

CHAPTER 4

Professional shoe care service

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Business Highlights

Type of business: *Professional cleaning service*

Start-up cost (range of capitalization): *\$50000 to \$57182.70**

Projected annual range of net profit: *(\$2869.80) - \$26015.52*

Payback period: *2 years and 10 months*

Selling/Service price range: *\$2.87 to \$169.3*

Marketing strategy: *Social media page, loyalty program, collaboration with sports events*

Suggested form of ownership: *Partnership or corporation*

Required assets: *specialized machine and equipment, materials and supplies*

Required number of staff: *maximum 7*

Competitive advantage: *The business has three differentiating factors: the quality of technical staff, high-tech machinery, and a*

** All calculations are based on US dollars.*

Business Background

With the increasing living standards, people's consumption nowadays also grows. With globalization, importing branded shoes is more accessible for those in need. In addition, the demand for shoes increases for most people due to their required profession in work or even in daily life. People must ensure their appearance is clean and decent. Recognizing that need, this business has directed the most professional shoe care service with qualified, trained staff, modern machines, and genuine raw materials to ensure that all the problems related to the shoes will be eliminated.

A shoe is a type of footwear made of materials such as leather, cloth, or rubber, has a sole and often covers the entire foot. There are many different types of shoes depending on the buyer's intended use, such as sports shoes, leather shoes, sandals, sneakers, etc. Accordingly, the reason to buy a pair of shoes is not only to wear but also to be fashionable (“Người Việt và văn hóa chơi giày?” 2020). "Sneakerhead" is a term used to describe shoe collectors, buyers, and sellers, as well as persons who enjoy wearing sneakers. They thoroughly understand shoes, including shoe styles, color schemes, origins, and history ("Sneakernomics: Are Sneakerheads important?" n.d.).

Hip-hop, breakdance, pop, and skate culture, among other things, have popularized shoe culture. That culture is quite popular in the United States. This trend is reinforced by the rapid growth of hip-hop culture in the last two years. Young people today, with early access to technology and the Internet, have also become more modern in lifestyle compared to previous generations especially famous figures such as artists, singers, and rappers, who have the most considerable influence on the contemporary lifestyle of young people. With great influence, they are combined with the fact that the nature of the profession requires artists and singers to constantly enhance their external appearance to increase their influence and prevent the audience from being bored. Therefore, the habit of playing with branded goods, especially high-end shoes of famous characters, has been pushed higher, thereby indirectly creating a trend in the community.

According to experts, not only expensive shoes but also shoes middle-priced are often used daily; customers are also very interested in cleaning and repairing them. Shoe collectors are interested in finding a good shoe care location for expensive shoes and accessories to protect their shoes. Furthermore, the most essential thing that shoe collectors are interested in is finding a reliable shoe care service. Users need a reliable shoe spa to take care of their shoes, especially those customers with high demand, like

athletes or students who often wear shoes to play or go outside. Due to the characteristics of their activity, they must use the shoes more often, which will cause their shoes to get dirty or worn out.

Potential Services

In addition to revenue from specialized shoe care and cleaning services, it can also generate revenue from brand sales of shoe-cleaning products. Shoe-cleaning products from famous brands can make people feel confident. The next source of income comes from consignment services and selling shoes for customers. Customers wishing to resell shoes can consign them at the sale store. Businesses can take a 10% commission for every pair of shoes sold. Many harried consumers do not even have time to bring their shoes to the store for cleaning. Hence, a home delivery service is recommended. Here are the potential services:

- Shoes Care Package
 - Clean canvas shoes, dark mesh
 - Clean canvas shoes with light-colored nets
 - Clean leather shoes
 - Cleaning and care of high-grade leather and suede shoes
 - Quick cleaning (3-5 hours)
 - Direct cleaning for VIP

- Shoe Sole Stain Remover
 - Waterproof coating, anti-fouling shoes
 - UV Sterilization
 - Deodorize with Nano silver technology
- Glue Protect Shoe Soles
 - Paste and protect the sneaker sole
- Shoes Passing, Repairing
 - Glue, repair shoe soles
 - Repair torn shoes
- Paint, Scratch Cover, Shoe Colour Recovery
- Shoes Dyeing
- Custom Shoes
- Combo Clean 10/30/60 Times

