

I am creating at least one full time job in Hamilton in the first six months.

Business Related Visit

I will visit Ontario for the purpose of fulfilling the OINP requirement.

Executive Summary

Critical Success Factors

Ability to control stock on hand

I will must minimize unnecessary stock buildup, while ensuring that popular products are always available. Inventory turns frequently in this industry thus my operational management will ensure that the business has inventory turnover between 20 and 35 times annually.

Attractive product presentation

I will ensure that I maximize layout and design, maintain shelf management and cleanliness and display a range of products in a visually appealing way. This will help the store to increase the product display helping customers to get awareness on the product range and generate sustainable revenue for the business.

Maintenance of excellent customer relations

My retail store will provide friendly and helpful service to ensure repeat purchases. In addition, I will be building an image of quick service and extended hours along with prompt delivery that will help to maintain these relations and generate revenues for the business.

Proximity to key markets

My convenience store location is near a residential area i.e. North End Hamilton and also remote enough from other food stores, such as supermarkets and quick-service restaurants, to encourage patronage.

Access to multiskilled and flexible workforce

I will be identifying excellent human resource and giving him very good pay package as it will encourage him to work efficiently and to enhance his skills in performing the job, from customer service to lifting boxes.

Executive Summary

Value Proposition

- Developing a company that would provide new retail business to customers across Hamilton where I will work with manufacturers, suppliers including product wholesalers and displaying their products on the shelves. This will help increase visibility of products in the store and generating revenues for the business.
- I believe that the business model will help create value for the retail customers as well as the manufacturers/ suppliers since I will also be providing the customers with high quality of customer service. This will ensure that they purchase those products again and will help the business partners to increase their sales in the region.
- Our website will be available 24/7 where the customers can place their orders from across Hamilton and get the delivery very next day. I will always ensure that the store deliver the orders on priority, high quality products and accept any defected item delivered.
- The store will be providing local communities with discounted pricing for their events and functions. I aim to develop relationship with the communities that will help the store to build trust and create long-term investment in gaining orders from them.
- The delivery within the normal business hours will consist of 30 min to 60 min delivery from placing the order. This will help the store to satisfy the immediate needs of the customers and to get a loyal customer base.





▶ **Business Model**

Business Model

The Entity

I will be starting this new venture by establishing a retail convenience store in Hamilton, Canada. I will establish this business as a sole proprietor where I will own 100% each of this business through my personal investment of CAD 200,000 in Ontario, Canada. I will fulfill the requirements of the OINP – Entrepreneur Immigration Program through this investment of CAD 200,000 that will enable me to establish this business in Canada. I aim to open this convenience store in North End Hamilton that will help generate revenues from the store along with providing convenience to the residents.

The business structure will be kept simple as I will be working as the Managing Director of this business and will be directly responsible for entire business management, developing relations with suppliers/ manufacturers, local communities and the retail customers. My experience of working as CEO of multiple businesses over the past 15 years will play a pivotal role in long-term development and growth of this retail store. I believe that my business acumen will help me to diversify the revenue generation of this business and will help achieve sustainable growth for the retail store.

I have more than 15 years of experience while working as an entrepreneur in India. My experience while working with multiple businesses has helped them to develop leadership, management and growth strategies enabling my businesses to achieve sustainability. I will be working towards developing client relationship that will help understand client needs, get those products on the shelves and enabling customers to keep visiting for their daily needs

I will initially rent a small retail space of 1,600 sq ft that can accommodate this retail store and the items that I plan to place on the shelves. I will also be doing some leasehold improvements in the location that will help me to ensure proper visibility of products and will help the store in generating revenues. My focus is to create a win-win situation for Canada and the business where I will be contributing towards the economic growth of Ontario in particular through bringing investment as well as creating value for the customers.

I am working towards helping the Canadian retail industry to get great value for this business through increasing employment as well as contribute towards economic growth.

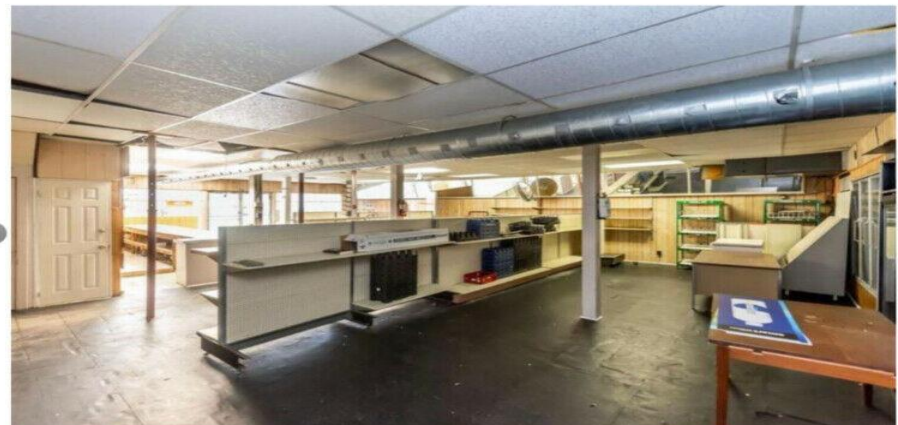
Business Model

The Location

Proposed location

208 Mary St, Hamilton, ON L8L 4V8, Canada

I have identified a proposed location in Hamilton at 208 Mary Street. The property management company Looking for a long-term tenant to take over spacious retail or convenience store unit in the up-and-coming area in the North End in Hamilton. Surrounded by residential and undergoing intensification. Space includes huge basement for storage. Utilities extra. Thus, I believe that this location can me a major factor for the store toe start this retail store and generate operations in Hamilton.



Business Model

Product Proposition

Our convenience/ retail store will primarily serve as a source for fill-in items to supplement total food store purchases. Therefore, having the right mix of a limited product selection is critical to this retail business for the retail store's success. Following are some of the major product categories that I aim to market in the retail store:

Tobacco Products

The store will be offering traditional tobacco products along with chewing tobacco and electronic cigarettes that represent the fastest growing category within the tobacco products segment.

Food Services

Our food service will include fresh consumables, food prepared on-site, packaged sandwiches, hot and cold dispensed beverages and frozen dispensed beverages.

Packaged Beverages

I will also sale various packaged beverages as their sales have remained moderately steady over the past five years.

Candy and Snacks

I will also sell salty snacks, candy, meat, fish, poultry products and prepackaged canned meats that require refrigeration.

Beer and Wine

I will be working towards obtaining Ontario's license that will regulate the sales of alcoholic beverages stymie liquor sales across Hamilton. This will help diversify the revenue stream and generate significant volume for the store.

Other Products

I will also offer consumers a variety of other products for sale, including prepaid calling cards, newspapers, videos, ATM services and lottery commissions.

Business Model

Revenue Generation

Our business model will be one of the most demanding model in Canada where retail convenience stores are booming and generating more than CAD 10 billion in revenues. The store will be able to generate revenue from multiple sources that include the following:

- Revenue from store sales: The primary revenue generating activity will be the sale revenue generated from the sale of tobacco, food, beverages and other daily use products from the store. The store will be earning substantial gross margin from these sales since this will be the bread and butter of the retail business. The primary business model is based on identification of high turnover daily use products, getting those supplied from manufacturers or authorized distributors in Hamilton, getting them in the shelves and selling it to the customers coming to the store. I believe that on average the store will be able to earn 20% to 40% margin on sales of these daily used products.
- Revenue from deliveries: The second revenue stream will be the revenue that the store will be generating from delivery sales. I will not be charging any delivery fee above a certain threshold bill amount. This will give an opportunity to the customers to get their favorite products within 30 minutes to one hour. This will provide an opportunity to create convenience to the customers and generating revenues for the business.
- Revenue from website: The third revenue stream will be the orders that the store aim to receive from the website. I aim to provide the customers with the ability to post their orders on the website and the store aim to deliver it across Hamilton.
- Revenue from community orders: The fourth revenue stream will be the revenues that the store will generate from the community on large orders received for functions and events. This will ensure that the business remain connected with the community and give them required products on substantially less margins.

There are multiple revenue streams that I will be able to develop once the store kick startThe operations in Hamilton. In the first four years The revenue will mainly be generated from retail sales that will enable the store to market the retail convenience store across Hamilton. I believe that the store's growth through using technology in the business will help in creating long-term relationships with the customers and will result in revenue generation for the organization. I believe that Hamilton, Ontario gives the business the required human resources infrastructure that will help me to create new growth opportunities.

Business Model

Vendors

I will be making procurements for the retail store in Hamilton Ontario. I have identified distributors and wholesalers in following major categories:

- Tobacco Products
- Food Products
- Beverage Distributors

I have identified the following local vendors that will help the company to get deliver of daily used items in each of the below mentioned categories:

Tobacco Products

- Hamilton Vape
- Havana Castle Cigars
- Wolfpack Manufacturing
- Trillion Tree Organic Market Inc.

