

# Goodwill 2020

## *“Transforming Mississippi through Job Preparation”*

### Vision

*Eliminate poverty in Mississippi*

### Introduction

The Goodwill Industries of South Mississippi (GISM) will transform Mississippi by providing short-term employer-driven pre-employment skills training to job seekers throughout Mississippi. Our commitment to our donors is to provide job seekers with the skills and opportunity to obtain a self-sustaining wage in high-growth industries by maintaining strong partnerships with other non-profits and local employers.

In order to meet the demand for our job training solutions, we will engage in the *“Transforming Mississippi through Job Preparation”* Initiative. This Initiative will focus on providing Mississippians with job preparation skills in order for them to acquire gainful employment and ultimately financial self-sufficiency. In order to fulfill this initiative, we will achieve the following operational objectives.

### Organizational Objectives

- ❖ Embodiment of core values
- ❖ Increase number of people served
- ❖ Increase number of people placed into jobs
- ❖ Increase number of community partnerships
- ❖ Increase economic impact

*“Helping People Help Themselves through the Power of Work”*

# SWOT Analysis

The following SWOT analysis captures key strengths and weaknesses within the company and describes the external threats facing GISM.

## ***Strengths***

- Powerful vision and mission with strong brand awareness
- Progressive board and experienced senior staff
- Loyal staff that is committed to core values

## ***Weaknesses***

- Lack of specialized talent
- Poor store locations and in-store aesthetics and signage
- Lack of documented policies and procedures

## ***Opportunities***

- Improve brand clarity
- Improve market penetration for donors (individual and corporate) and shoppers
- Increase philanthropic contributions

## ***Threats***

- Increased competition from for-profit and non-profit organizations
- Brand confusion
- Lack of talent pipeline

## **Mission Marketing Strategy**

GISM' strategy is to provide our clients with the most convenient opportunities to acquire job preparation, skills training, and ultimately job placement. GISM will accomplish this goal by providing short-term, employer driven job preparation competency training.

### **Mission Marketing Objectives**

- Increased number of clients served
- Increased number of clients placed
- Increased in revenue generated

#### Advertising Mediums:

- ❖ Face to face awareness sessions
- ❖ Signage within retail stores
- ❖ Wraps on transportation trucks
- ❖ Electronic newsletter
- ❖ Social media
- ❖ Signage within retail stores
- ❖ Word of mouth
- ❖ GISM website

### **Financial Objectives**

- Generate \$250k in reimbursable revenue from MDHS
- Generate \$100k in revenue from Vocational Rehabilitation program

### **Target Market**

Although GISM intends to serve anyone that requires job preparation assistance, we will initially focus on serving Supplemental Nutritional Assistance Program (SNAP) recipients either referred by MDHS or walk-ins. Services will be provided at two locations in Gulfport, which will restrict accessibility to those clients residing in Gulfport.

## **Retail Marketing Strategy**

GISM' strategy is to provide our donors with the most convenient opportunities to donate and our shoppers with the most pleasurable shopping experience because of outstanding customer service and reasonable prices. Our retail business exists to support the vision and mission of the organization by attracting and retaining donors and shoppers. When we adhere to this maxim, everything else will fall into place. Our services must exceed the expectations of our customers.

### Retail Marketing Objectives

- *Growth in revenue and profitability*
- Increased number of donors and donations
- Increased number of shoppers and transactions
- Increased dollars spent per transaction

GISM advertising budget is limited, so the advertising mediums utilized will be fairly straightforward. GISM will advertise with:

- ❖ Local TV networks (NBC, ABC, CBS, and FOX)
- ❖ Sun Herald and Radio
- ❖ Electronic newsletter
- ❖ Social media
- ❖ Transportation wraps
- ❖ Word of mouth
- ❖ GISM website

## **Financial Objectives**

- Achieve \$15 million in retail revenue
- Achieve retail expense to revenue ratio of 65%

## Brands and Target Markets

GISM will be focusing on four distinct brands targeting specific groups of people that purchase used goods:

1. **Goodwill Store:** traditional store that carries a variety of items such as clothing, linens, electronics, books, household goods, and small appliances
  - A. *Target Market:* “soccer moms” and single head of household seeking items for growing children and themselves.
2. **Goodwill Super Store:** larger store that offers the same items as traditional store but in higher quantities in addition to furniture, mattresses, and sporting goods
  - A. *Target Market:* same as traditional store in addition to males and small business owners
3. **Goodwill Select:** boutique focused on higher-end, name brand items including purses, jewelry, and vintage.
  - A. *Target Market:* millennials and customers seeking high-end product
4. **Buy The Pound:** all items are sold by the pound and have been through the retail store processing process.
  - A. *Target Market:* entrepreneurs and customers needing large quantities of items at the lowest price possible.

GISM will target people that have a need for quality clothing and household goods but do not have unlimited financial resources. People typically choose to live in South Mississippi for its quality of life and wonderful outdoor activities, and people are willing to earn significantly less (relatively) than in larger markets because quality of life is so important.

With a large population of residents that were born and raised in Mississippi, particularly those that sacrifice financial gains for quality of life, GISM has a large population base to draw off in relation to the state.

## Positioning

GISM will position itself as a low-priced thrift retail store. South Mississippi consumers have a demand for thrift goods.