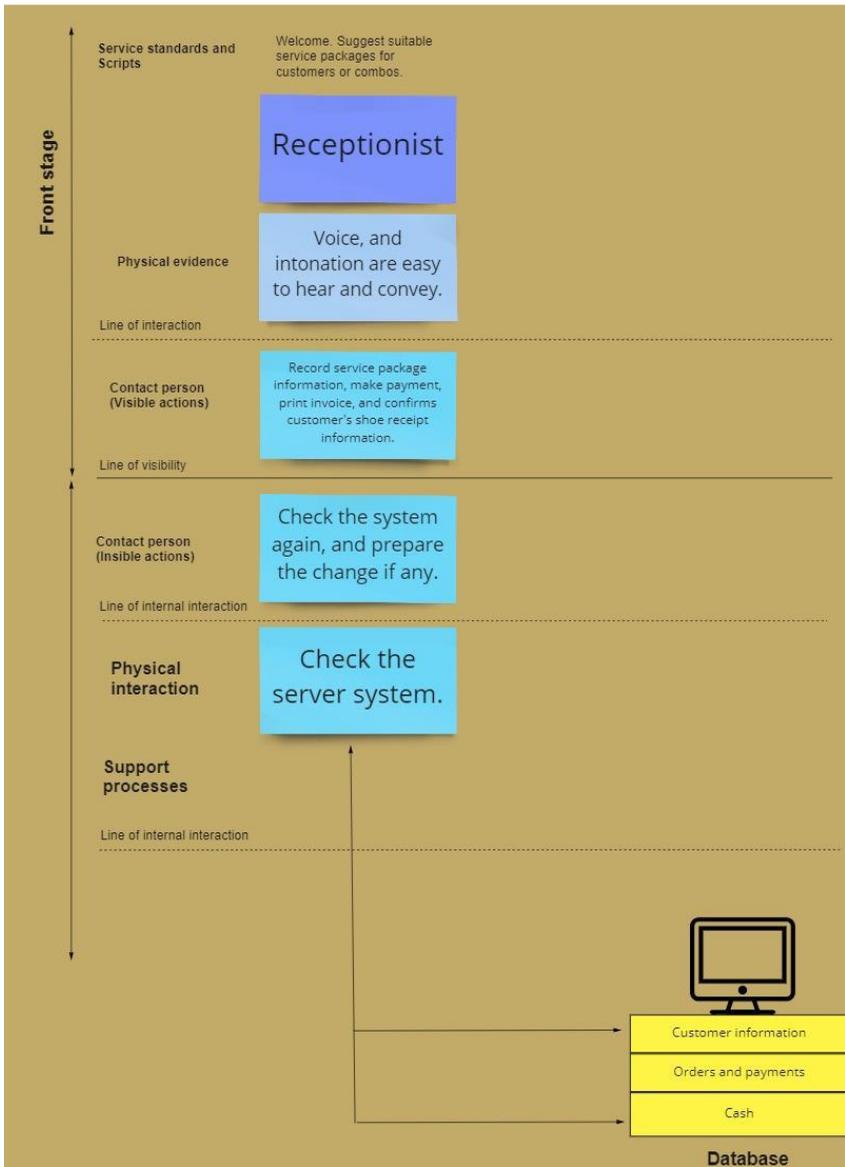
Organizational Analysis

The business is more appropriate for a sole proprietorship or corporation type. The business is under specialized service in shoe care. For a start-up, the business is still sustainable in a rented space.

The main activity is providing professional shoe care services that fit the customers. Hence, the staff needs to provide professional services within the standard process.

Figure 1

Standard service/sales delivery process



Service delivery process

When customers choose a suitable service package, their problems are addressed through 4 steps:

Step 1: Evaluation and analysis. Staff jointly evaluate the details of problems on the customer's shoes to determine the extent of damage that need to be resolved and come up with the best solution. The evaluation and identification process must apply technical expertise either qualitatively or quantitatively.