Food Products

- Mercury Food Service
- Wholesale Club
- F & C Food Importing Inc
- Nikolaos Fine Food Limited

Beverage Distributors

- Pepsico Beverages Canada
- Beverage World Inc.
- ED Smith & Sons
- One by One Beverage Products
- Roseland Produce Whoelsale

Business Model

Retail Stores in Canada

\$ **\$10.1BN**
REVENUE

Annual Growth 2014–2019 Annual Growth 2019–2024
1.6% **1.2%**

Annual Growth 2014–2024



3.7%
PROFIT
MARGIN

Annual Growth 2014–2019
-0.4pp

Annual Growth 2014–2019



\$374.4M
PROFIT

Annual Growth 2014–2019
-0.5%

Annual Growth 2014–2019



12,871
BUSINESSES

Annual Growth 2014–2019 Annual Growth 2019–2024
-1.1% **0.1%**

Annual Growth 2014–2024



Business Model

Convenience/ Retail Stores in Canada

Pit stop: Despite declining cigarette sales, smokeless tobacco use is expected to aid revenue growth

Over the five years to 2019, the Convenience Stores industry in Canada has withstood increasing competition by offering convenience, value and a variety of fresh and healthful products. The small size and accessibility of convenience stores enable operators to adapt to changing environments and consumer preferences, making them more resilient than supermarkets and other food retailers. Industry operators have increasingly shifted product mixes to include food service products that are more profitable than items such as cigarettes, and have focused more on satisfying demand for quick and easy meal options. Consequently, industry revenue is expected to grow an annualized 1.6% to \$10.1 billion over the five years to 2019, including growth of 0.9% in 2019 alone.

Furthermore, the quick speed of transactions at convenience stores has proved to be valuable to busy individuals. Other retailers have also begun competing with the industry for convenience-seeking customers. In particular, credit card use and interchange fees have gone up in recent years, placing downward pressure on industry profitability. Wages have also increased as stores extended operating hours to satisfy consumers' needs at all times. The ability of larger retail stores to maintain lower costs has forced industry operators to alter product mixes and advance their food options at a faster rate to remain competitive. High competition has also negatively affected profit margins, despite consolidation and the sale of higher-margin goods.

As the economy recovers and disposable income levels rise, consumers are expected to turn to the convenience of industry establishments. Over the five years to 2024, IBISWorld anticipates cigarette unit sales to decline further, as health concerns and higher prices deter consumers from smoking. Despite declining cigarette sales, smokeless tobacco use is growing and will aid revenue growth in the coming years. Consequently, while sales of this industry's leading product segment are expected to decline, greater focus on convenience and fresh food will help boost industry revenue and profitability. Furthermore, regulations pertaining to relaxed liquor laws in Ontario will benefit industry operators. Over the five years to 2024, industry revenue is expected to grow an annualized 1.2% to \$10.7 billion.

Business Model

Key External Drivers

External competition for the Canadian Convenience Stores industry

This industry is sensitive to competition from supermarkets and other grocery stores because these retailers offer similar products and a comparable level of convenience. To remain competitive, players must ensure that their stores are accessible, review their prices regularly and provide a variety of high-demand products. External competition is expected to increase in 2021, posing a potential threat to the industry.

Per capita disposable income

Convenience stores retail impulse and nonessential goods, so stores typically charge higher prices in return for accessibility. Increasing disposable incomes may enable consumers to visit convenience stores more often and spend more money during each visit. Per capita disposable income is expected to increase in 2019, representing a potential opportunity for the industry.

Leisure time

Changes in leisure time affect demand for this industry because the more time-strapped people become, the more likely they will be to visit convenience stores. Therefore, as leisure time decreases, demand for convenience store goods is expected to increase. Leisure time is expected to increase in 2021.

National unemployment rate

A rising unemployment rate has a negative effect on the Convenience Stores industry in Canada. Many workers make stops at a convenience store before or after work as part of their everyday routine. When work is removed from the equation, the need for fast and easy retail purchases of food, beverages and sundries declines. Conversely, a declining unemployment rate has a positive effect on this industry. The unemployment rate is expected to decrease in 2021.

Number of adults aged 20 to 64

Adult consumers make up the largest market for convenience stores. This age group is more likely to have full employment. As a result, as this age group grows, demand for convenient shopping increases. The number of adults aged 20 to 64 is expected to decrease slightly in 2021.

Business Model

Retail Market Performance

The Convenience Stores industry in Canada consists of retail businesses that primarily sell basic food, beverage and tobacco merchandise in convenient locations during extended hours of operation.

The industry thrives on high disposable incomes, low unemployment and less leisure time. Over the five years to 2020, in response to growing demand for convenience and time-saving options, industry operators have readily adapted to changing consumer tastes to increase sales. Among these changes is a significant increase in the amount of prepared and healthful food offerings made available to consumers. Industry revenue is anticipated to grow an annualized 1.6% to \$10.1 billion over the five years to 2020, including growth of 0.9% in 2020 alone.

While the industry has experienced steady growth during the five-year period, operators have encountered some hurdles as well. For example, rising costs and mounting competition from other food retailers, such as supermarkets and dollar stores, have limited growth in food sales and resulted in declines in profitability. Moreover, even as tobacco products comprise a sizable portion of industry revenue, this segment as a whole has decreased somewhat due to higher prices, new taxes and regulations on cigarettes, which have curbed overall tobacco consumption. In response, industry operators have adjusted product mixes to include more healthful food products and fast food options, which are more profitable than tobacco.

In particular, per capita disposable income is expected to increase at an annualized rate of 0.9% over the five years to 2020, enabling consumers to purchase soda, snacks and other sundries at convenience stores, which are often more expensive in other retail venues such as grocery stores and supermarkets. Moreover, while unit sales of tobacco and candy have stagnated due to health concerns, higher demand for food service options, such as prepared and packaged meals, has enabled industry operators to generate more revenue from these items.

Time is an increasingly precious commodity for Canadians, particularly for those who live in two-income households. Convenience stores have remained competitive, despite increased competition from other food retailers, by offering convenience through easily accessible locations and quick service. Consequently, busier lifestyles, coupled with changing preferences, have led to increased snacking between meals and on-the-go food consumption.

Business Model

Industry Regulations

Overall, the percentage of Canadians who smoke is declining, posing a challenge for the Convenience Stores industry in Canada due to tobacco products' importance in revenue generation.

In particular, the percentage of smokers in Canada is expected to decline at an annualized rate of 3.1% over the five years to 2020. This decline is partly the result of changing public perceptions about smoking and its ill effects, but Canada's increasingly strict regulations prohibiting smoking in public spaces and workspaces have also contributed to decreased tobacco sales.

Furthermore, the federal government imposes a 5.0% tax on cigarettes, in addition to provincial taxes on cigarettes, which range between 10.0% (in Saskatchewan) and 15.0% (in Nova Scotia). Quebec, Yukon, Nunavut and the Northwest Territories have no provincial cigarette tax. Since cigarette prices typically rise with taxes, the effect of increased tobacco taxes is not reflected in this product segment's contribution to industry revenue, but rather in its contribution to industry profit. Convenience store operators have attempted to balance this decline by relying more heavily on lucrative product segments such as food service, which includes packaged sandwiches and hot and cold dispensed beverages. However, tobacco product sales still comprise the bulk of industry revenue in 2020 at 42.5%.

Updated tobacco regulations were also introduced during the period. The Tobacco and Vaping Products Act (TVPA) was enacted in 2018 to regulate the manufacture, sale, labelling and promotion of tobacco products and vaping products sold in Canada. The former Tobacco Act was originally enacted in 1997 in response to the national public health problem posed by tobacco use. The new act attempts to curb the rising amount of e-smoking among Canadians and limits the display of vaping products in certain retail locations.

Industry landscape

Due to the challenges the industry endures, the number of enterprises has decreased at an annualized rate of 1.1% to 12,871 companies over the five years to 2020. Slow revenue growth and a saturated market have led some retailers to merge or acquire operators. Most notably, industry operator Alimentation Couche-Tard Inc. embarked on an aggressive strategy of growth through acquisition that helped increase its revenue over the five years to 2020.

Business Model

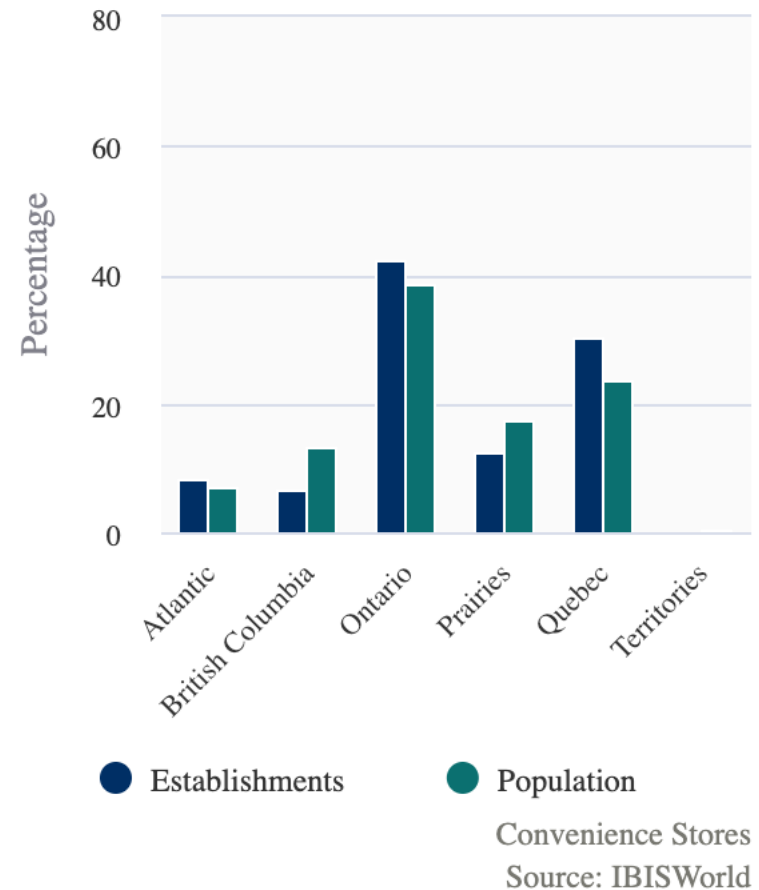
Distribution of Establishments

The distribution of establishments in the Convenience Stores industry in Canada largely mirrors population distribution in Canada, with the exception of regions of large geographic size where the population is more spread out, thus requiring more vehicle travel and more establishments per capita. This trend is common within the retail sector, as these companies rely heavily on foot traffic to generate consumer purchases.