GISM' positioning will leverage their competitive edge:

- A selection of quality used goods not replicated in the city. Although there are many thrift retailers in South Mississippi, there are none that have the breadth of offerings or number of convenient locations. Used merchandise can be up to 80% less expensive than the new counterpart; therefore, there is definitely a draw to the product, particularly in a region where people enjoy high quality of life at the expense of earnings.
- Superior customer experience. Although GISM' product is used goods, there is no reason to assume that the patrons of a used store deserve any less quality of customer service than you would expect from a top shelf retailer. At GISM the customer will be treated with outstanding service. GISM has a committed base of shoppers that visit our stores often. With this in mind, GISM will have a database of customers and purchasing history so when they enter the store we will have historical information about the customer.

## Strategies

The single objective is to position GISM as the premier thrift retail operator in South Mississippi. The marketing strategy will first seek to create customer awareness regarding the products offered, develop the customer base, and work toward building customer loyalty and referrals.

The message that GISM will seek to create is that GISM provides the finest selection of low-priced used items. This message will be communicated through advertising in a variety of sources mentioned in this plan.

## Marketing Mix

GISM marketing mix is comprised of the following approaches to pricing, distribution, advertising and promotion, and customer service.

- **Pricing:** Pricing will be based on a good, better, best system and standard keystoning for the new products.
- **Distribution:** All sales will take place in the retail stores except for select high-value items that will be sold via [shopgoodwill.com](http://shopgoodwill.com)
- **Advertising and promotion:** The bulk of the advertising will be with the local network television stations
- **Customer service:** Obsessive customer service is the mantra. GISM' philosophy is to do whatever needs to be done to ensure an amazing customer experience, as we have a fiercely loyal customer base who are extremely vocal to their friends with referrals.

## Marketing Research

The initial phase of the marketing plan development consisted of getting feedback from employees regarding customer feedback. These employees provided helpful insight into the decision making processes of our shoppers and donors.

An additional source of dynamic market research is a feedback mechanism based on an emailed survey. The new point of sale system will allow us to capture the contact information of our shoppers and donors, thus allowing us the opportunity to communicate on a consistent basis utilizing tools such as a survey. This survey will have several statements that customers are asked to rate in terms of a given scale. There are also several open ended questions that allow the customer to freely offer constructive criticism or praise. GISM will implement reasonable suggestions in order to improve their service offerings as well as show their commitment to the customer that their suggestions are valued.

The last source of market research is competitive analysis. The CEO and VP of Retail have visited local competitors to gain information about their respective service offerings.

## Market Needs

GISM provides its customers with a wide selection of used goods at reasonable prices via a traditional retail environment.

- **Selection:** Wide range of clothing, furniture, electronics, and household goods.
- **Accessibility:** Stores are open Mon-Sat from 9am-6pm, Sunday from 1pm-6pm, and select holidays.
- **Customer service:** Based on our core values - ***PRIDE***:
  - ***Passion – Respect – Integrity – Dedication - Excellence***
- **Competitive pricing:** All items are priced at a fraction of traditional retail prices.



## Competition

Currently, there is one for-profit thrift retail competitor in South Mississippi by the name of America's Thrift and they currently have one location in Ocean Springs. However, we've been made aware that they have been searching for donation acquisition locations in Wiggins, MS.

There are three primary non-profit competitors: Salvation Army, Habitat for Humanity, and the Humane Society. There are number of "mom and pop" thrift stores throughout the region. Most are located in dilapidated facilities with limited product offerings with a poor customer experience.

Overall, we understand that all retailers that sell clothing and household goods at a discounted price serve as competitors because we are all competing for our customer's disposable income.

## **Commercial Services Marketing Strategy**

Since the late 1980's, GISM Commercial Services has been managing beautiful environments for commercial properties throughout South Mississippi. We service businesses of all sizes and industries. In 2016, GISM had more than 1 million square feet of janitorial, exterior, and floor care services under contract. From cleaning to maintenance, landscaping to floor care, our experienced staff continues to exceed the expectations of our customers.

### **Commercial Services Marketing Objectives**

- Increase overall revenue
- Increase number of commercial accounts
- Increase number of services offered

#### Advertising Mediums:

- ❖ Trade publications
- ❖ Wraps on Commercial Service's vehicles
- ❖ Electronic newsletter to procurement offices
- ❖ Social media
- ❖ Business development
- ❖ Word of mouth
- ❖ GISM website

### **Financial Objectives (annually)**

- Generate \$4m in revenue from SourceAmerica
- Generate \$1m in revenue from commercial accounts

## **Target Market**

GISM will focus primarily on capturing commercial accounts, which represent for-profit businesses, non-profits, school districts, and government (i.e. state, county, and local).

## **Competition**

There are a number of for-profit janitorial competitors in South Mississippi. Interestingly enough, a large majority of janitorial contracts are awarded on a lowest price basis. Therefore, we are aware that there will be a number of customers that will forego quality for the sake of cost. Because of our business model to provide our employees with livable wages and benefits we may price ourselves out of certain procurement opportunities.

## **Positioning**

GISM will position itself as a reasonably-priced commercial services business that is committed to providing a “world class” experience to our commercial accounts.

GISM' Commercial Services positioning will leverage their competitive edge:

- Superior customer experience: GISM will focus their attention on providing a “world class” customer service experience. This will be accomplished through an “architected” service delivery model with quality control elements such as all work being reviewed by a designated leader and confirmation left behind so that the customer is aware that service has been completed.