Requirements: ability to identify problems, good teamwork, actively contribute positive and constructive ideas.

Step 2: Problem Solving. After identifying the problems with the shoes, the staff carry out repairs at the shoe spa service room. The shoe spa service room also includes modern machines such as deodorizers, stain removers, etc., which help to make the repair work easier and faster.

Requirements: careful, meticulous, and responsible for the problems of the customer's shoes.

Step 3: Washing and cleaning. After the shoes are repaired, the shoes are moved to the cleaning room for washing.

Requirements: wash, clean properly, and do not wash too hard to avoid shoe damage.

Step 4: Dry and store. After washing, the shoes are transferred to the drying room. The shoes are dried directly by the fans running continuously to keep the condition of the shoes.

Requirements: Shoe care activity must be in proper drying position, which may affect the quality of the final product.

Customers only need to go to the store and receive the shoes back at the agreed time to pick them up when the invoice is issued.

Supplier delivery process

Small number of cleaning products (under 20 bottles of 500ml solution):

Step 1. The supplier determines the required order quantity.

Step 2. Pack the order carefully.

Step 3. Deliver the order to the courier unit, economical delivery.

Step 4. Shipper delivers the goods to the business.

Step 5. Pay after receiving the goods.

Large number of cleaning products (>10 liters of cleaning liquid):

Step 1. The supplier determines the order quantity.

Step 2. Pack the order.

Step 3. Deliver the order to the freight unit.

Step 4. The order is shipped to the business.

Step 5. Make payment.

Supplier evaluation process

The shoe spa services department directly contacts and deals with the suppliers while the technical department is assigned to the other related issues. Evaluating and selecting suppliers ensures that they meet production and business requirements and optimizes operations. The process includes four steps:

Step 1. Review and evaluate whether the current supplier has performed well the obligation to supply goods. The criteria include quantity of goods, shipping time, quality of goods, cargo information papers, and ability to handle problems for goods. If the supplier meets the criteria, the current supplier is considered good, and will continue with future transactions. If the supplier causes issues with any requirements, go to step 2.

Step 2. The technical department evaluates the damage level of the problem to consider and offer the most reasonable solutions. In case the goods are delivered in insufficient quantity, the supplier can transfer the

missing part to the next batch and must issue a shortage order as proof of goods in the next batch. Moreover, if the delivered goods are not of good quality and have a clear origin, refuse to receive the goods, and the supplier is forced to compensate for the contract.

Step 3. Report suppliers and issues to the CEO. If the current supplier is not in good standing, start looking for a new supplier combined with analysis and evaluation. Then, send it to the CEO for the final decision.

Service Troubleshooting Process

Like other service industries, the shoe cleaning service industry also encounters many problems with products, service quality of employees, or fire. Training employees to deal with these situations is essential. The following is the business's troubleshooting process.

Product's incidents

Step 1. Determine if the customer's problem is retail-related or a shoe-cleaning product so that the best solution can be given to the problem. In addition, whether the problem comes from the company, or the individual customer must be determined.

Requirements: Recognize and sympathize with the client's issue.
Ability to converse and bargain to calm irate guests.

Step 2. Swap a retail product for a different one if it is found defective. If a customer reports a problem, the staff offers solutions or advice to help the consumer fix the issue and keep using the product. Additionally, if the product is made by cleaning shoes, the two most critical mistakes are as follows:

Problem 1. Mix paint with the wrong original color: grind the incorrect layer of paint using a specialist grinder, then re-blend the paint using the original color tone. Spray the paint on the shoes evenly using a specialist paint sprayer, followed by a layer of nano to help the paint absorb more deeply into the skin and retain its color for longer.