Ontario, home to 38.7% of Canada's population, accounts for 42.3% of retail establishments in 2019. Moreover, Ontario's location on the Great Lakes provides retail stores in this area with a well-established transportation network and easy access to imports from the United States. Quebec accounts for 30.1% of convenience stores, though the percent of the population in this province is much lower at 22.9%. This difference can be attributed to Quebec's relatively lenient liquor laws. The province permits beer and wine sales in its convenience stores, enabling industry operators to thrive and proliferate. Quebec's stores still endure stiff competition from government-run liquor stores, however. Alberta is home to 8.5% of the nation's convenience stores, despite containing 11.7% of the Canadian population. Alberta does not permit beer and wine sales in its convenience stores, resulting in a lowered number of establishments.

Source: IBIS World

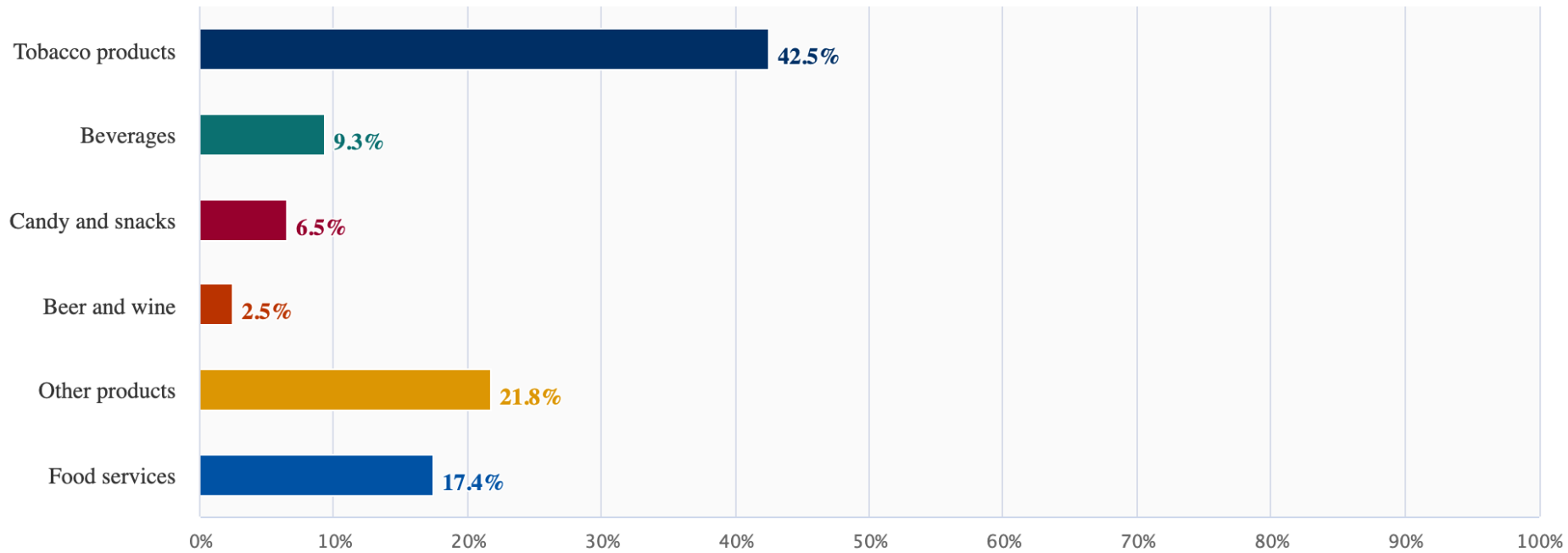
Distribution of Establishments vs Population



Business Model

Products Segmentation

Products and Services Segmentation



2019 INDUSTRY REVENUE

\$10.1bn

Convenience Stores
Source: IBISWorld

Business Model

Industry – Products

Tobacco products

Convenience store companies are trying to reduce their dependency on tobacco products due to threats of government regulation and taxation, in addition to escalating consumer health concerns. The industry is still heavily reliant on tobacco sales, however, as this segment is expected to generate 42.5% of revenue in 2020. Sales from this product segment have increased as a portion of industry revenue over the five years to 2020. Chewing tobacco and electronic cigarettes represent the fastest growing category within the tobacco products segment. Despite the increasing relevance of this category, the heightened awareness of the dangers of smoking and bans on smoking in restaurants and other public spaces, sales in this category are expected to slow in the years ahead. Additionally, the Convenience Stores industry in Canada competes with internet retailers, supermarkets, gas stations, kiosks and other retailers in this product segment. The increasing competition from substitute retailers is also forecast to reduce sales of cigarettes and tobacco products as a percentage of total merchandise sales. Furthermore, antismoking products, such as smoking cessation gum or sprays, represent the fastest growing product category for convenience stores. Sales of this product segment are expected to decline over the next five years.

Food services

Food service is a growing segment of revenue for this industry. Food service includes fresh consumables, food prepared on-site, packaged sandwiches, hot and cold dispensed beverages and frozen dispensed beverages. In 2020, 17.4% of sales will be derived from food services, which is an increase from 2014. The growing popularity of these items is due to their convenience. Consumers are able to purchase multiple goods at the same time, at late hours or at an accessible location. Coffee sales are considered part of food service sales, and nearly all convenience stores sell coffee. Other popular food categories include yogourt products (refrigerated), oriental noodles and instant light lunches and instant breakfasts. Additionally, major industry operators have begun introducing fresh food products to their storefronts including locally grown fruits. Mounting competition from quick-service restaurants such as Tim Hortons and Dunkin' Donuts, and drug store chains such as Walgreens, is having a negative effect on traditional convenience store coffee sales. This segment is expected to expand over the five years to 2024 as convenience store owners attempt to replace declining revenue from cigarette and tobacco products by marketing more food items.

Business Model

Industry – Products

Packaged beverages

The packaged beverage product category is made up of bottled nonalcoholic beverages such as water and soft drinks. Sales in this product group have remained moderately steady over the past five years. Packaged beverages represent 9.3% of revenue in 2020. The number of packaged beverages sold may rise over the next five years as increased marketing for packaged drinks, greater health consciousness and the need for convenience encourage further sales growth. Beverages are continually being innovated, such as vitamin-enhanced waters and sport and energy drinks, and new products will further increase sales from this segment. Energy drinks, soft drinks and juice drinks, in descending order, generate the largest sales revenue within this category.

Candy and snacks

Groceries and other edibles in convenience stores are estimated to account for 6.5% of total industry revenue in 2020. Grocery items include salty snacks, candy, meat, fish, poultry products and prepackaged canned meats that require refrigeration. Produce items and frozen foods are also considered grocery items. Sales in this product group have been weakening steadily over the past decade. This decline is due to the external competition that the industry endures from supermarkets and grocery stores, which are better able to compete on price due to their ability to source goods in larger quantities. Industry operators are moving toward supplying consumers with more high-quality, locally grown produce in an attempt to spur revenue growth from this product segment.

Beer and wine

Provincial laws regulating what entities may sell alcoholic beverages stymie liquor sales across much of the country. However, industry operators are permitted to sell a wide variety of beer and wine products, sales from which generate 2.5% of industry revenue. This segment's share of revenue has increased over the five years to 2020 in line with per capita alcohol consumption.

Other products

Convenience stores offer consumers a variety of other products for sale, including prepaid calling cards, newspapers, videos, ATM services and lottery commissions. Each of these subsegments represents a relatively small portion of industry revenue. This product segment has remained relatively stable over the past five years, as many of these products are considered essential purchases by consumers. Other products account for 21.8% of industry sales in 2020.²²

Business Model

Demand Determinants

Convenience

The need for convenience is the most significant demand determinant for the Convenience Stores industry in Canada. Operators aim to save consumers time by offering a limited variety of merchandise in a confined store space. Having an easily accessible location is also important. Time-sensitive consumers shop at these stores for their convenient locations, extended hours of operation, one-stop shopping, grab-and-go food service and speedy transactions. The importance of convenience in the industry is evident in the average speed of transactions. The average time it takes a customer to walk in, purchase an item and leave is between three and four minutes. Competing channels, such as supermarkets, drug stores, dollar stores, mass merchandisers and wholesale clubs, have far fewer stores. The level of real household disposable income also affects demand for goods from this industry. High-income households can afford to shop at convenience stores often. Consumers with lower disposable income levels may frequent convenience stores less often, and when they do patronize these stores, they restrict purchases to essential items, such as bread and milk.