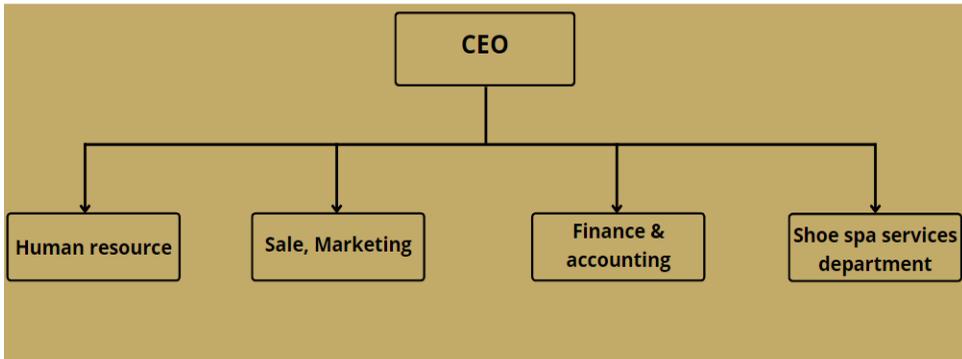
Problem 2. Mixing the wrong bleach for the materials. After polishing the leather with a specific grinder, add a polish to make it softer. Apply some skin restoration glue next, then join the cracks with it. If the skin is still cracked after completion, it must be paid to the customer. Moreover, customers are given a promotional voucher the next time they use the service. If the fault comes from the guest, the staff assesses the extent of the damage. If the damage is low, the team repairs it for free. But if the damage is high, the staff advises the customer to use the appropriate service package.

Requirements: Determine the issue, remove the error to determine its source, and then logically resolve it.

Proposed Company structure

Figure 2

The organizational chart



This type of business requires maximum seven (7) staff including a CEO (1), HR manager (1), head of finance and accounting (1), salesperson (1), head of marketing (1), technical staff (2).

Market potential

Customer segment

a. Demographic

Children. This target market ranges from 0 - 10 years old. At this age, they often cannot generate income, so they rely on their parents' spending. They are usually in kindergarten and primary school. Due to the requirement of most schools, students must wear shoes to school, and the

current school program allows them to go out a lot in combination with playing sports inside and outside the school, the possibility of children's shoes getting dirty is very high.

High-income people. Usually from the age of 25 onwards, they are the high-income group. This group can be anyone from any profession and can also be students. Often concentrated in the Y generation group, they have a lifestyle prioritizing their health care, preferring physical activities such as exercising, jogging, traveling, etc. Being active in improving health requires this group of people to constantly clean their shoes thoroughly.

Professional players can be of any age and profession; mainly students in Gen Z or Gen Y can access the most favorable shoe culture. They are high or middle-income people with specialized knowledge and awareness about shoes. A potential market because their shoe care needs are always there.

Ordinary users are people who use shoes for everyday purposes to serve tasks in life, such as going to work, going out, exercising, playing sports, traveling, etc. They can be from any social income class, working in any profession. They are the people who have little knowledge of shoe culture and only use it as a walking item.

b. Psychosocial

Children. Having a hobby of playing and participating in outside activities. Children's lifestyles are also greatly influenced and oriented by their parents, so for adults with a sense of healthy living, it will give children the habit of exercising or playing sports to have the best development.

High-income people have a preference for buying high-value as well as rare items that can add value to themselves. This group wants to enjoy their wealth through tangible items, especially when others look at the items they carry or use. Since those are high-value items in terms of both price and rarity, they are very concerned with the maintenance and longevity of the item.

Professional players. This group has a common hobby of collecting shoes, learning, exchanging, and sharing about shoes. From studying the shoes, they understand the story and value that a shoe brings, and from there, they always try to find ways to protect and keep the shoes with the most extended life.

Ordinary users. This group gathers diverse interests in life, and each individual will have different preferences. They prefer to buy shoes at mid-range prices again, usually SPF goods. Even though SPF products have a mid-range price and this group of people are not too interested in shoe culture, instead of spending money to buy another pair of SPF shoes, the

cost is still much higher than repairing. So, this is also an opportunity to bring this group of customers to shoe spa shops. In addition, for those who like cleanliness, it will be easier for them to access because they do not want their items to get dirty. Except for dark-colored shoes, when there are a few light stains, it does not affect the appearance of the shoes much, but for white or light-colored shoes, just a slight stain is enough to make the shoes lose some of their aesthetics.

c. Behavioural

Children have a spending habit based on interests mainly and will also be significantly influenced by their parents. If parents often spend on expensive items such as shoes, bags, etc., children will also develop those habits. Suppose children develop spending habits on luxury and expensive things, especially shoes, without knowing the protection or hygiene for those expensive items. In that case, parents will be people who directly help children understand the importance of protecting costly items. So, when parents want to learn how to protect their belongings, they will also do the same for their children.

High-income people. Their spending habits depend on the value of the item or item used to bring them. The higher the value of an item, the more willing they are to spend to own those items.

Professional players. Besides living expenses, they use their spending to serve their passion for playing shoes, such as buying shoes, caring for and maintaining shoes, etc. If it caters to their love for shoes, they will be willing to spend on it.

Ordinary users have the habit of distributing their expenses evenly to balance their lives or will spend on other hobbies of their own since shoes are always associated with them daily, whether going out or going to work, repairing or cleaning them can also be part of their spending.

Figure 3

The expected journey map of children

Stages of journey	Motivation	Searches for websites		Browses the sites	Evaluates Products		Pays		
Activities	Wants their kids have a clean pair of shoes	Searches shoes clean keywords on the internet	Clicks the 1st result	Check again to find a suitable service provider	Checks out ongoing deals and hot sale services	Opens online reviews to check the service details	Opens online pages to compare the info.	Goes to the store and let the kids use the service	Contact online service or hotline for help
Feelings									
Very happy									
Overall satisfied									
Unhappy									
Experiences	Excited to give their kids new (cleaned) shoes	Happy to see many store listed Confusing which one is the best option	Annoyed at few shop provide services for kids	Happy with the available of the needs Not sure about how to find the best price	Surprise to see some discounts and combo services	Frustrated about reviews from other customers	Pleased with the the combo price Disappointed seeing unavailable cleaning services for kids of some store	Go to the store, let the kids experience the service, and pays.	Contact online service or hotline for help Feels unhappy due to the slow website or response
Customer Expectations	Easily to obtain discounts for kids	More user-friendly search websites	Seeing ads from shops or services in the menu for kids	Available of needed services with a suitable price	More discounts or special event for kids	High quality services for kids	Continuously update the services menu and staff skill	Good services and multiple payment choices	Fasten the website/response speed

Figure 4

The expected journey map of high-income users

Stages of journey	Motivation	Searches for information			Browses the sites	Evaluates Products		Pays	
Activities	Wants to have a professional shop cleaning their shoes	Searches shoes clean keywords on internet and asks acquaintances	Clicks the 1st result online and checks the shops introduced	Checks online again and go to best fit	Checks out ongoing deals and hot sale services	Opens online reviews to check the service details	Opens online pages to compare the info	Goes to the store and use the service	Contact online service or hotline for help
Feelings									
Very happy									
Overall satisfied									
Unhappy									
Experiences	Has doubts about suitable services for cleaning high-end products	Happy to see many store listed Confusing which one is real and which one is not	[Annoyed at the useless info and [fake websites	Happy with the [useful websites Be sure about some stores recommended	Surprise to see some discounts and combo services	Frustrated about reviews from other customers	Pleased with the the combo price [Disappointed seeing unavailable services for high-end shoes	Go to the store, experience the service, and pays.	Contact online service or hotline for help Feels unhappy due to the slow website/response
Customer Expectations	There are stores for cleaning high-end products	More user-friendly search websites	Allow to hide unrelated ads	Clear and innovative design	More high-end services and details of each	Extremely high quality services, no damages	Continuously update the services menu and staff skill	Good services and multiple payment choices	[Fasten the website/response speed