Cigarettes

Sales of cigarettes and other tobacco products to adults have traditionally been important to the economic viability of the Convenience Stores industry, making up an estimated 42.5% of sales in 2019. According to the Canadian Convenience Stores Association, cigarette sales increased 1.0% between 2016 and 2017 (latest data available). However, despite the recent jump in industry revenue from the sale of tobacco products, tobacco consumption among Canadians has been falling over time. IBISWorld forecasts the percentage of smokers in Canada has decreased at an annualized rate of 3.1% over the five years to 2019. Public education and health campaigns have increased awareness of the dangers of tobacco, and government taxes and duties have caused prices to rise. Laws have been imposed to ban smoking in places of work and public areas, including restaurants and bars. In addition, the public perception of smoking is slowly changing, from an activity that was attractive and highly acceptable to one that is unattractive and dangerous to a person's health. Each of these developments has contributed to the fall in tobacco consumption. Smoking still remains popular with some groups, however, including youths. Youth access to tobacco has been a contentious issue for the industry, and increased regulation and laws regarding this issue have caused many operators to invest significantly in training, signs and additional security. Convenience stores' association with underage smoking has deterred some consumers from supporting the industry in general.

Business Model

Target Market

In general, customer profiles can vary and depend on the surrounding market. A typical convenience store serves 1,000 customers per day.

Consumers under the age of 25

Consumers under the age of 25 comprise 10.9% of the Canadian Convenience Stores industry's market, making it the smallest consumer segment for this industry.

Consumers aged between 25 and 44

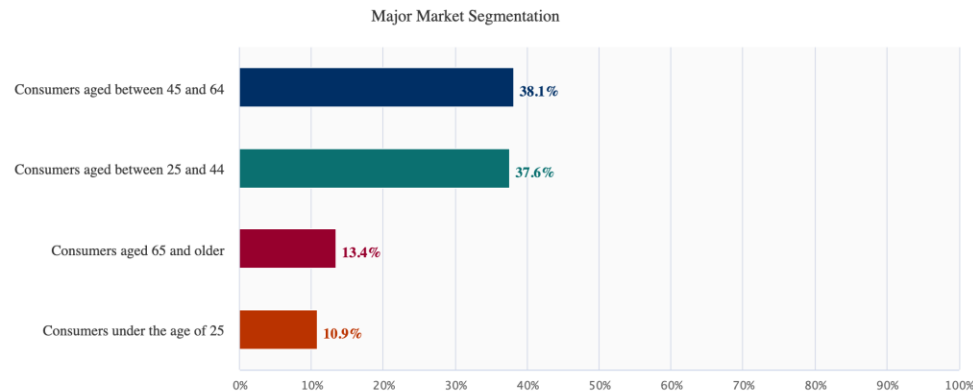
Adults between the ages of 25 and 44 make up the second-largest consumer segment for convenience stores, and are expected to account for 37.6 % of industry revenue in 2019.

Consumers aged between 45 and 64

Adults between the ages of 45 and 64 are anticipated to account for 38.1% of industry revenue in 2019, constituting the largest consumer segment for convenience stores.

Consumers aged 65 and older

Older consumers make up a smaller portion of this industry's market, accounting for 13.4% of the total market.



2019 INDUSTRY REVENUE

\$10.1bn

Convenience Stores
Source: IBISWorld

Business Model

Local Hamilton Demographics

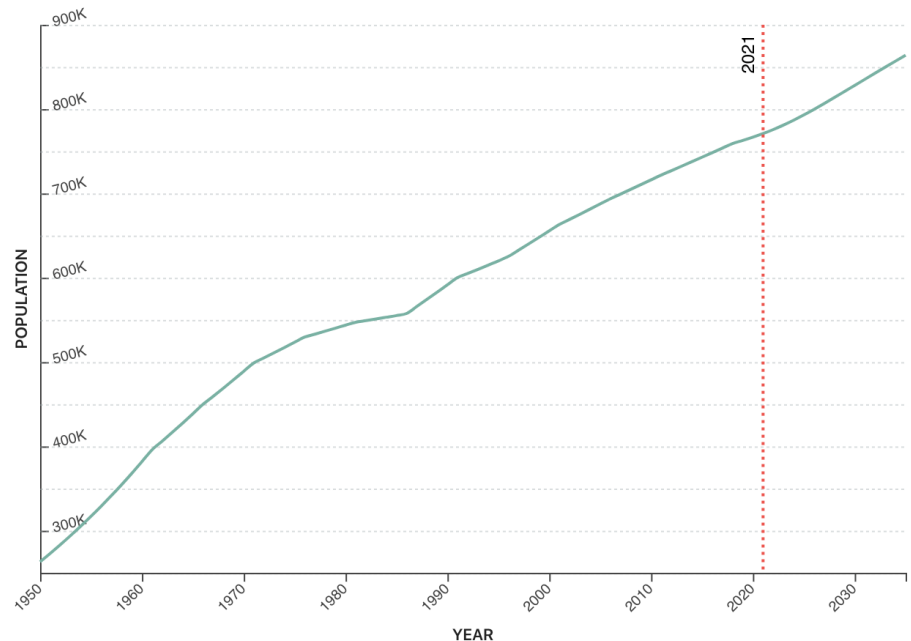
Hamilton's 2021 population is now estimated at 770,976. In 1950, the population of Hamilton was 263,177. Hamilton has grown by 4,288 since 2015, which represents a 0.56% annual change. These population estimates and projections come from the latest revision of the UN World Urbanization Prospects. These estimates represent the Urban agglomeration of Hamilton, which typically includes Hamilton's population in addition to adjacent suburban areas.

Hamilton is a major port city in Ontario, Canada. Hamilton is known for the Royal Botanical Gardens and the Canadian Football Hall of Fame. It's also a popular site for film and TV production, and it's quickly gaining a reputation for its thriving art scene. In 2015, Hamilton had an estimated population of 520,000 in the city proper, which makes it the 10th largest city in Canada.

Hamilton proper has a population density of 465 people per square mile (1,205/square mile). The urban area has 670,000 residents while the larger metropolitan area has a population of 721,000, which ranks 9th in the country. The city of Hamilton covers a total surface area of 1,138.11 square kilometers (439.43 square miles).

Hamilton Population 2021

770,976

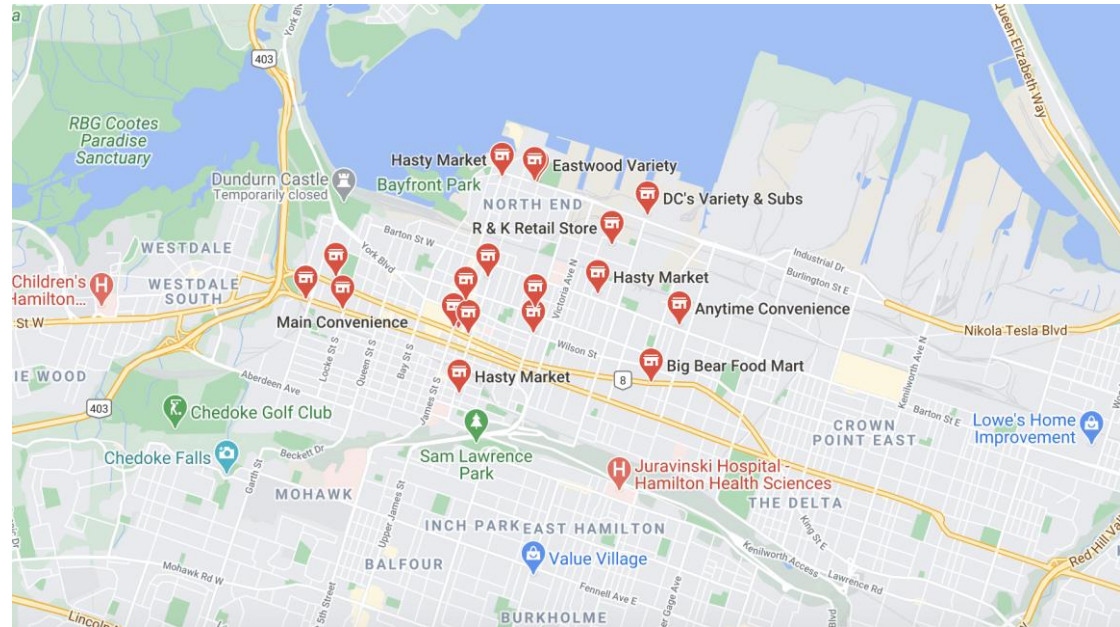


Business Model

Retail Stores - Hamilton

I have identified some of the competitors that have convenience stores in the same North End Hamilton area. Following are the major competitors:

- Hasty Market
- Angel Variety
- Eastwood Variety
- Mega Family Convenience Inc
- Main Convenience
- Fas Gas Plus convenience store
- DC's Variety & Subs
- R & K Retail Store
- Radfan convenience
- Qstop Convenience
- Keon's Super Convenience
- Big Bear Foodmart
- King & James Convenience



Business Model

Pricing Strategy / Sales Strategy / Promotion Strategy

Product / Services

The company will be operating a retail store in Hamilton that will include daily use items, food, beverages, tobacco and other similar products. I will be directly purchasing from manufacturers and selling it in Hamilton through the store.

Price

The retail pricing strategy is usually similar with margin ranging from 20% to 50% on different items. The typical net profit is in the range of 3% to 8%. I will be working towards maintaining market-based pricing strategy that will help the store to remain competitive against others.