Figure 5

The expected journey map of professional users

Stages of journey	Motivation	Searches for information			Browses the sites	Evaluates Products		Pays	
Activities	Wants to have a professional shop cleaning their shoes	Searches shoes clean keywords on internet and asks acquaintances	Clicks the 1st result online and checks the shops introduced	Checks online again and go to best fit	Checks out ongoing deals and hot sale services	Opens online reviews to check the service details	Opens online pages to compare the info	Goes to the store and use the service	Contact online service or hotline for help
Feelings									
Very happy									
Overall satisfied									
Unhappy									
Experiences	Worries if the shoes are protected or not	Happy to see many store listed Confusing which one is the best option	[Annoyed at the useless info and [fake websites	Happy with the [useful websites Be sure about some stores recommended	Surprise to see some discounts and combos services	Frustrated about reviews from other customers	Pleased with the the combo price [Disappointed seeing unavailable services for professional shoes	Go to the store, experience the service, and pays.	Contact online service or hotline for help Feels unhappy due to the slow website/response
Customer Expectations	The shoes are protected with no damages	More user-friendly search websites	Allow to hide unnecessary ads	Clear and innovative design	More discounts and combos during holidays	Extremely high quality services, no damages	Continuously update the services menu and staff skill	Good services and multiple payment choices	[Fasten the website/response speed

Figure 6

The expected journey map of normal users

Stages of journey	Motivation	Searching		Browses the sites	Evaluates Products		Pays		
Activities	Wants to have a clean pair of shoes	Searches shoes clean keywords on the Internet	Clicks the 1st result	Check if there is a suitable service provider	Checks out ongoing deals and hot sale services	Opens online reviews to check the service details	Opens online pages to compare the info	Goes to the store and takes the service	Contact online service or hotline for help
Feelings									
Very happy									
Overall satisfied									
Unhappy									
Experiences	Excited to Dwear the shoes cleaned to go on a date or an event	Happy to see many store listed Confusing which one is the best option	[]Annoyed at the useless info and [fake websites	Happy with the available of the needs Not sure about how to find the best price	Surprise to see some discounts and combo services	Frustrated about reviews from other customers	Pleased with the the combo price Disappointed seeing unavailable clean services	Go to the store, experience the service, and pays.	Contact online service or hotline for help Feels unhappy due to the slow website
Customer Expectations	Easily to obtain discount combos	More user-friendly search websites	Allow to hide unnecessary ads	Available of needed services with a suitable price	More discounts and combos during holidays	Higher quality services	Continuously update the services menu and combo	Good services and multiple payment choices	Fasten the website response speed

Value proposition

Although the essential services of the shops may be similar, the business has three differentiating factors compared to the rest of the shops: the quality of technical staff, high-tech machinery, and a genuine cleaning solution.

Customer Relationship

Customer relationship management (CRM) aims to increase the relationship with customers. For customers who use the service three times, the next time provide a free cleaning package for customers. With this offer, customers can save a part of the cost if their collection or quantity of shoes is too much.

Marketing Mix

Product

The leading service is professional shoe cleaning services performed directly by highly qualified technical staff. In addition, with advanced machine technology in cleaning, the accuracy and quality of products and services are guaranteed at the best level. In particular, the silver nanomachine can destroy all the bacteria clinging to the guests' shoes because the cleaning time in the nanosilver machine is quite long, about 6 hours to eliminate bacteria, to make customers feel delighted with the service. Customers can be assured of transportation safety because their shoes are carefully packed, wrapped, vacuum sealed, and covered with an additional layer with the logo outside to avoid dust or external agents' impact during transportation.

The shoe cleaning set includes one bottle of 250ml shoe cleaner, a horsehair brush, and one towel; it is straightforward to use, and the staff is very willing to support customers to advise and guiding customers enthusiastically.

Regarding payment, customers can pay by cash directly at the store or by bank card or QR code at the counter.

Price

The price of essential services is relatively moderate in the industry. With a total of 19 services, the basic service package is priced at \$3.28. Cleaning services are divided into many packages with different prices to suit each problem. To better serve loyal customers, offer 10/30/60 cleaning combo packages to help customers save more when their shoe cleaning needs are frequent.