Promotion

The company will promote its services using digital marketing strategies that will help it increase awareness in the target market across Hamilton as the target market of more than 550,000 residents.

Place

I will start the retail store in Hamilton, Ontario by establishing the store in North End Hamilton and hiring the required human resources to begin the operations that will enable the store to start generating revenues and ensure profitable operations.

Business Model

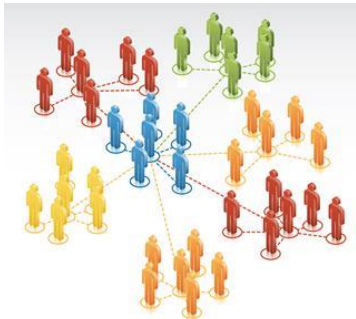
Promotion Strategy



Direct Marketing Activities

One of the most important business tasks is to perform direct marketing activities in Hamilton that will help the company to connect with local communities and businesses. This will be one of the major marketing tasks as I will be involved in performing the following activities from the beginning:

- Develop a direct marketing strategy enabling the company to connect and develop relationships with local communities, residents and businesses
- Enabling the retail store to gain local visibility that will increase customer footfall and generate revenues for the business
- Marketing the local delivery services across the Mary Street and generate delivery customers



Customer Base Development

Our marketing strategy involves creating a loyal customer base that will help the store to establish the retail business across North End Hamilton:

- Reliable retail business that doesn't charge any unusual premium along with providing efficient delivery service for residents
- The pricing point will help the company to gain market share as I will not be charging any local delivery fee and thus providing convenience to the customers



Participation in Local Community Events

Our marketing strategy will include participating in local community events that will help me to know the locals, gain their confidence and trust along with developing a strong customer base for the organization. I expect the business model to work extensively toward providing value to the customers, and thus this marketing strategy will help the store focus on meeting and creating a loyal customer base.

Marketing Strategy

Digital Marketing Strategy



STRUCTURE

Our digital marketing strategy will be comprehensive as it will help the business to achieve sustainable growth over the next four years by focusing on:

- Establishing retail store brand in Hamilton by highlighting the product range, delivery services, customer services and efficient inventory management
- Launching the marketing campaign in consultation with key suppliers

Brand

I will create the brand that will work toward providing a solution to local Hamilton residents a high-quality convenience store at their doorsteps. The brand awareness will also include highlighting the delivery services that will help the nearby customers to order their regular products through a phone call or a message and get the delivery within 60 minutes.

Goals

I have developed specific goals:

- Creating partnerships with local communities that will help the communities to serve the local residents in North End Hamilton.
- Providing value-added features like 30 minutes and 60 minute delivery of all retail products

Marketing Strategy

Digital Marketing Strategy



Social Media Marketing

I will focus on using social media marketing through Facebook and Instagram to increase the customer reach in Hamilton that will help the store increase the brand awareness.



Pay-per-click

I will perform PPC marketing through Google Ads that will help the store redirect potential customers, to reach my website and review the products through the platform enabling instant delivery across the city.



SEO Marketing

Our marketing budget will include spending on SEO marketing that will help the business reach Google's first page and will help the store to increase the reach to local Hamilton residents.



Content Marketing

I will focus on creating specific retail related content that will help reach the specific target market and generate traffic on the retail store as well as website for online ordering.

Business Model

SWOT Analysis

Strengths

- I have more than 15 years of experience as an entrepreneur while operating my own company in India that has helped me to understand operating new businesses, identifying customer requirements and providing them their needed products/ services at highly competitive pricing
- An investment of CAD 200,000 into a growing Canadian economy will give me an edge where I can get required inventory in the retail store, fulfill customer requirements and generate revenues for the business

Weaknesses

- A new place for starting a business has its own challenges and thus initially it would be difficult for the retail store to get regular customers. This is why I have emphasized on creating a robust marketing strategy that includes developing relationship with local community. I believe that through comprehensive marketing I will be able to develop presence across Hamilton and will help generate revenue for this business.
- Finding top-quality human resource with experience in the retail industry will be hard to find and thus could pose a major challenge.

Opportunities

- Growth opportunity with expanding market in Canada with 1.2% growth and 3.4% profit margin till 2025 gives an opportunity to use my experience in entrepreneurship to develop this business and contribute towards retail operations in Canada
- Serving local Mary Street and nearby community will give the store very good chances of developing relations, highlighting the delivery services to nearby residents and creating new growth opportunities for the business

Threats

- High competition from other local retailers will be a threat to the retail store and thus can impact the store revenues since they are well established in the area.

Business Model

Operational Flows

Pricing strategy

Our pricing strategy will be in line with the local competition, but I might reduce it initially to get increased customers from that will help create loyal customer base.



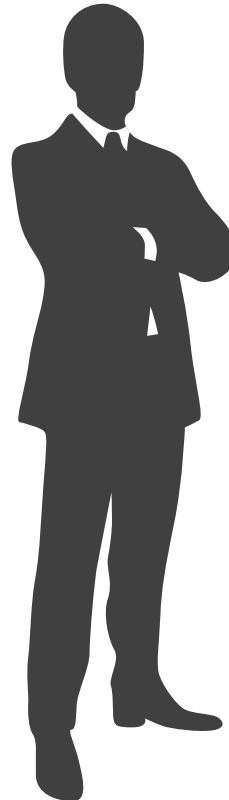
Establishing partnerships

Our plan is to develop partnerships with local communities, residents and other businesses that will help create loyal customers.



IT Maintenance

I will be using outsourced IT vendors to manage the website that will help to offer online e-commerce sales to the customers across Hamilton.



Marketing

Initially, I will be doing extensive marketing efforts in Hamilton will help the retail store to gain recognition across the city and generate footfall for the retail store.



Insurance

I will have third party insurance for this business as it will help to reduce any potential unforeseen losses .



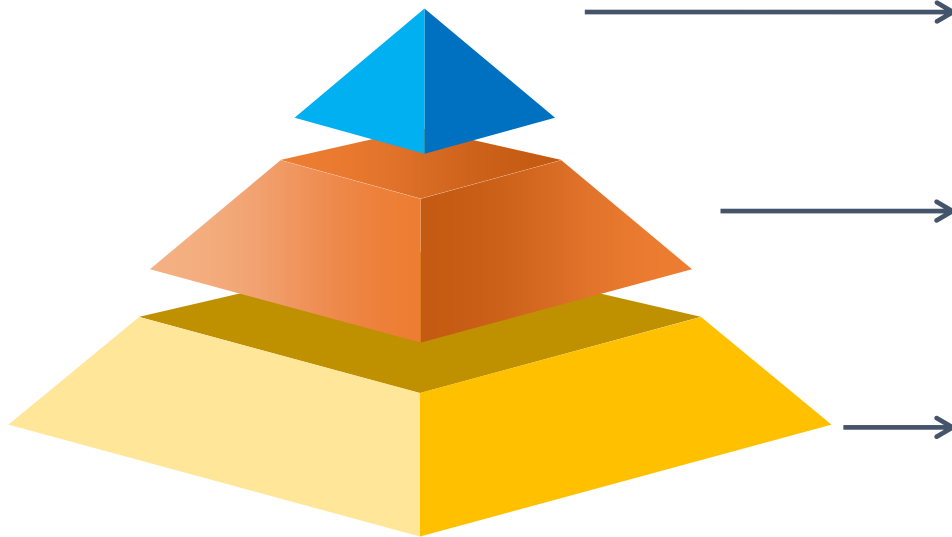
Financial Management

I will create a financial plan aligned with operational flow that would help to achieve sustainability in financial management.

Business Model

Business Strategies

Our business will work towards generating more than CAD 350,000 revenue in the first year of operations. I have developed below mentioned business strategies that will help the retail store to achieve sustainable growth and ensure that the business works towards increasing customers in Hamilton and providing them convenience of getting their required products swiftly and at competitive pricing levels.



Strategic

- To establish strong inventory levels with products that are high in demand. It will help the store to fulfill the customer needs swiftly and establish repetitive purchases by them.
- Helping local residents to order their daily use products and receive them within 30 and 60 minutes depending on location.

Managerial

- Getting product manufacturers and suppliers on board that will help the management of PPP to directly get required items from authorized manufacturers/suppliers that will help reduce the inventory cost and increase the profits. Ensuring that I hire individuals as per personnel plan

Tactical

- Provide excellent customer services across Hamilton that will help increase repeat sales and generate revenues for the business
- Build a good reputation by adhering to high retail sale standards that will help increase convenience for the customers

Business Model

Business Strategies

Customer Management Strategies

- ✓ Our strategy would be to ensure that the business understand the needs of customers with respect to daily use products that they need, I will perform timely inventory procurement and ensure item availability at all the times
- ✓ I want to develop this retail business as a key store for local residents of Mary Street and nearby areas as they can get their required items without any delay and at highly competitive prices
- ✓ I want to provide customers with excellent customer service where they will be heard, any issue will be resolved, and I will ensure that their suggestions are incorporated during the retail inventory procurement process.

Human Resource Strategies

- ✓ Recruit one full time employee in the first year of operations and another resource for marketing in the third year of operations
- ✓ Keep staff updated with the company's policies, customer satisfaction, new product that I am getting in the store as it would help the staff to efficiently market it to the customers
- ✓ Aim to provide the human resource opportunities to learn and grow over time while working with them in developing their career path for long-term growth in the organization

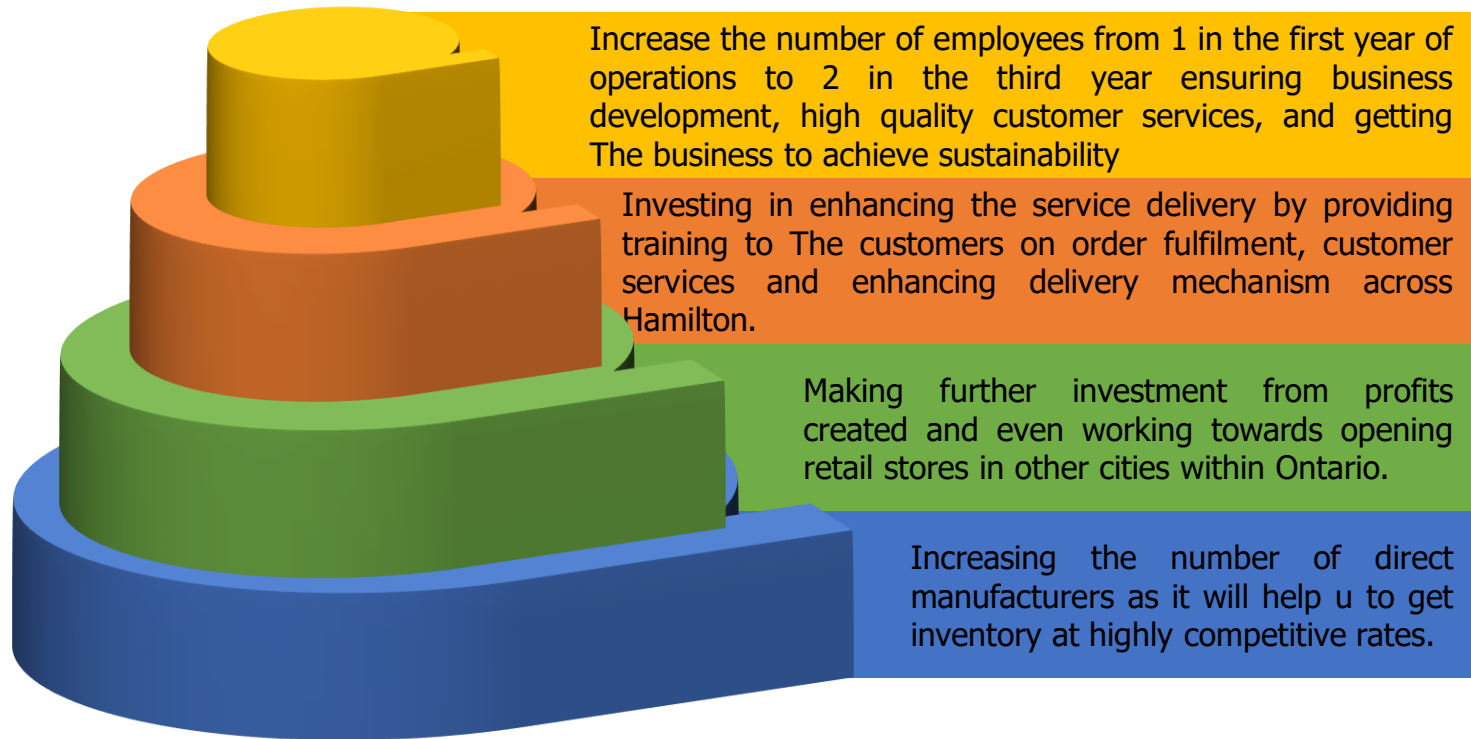
Long-term Partnership Strategies

- ✓ Exclusive product distribution rights for brands across Hamilton city that will help the retail store to work with renowned brands, fulfill their revenue targets along with generating loyal customer base for the retail business
- ✓ Developing long-term partnerships with manufacturers in Canada that will help the retail store to directly purchase from them, eliminate the middle men and increasing profitability for the business
- ✓ Developing relationships with local communities, schools, businesses, religious organizations that will help the company to get client referrals from them.

Business Model

Further Development

The primary strategy for future development will be to increase the number of customers across Hamilton along with increasing the products that I will have in the store. The expansion strategy will help the store to create a sustainable model for long-term income generation in Canada. I want to ensure that the store invest the return earned from the Canadian economy back in the country and work towards creating new employment and growth opportunities in the country.



Business Model

Milestones

Short-term Milestones

- ▶ Investing in the business and getting the location for the starting the retail store
- ▶ Hiring one full-time employee in year 1 and creating an opportunity for employment generation in Canada
- ▶ Increasing the revenue through developing partnerships with local communities that will help the community to increase the retail store awareness and generating revenues for the business



Long-term Milestones

- ▶ Establishing the business and reputation locally by increasing collaboration with large food, tobacco and other manufacturers that will help the store reduce acquisition cost
- ▶ Providing 1 more job to help manage and operate the business which would support the Canadian employment
- ▶ Expanding the business model by establishing multiple retail stores in Ontario with a focus on increasing the number of suppliers, customers and develop sustainable business



Economic Impact

Canadian Economy

Short-term Impact

- ▶ Immediate investment of CAD 200,000 through my own resources and contribution of this investment for the overall growth of the Canadian economy
- ▶ Hiring one new full-time employee in the first year and another one in the third year of operations as mentioned in the personnel plan
- ▶ Contributing to the growing economy of the country through capital investment as well as through creating employment opportunities in Canada



Long-term Impact

- ▶ Increase in the overall GDP of Canada by increasing sales in the next four years and providing job opportunities to two full time employees
- ▶ Increasing the employment opportunities by working on opening multiple retail stores once the operations expand across the province
- ▶ Contributing to the economy by increasing employment and establishing a model that can grow over time through providing products to customers and increasing their convenience



Canadian Food
Inspection Agency

Agence canadienne
d'inspection des aliments

Canada 

- ▶ **Regulatory Requirements**

Regulatory Requirements

Applicable Regulations/ Compliance Approach

Business License

A Business License is required to operate a business in Hamilton, Ontario, Canada. A business is generally defined as "the carrying on of a commercial or industrial undertaking of any kind or the providing of professional, personal or other services for the purpose of profit or gain". A business license must be held by the owner or operator of a business, and in the case of more than one business premise, a separate business license is required for each location.

I will be getting the business license for the retail store in order to establish and develop the location. I will be working with a professional team that will help my business to complete all the licensing requirements and ensuring that the business complies with all the regulations.

Zoning License

Hamilton's Zoning Bylaw regulates the use of lands and premises. Each property in Hamilton has a specific zoning district that outlines the uses permitted on the property, as well as minimum lot size, building setbacks, maximum heights and other regulations. Prior to applying for any permits with the City, it is important to review the zoning district for the property to ensure that the proposal is consistent with all of its regulations.

The retail space that I have identified has the zoning permit of retail store and thus I will be able to establish my retail store in that identified location. I will further get the services of a local professional team that will help the store to set up and get the business license along with ensuring that I comply with all the legal laws and regulations with respect to licensing.



▶ **Risk Management**

Risk Management

Potential Risks and Mitigation Plan

Risk Management

Retail Location

The most important thing in the retail business is the retail location. I have identified one of the most promising location in Hamilton near North End Hamilton. The North End is a mostly residential neighborhood in Hamilton, Ontario, Canada, immediately north of Downtown. The area is bounded by the CNR Railway to the South, Wellington Street to the East, and the Hamilton Harbour on both the North and West sides of the neighborhood. Thus, it will give me access to more than 5,000 residents in the area along with more than 25,000 individuals from nearby locations. I believe that this location will give an edge over competitors and will help in establishing a leading retail store in Hamilton.

Supplier Identification

The second major risk is the identification of reliable suppliers that can help the store in regular supply of food products, beverages, tobacco and other convenience store supplies or linking the store with manufacturers who want to have reliable dealer network across Hamilton. The risk is that the store won't have enough inventory that would keep the business going and this could substantially pose risk for the growth of the business.

I will be hiring local resources in the first year that will include retail sales supervisor. His work would be to keep working on identifying new manufacturers and suppliers who want to sell their products and I can do directly connect with them and get their products on the shelves.

Use of Proceeds

One of the risks that I foresee is extensive competition from existing retail stores as listed in the competitor analysis. It is important to understand that they have experience and expertise because of their long association in the Hamilton neighborhood, huge financial resources, along with extensive marketing that they have performed over the years. Their retail brand is already developed in Hamilton and thus they pose a significant risk to the business and existence. In order to achieve success in the high competition mode it is important for the store to work towards developing partnership with suppliers, manufacturers and communities across the city. This will enable creating a win-win situation where I aim to develop effective supply chain for daily use products.



- ▶ **Sources of Funds and Financial Plan**

Sources and Uses of Funds

Sources and Uses of Funds

The total investment to be made in the business would be around CAD 200,000 for establishing this real store by Mr.XXXXX.

They will be investing CAD 200,000 that will primarily include amount to be used for procurement of inventory and managing the operating expenses. The use of fund will be as follows:

Particulars	Amount (CAD)
Uses of Funds	
Capital equipment	CAD 40,000
Operating Expenses	CAD 160,000
Total Startup Expenses	CAD 200,000
Sources of Funds	
Personal Investment	CAD 200,000
Total Investment	CAD 200,000

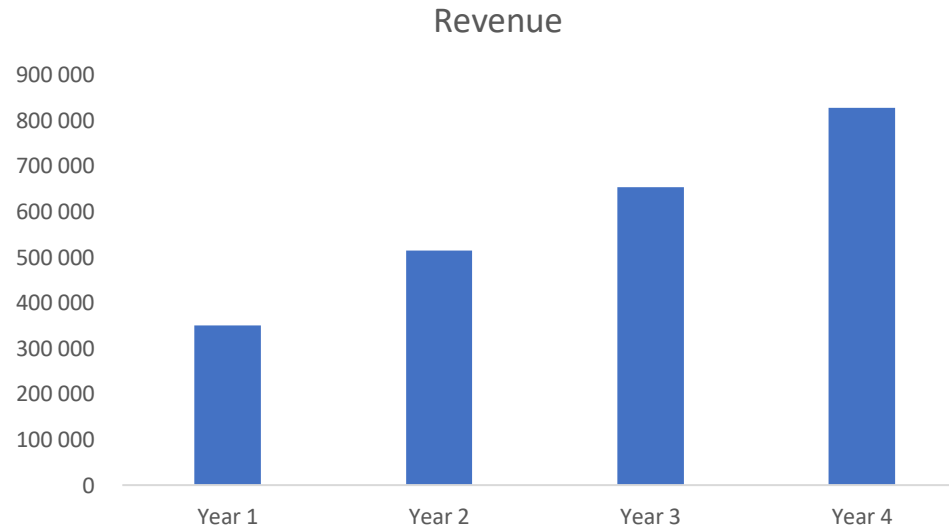
Particulars	Amount (CAD)
Startup Expenses	
Capital Equipment List	
Leasehold improvements	CAD 25,000
Laptop	CAD 5,000
POS System	CAD 10,000
Total Capital Equipment	CAD 40,000
Operating Expenses	
Inventory	CAD 120,000
Rent & Utilities	CAD 9,000
Insurance	CAD 3,000
Salaries (Employees)	CAD 18,500
Advertising	CAD 9,500
Total Operating Expenses	CAD 160,000
Total Investment	CAD 200,000

Financial Plan

Revenue Growth

The store will be generating revenue from retail store which will be setup in Hamilton outside of Greater Toronto Area. I have prepared the base revenue projections through monthly revenue estimation. I have used Stats Canada and IBIS world in order to prepare the revenue projections. I expect the revenues from the retail store to increase from CAD 350K in the first year to more than CAD 800K in the fourth year of operations. Following is the detailed revenue projections for the next four years:

Description	Year 1	Year 2	Year 3	Year 4
Revenue	350,177	514,756	652,835	827,953



Financial Plan

Projected Income Statements

I have developed the projected income statement below after taking into account the potential revenues that the store will be generating for the next four years. The major expense relates to the product cost as it is around 60% of the total revenues. I have used IBIS research to arrive at most of the projections since the market data is reliable and can be used to understand the scope of retail stores across Canada. Below is the projected income statement:

Particulars	Year 1	Year 2	Year 3	Year 4
Revenue	350,177	514,756	652,835	827,953
(Less) Cost of Sales	211,507	310,913	394,313	500,084
Gross Profit	138,670	203,843	258,523	327,869
(LESS) EXPENSES				
Salary (Owner)	50,000	51,000	52,020	53,060
Personnel Plan (Employees)	37,000	37,740	72,828	74,285
Advertising /Marketing	17,509	25,738	32,642	41,398
Depreciation and Amortization	4,000	4,000	4,000	4,000
Insurance	3,000	3,000	3,000	3,000
Rent & Utilities	18,000	18,000	18,000	18,000
Other Office Expenses	17,509	25,738	32,642	41,398
TOTAL EXPENSES	147,018	165,216	215,132	235,140
NET Profit BEFORE TAXES	(8,348)	38,628	43,391	92,729
INCOME TAXES	0	4,442	4,990	10,664
Net Profit After Tax	(8,348)	34,186	38,401	82,065

Financial Plan

Projected Cash Flows

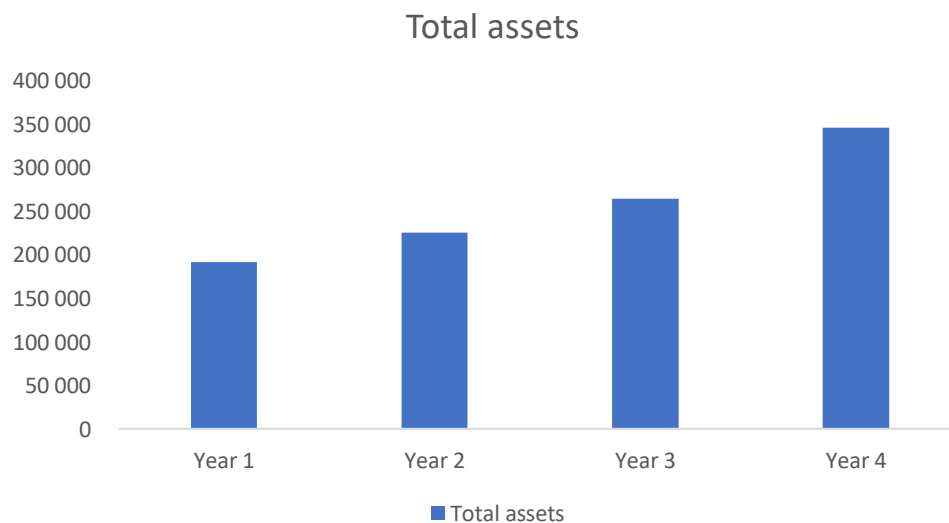
I have developed a comprehensive cash flow analysis that will help the management to understand the annual cash requirement and help manage the liquidity efficiently. The first year will have two major impacts i.e. initial loss due to being first year in operations and secondly investment in starting the operations. Thus, after the first year the store will have significant cash inflows in the business for the next three years. I expect the cash balance to reach approximately CAD 115K by the end of fourth year. The following is the projected cash flow statement:

Particulars	Year 1	Year 2	Year 3	Year 4
Profit After Tax	(8,348)	34,186	38,401	82,065
Depreciation	4,000	4,000	4,000	4,000
Changes in Inventory	(87,544)	(41,145)	(34,520)	(43,779)
Total cash from Operation	(91,892)	(2,959)	7,881	42,286
Cash from Investing Activities	(40,000)	0	0	0
Total Cash from Investing	(40,000)	0	0	0
Cash from Financing Activities				
Investment	200,000	0	0	0
Cash flow for the year	68,108	(2,959)	7,881	42,286
Cumulative cash balance	68,108	65,149	73,030	115,316
Profit After Tax	(8,348)	34,186	38,401	82,065

Financial Plan

Projected Balance Sheet

Particulars	Year 1	Year 2	Year 3	Year 4
Cash	68,108	65,149	73,030	115,316
Inventory	87,544	128,689	163,209	206,988
Fixed Assets	36,000	32,000	28,000	24,000
Total assets	191,652	225,838	264,239	346,305
Liabilities & equities				
Equity capital	200,000	200,000	200,000	200,000
Accumulated earning	(8,348)	25,838	64,239	146,305
Total liabilities & equities	191,652	225,838	264,239	346,305



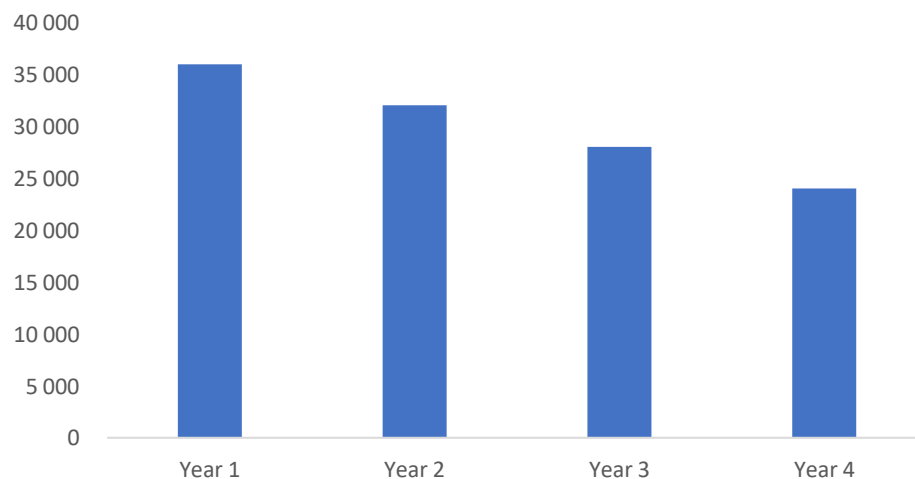
Financial Plan

Fixed Assets Schedule

I will be investing CAD 40,000 into capital assets that include leasehold improvements for the retail space, procurement of laptops and the POS system that will be used for the retail operations. I have prepared the fixed assets schedule and below is the extract:

Particulars	Year 1	Year 2	Year 3	Year 4
Leasehold improvements	25,000	25,000	25,000	25,000
Laptop	5,000	5,000	5,000	5,000
POS System	10,000	10,000	10,000	10,000
Total assets	40,000	40,000	40,000	40,000
Depreciation	4,000	4,000	4,000	4,000
Accumulated depreciation	4,000	8,000	12,000	16,000
Written down value	36,000	32,000	28,000	24,000

Fixed Assets - Net



Financial Plan

Benchmark Analysis

I have prepared industry benchmark analysis and have compared them with the projected financial statements:

- Our wages will be higher in the first year but eventually in the second year they will move towards 17% and then towards 15% in the fourth year of operations. I believe that the wages will be higher than the industry but its important to ensure that the store grow its revenues and achieve intended growth
- Industry purchases are kept at 60% of revenue and similarly I have also accounted for the purchases at 60% of revenues.
- Depreciation expenses and marketing expense will be largely in line with the industry benchmarks
- Rent and utilities will be lower than the market since Hamilton is a low cost area to setup the business operations
- Our profit rate will be lower than industry initially but increase to more than the industry average of 3.7% mainly due to reduction in other costs and proper monitoring of expenses.

Description	Industry Benchmark	Year 1	Year 2	Year 3	Year 4
Wages	7.90%	25%	17%	19%	15%
Purchases	60.40%	60%	60%	60%	60%
Depreciation	1.20%	1.1%	0.8%	0.6%	0.5%
Marketing	4.60%	5%	5%	5%	5%
Rent & Utilities	13%	5%	3%	3%	2%
Other Costs	9%	5%	5%	5%	5%
Profit	3.70%	-2%	7%	6%	10%

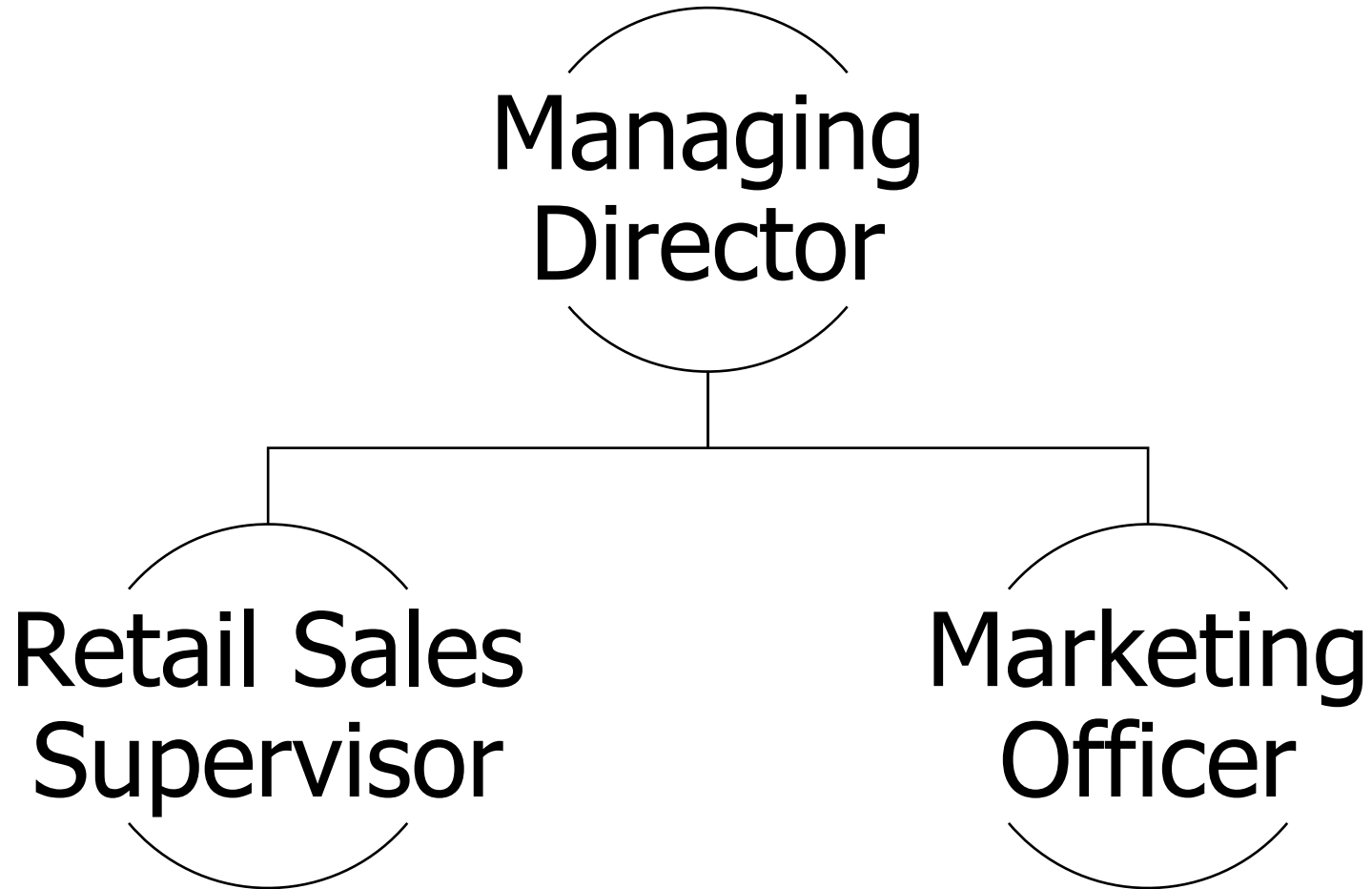
Financial Plan

Assumptions

- Our business will be able to generate CAD 22K in the first month and it will increase at around 5% for the first year to reach at a level of CAD 37K by the end of the first year.
- I will be hiring an experienced Retail Sales Supervisor in the first year of operations. For the salary benchmark I have used the below link:
 - <https://ca.talent.com/salary?job=retail+sales+supervisor>
- I will be hiring an experienced Marketing officer in the third year at an annual salary of CAD 34K:
 - https://www.payscale.com/research/CA/Job=Marketing_Officer/Salary
- I will be spending CAD 17.5K on marketing in the first year and increasing it to approximately CAD 42K by the end of the second year of operations. This is in line with the industry benchmarks that have been identified during the market research
- I have kept insurance provision of CAD 3,000 in the financial projections.
- I have also kept provision of CAD 15,500 for other expenses in the first year and growing till CAD 41,000 by the end of fourth year of operations. These expenses are in line with the benchmark and the market expectations.



► **People Case**



People Case

Compensation Plan

Particulars	Year 1	Year 2	Year 3	Year 4
Annual Salaries				
Managing Director	50,000	51,000	52,020	53,060
Retail Sales Supervisor	37,000	37,740	38,495	39,265
Marketing Officer	0	0	34,333	35,020
Total salary	87,000	88,740	124,848	127,345

Particulars	Year 1	Year 2	Year 3	Year 4
Staffing Plan				
Managing Director	1	1	1	1
Retail Sales Supervisor	1	1	1	1
Marketing Officer	0	0	1	1
Total Personnel	2	2	3	3



People Case

Compensation Plan

I have developed a personnel plan that includes hiring one full time employee in the first year and another one in the third year of operations. The NOC and skill details will be as follows:

Retail Sales Supervisor

NOC = 6211

Skill level = B

Marketing Officer

NOC = 4163 - Business development officers and marketing researchers and consultants

Skill level = A

People Case

Job Descriptions

Managing Director

- Developing store strategies to raise customers' pool, expand store traffic and optimize profitability
- Meeting sales goals by training, motivating, mentoring and providing feedback to store staff
- Ensuring high levels of customers satisfaction through excellent service
- Complete store administration and ensure compliance with policies and procedures
- Maintain outstanding store condition and visual merchandising standards
- Report on buying trends, customer needs, profits etc
- Propose innovative ideas to increase market share
- Conduct personnel performance appraisals to assess training needs and build career paths
- Deal with all issues that arise from staff or customers (complaints, grievances etc)
- Be a shining example of well behavior and high performance
- Additional store manager duties as needed

People Case

Job Descriptions

Store Assistant

- Supervise and co-ordinate sales orders and operations
- Authorize payments by cheque and the return of merchandise
- Sell merchandise to customers
- Resolve problems that arise, such as customer complaints and supply shortages
- Maintain specified inventory and order merchandise
- Prepare reports regarding sales volumes, merchandising and personnel matters

Marketing Officer

- Develop strategies and tactics to get the word out about the company and drive qualified traffic to the front door
- Deploy successful marketing campaigns and own their implementation from ideation to execution
- Produce valuable and engaging content for the website and blog that attracts and converts the target groups
- Prepare and monitor the marketing budget on a quarterly and annual basis and allocate funds wisely
- Oversee and approve marketing material, from website banners to hard copy brochures and case studies
- Measure and report on the performance of marketing campaigns, gain insight and assess against goals
- Analyze consumer behavior and adjust email and advertising campaigns accordingly

People Case

Management Team

PERSONAL DETAIL

NAME: XXXXX

EDUCATION QUALIFICATION:

EXPERIENCE

Areas of Expertise

Business management, operations management, financial management

Job Description

- Creating, communicating, and implementing the organization's vision, mission, and overall direction
- Leading the development and implementation of the overall business strategy
- Formulating and implementing the strategic plan that guides the direction of the retail location
- Overseeing the complete operation of the retail store in accordance with the direction established in the strategic plans
- Evaluating the success of the retail store in reaching its goals
- Representing the store for civic and professional association responsibilities and activities in the local community, the state, and at the national level
- Participating in industry-related events or associations that will enhance the CEO's leadership skills, the organization's reputation, and the organization's potential for success.