Table 1
Prices of services

Services	Price (USD)
Clean canvas shoes, dark mesh	\$3.28
Clean canvas shoes, light-colored nets	\$4.1
Clean leather shoes	\$4.9
Cleaning and care of high-grade leather and suede shoes	\$5.7
Quick cleaning (3-5 hours)	\$8.2
Direct cleaning VIP From	\$8.2
Shoe sole stain remover	\$12.3
Waterproof coating, anti-fouling shoes	\$4.1
UV Sterilization	\$2.87
Deodorize with Nano silver technology	\$2.87
Paste protects the sneaker sole	\$17.65
Glue repair shoe soles	\$7.38
Repair torn shoes	\$7.38
Paint Scratch cover shoes color recovery from	\$7.38
Shoes dyeing from	\$16.4
Custom shoes from	\$15.17
Combo clean ten times	\$32
Combo clean 30 times	\$94.25
Combo clean 60 times	\$169.3

Place

The location should be busy and densely populated.

Promotion

"Don't worry - Just play." Negotiate and rent a corner at the competition venue in cooperation with basketball competitions and events. In this way, they can immediately handle damaged shoes during or after the match for the athletes to mobilize.

People

In some cases, it seems difficult for the front desk staff to determine the fault or problem with the shoes. In this situation, the technical staff supports the reception to determine the most accurate error as well as advise the customer on the most suitable service package. Reception staff are also trained to always greet customers both when entering the shop and leaving after using the service in the friendliest way. In addition, if there are any questions related to shoes, the technical staff can completely discuss directly to help customers better understand how shoe cleaning works.

Process

Customers entering the store are greeted by the front desk staff, who will begin to introduce service packages based on the problem. Receptionists are required to have an easy-to-hear, fluent voice and easily convey information to customers. After the customer chooses a suitable service package, the receptionist begins to record order information, issue

an invoice for the customer to confirm that the information is correct such as: name, contact phone number, code shoes. After the customer confirms the information is correct, the staff check the system again to pay the change. At this point, the staff check the order on the server; if there are errors, they will contact the IT department for support.

Financial Feasibility

The estimated initial capital is \$ 57182.70.

Key Resources

Physical resources

Building/Shop. The area of the shop could be 94 square meters, in which the space for placing machines and technical staff performing the work is 30 square meters. A separate room for washing shoes with an area of 16 square meters and a drying room with an area of 30 square meters.

Machine. The estimated cost is \$18368. This also includes technological assets such as nano silver machine, deodorant machine, stain remover, specialized paint sprayer, washing machine, drying machine.

Intangible resources

Human assets and intellectual capital. 4 employees, including one receptionist and three technical staff with practice certificates.

Relationships. Excellent relationship with the material supplier.

Revenue stream

Table 2

Expected monthly revenue for 4 years

Year/Month	Year 1	Year 2	Year 3	Year 4
Month 1	2580.54	4386.918	4903.026	5161.08
Month 2	4168.47	7086.399	7920.093	8336.94
Month 3	3694.1	6279.97	7018.79	7388.2
Month 4	3284.1	5582.97	6239.79	6568.2
Month 5	3079.92	5235.864	5851.848	6159.84
Month 6	3171.76	5391.992	6026.344	6343.52
Month 7	3309.52	5626.184	6288.088	6619.04
Month 8	3316.49	5638.033	6301.331	6632.98
Month 9	3276.72	5570.424	6225.768	6553.44
Month 10	3347.24	5690.308	6359.756	6694.48
Month 11	3382.5	5750.25	6426.75	6765
Month 12	3441.54	5850.618	6538.926	6883.08
Total	\$40052.9	\$68089.93	\$76100.51	\$80105.8

Operating expenses

Table 3

Expected annual fixed costs

Costs	Amount in USD
Equipment cost, repairs & maintenance	3857.6
Rent	8856
Staff salary	23616
WiFi subscription	123
POS	98.4
Taxes & licenses	20.5
Total expected annual fixed costs	\$36571.5

Table 4*Expected variable costs for 4 years*

	Year 1	Year 2	Year 3	Year 4
Transportation	17.6	17.6	25.8	35.3
Staff bonus	0	1180.8	1239.8	1301.8
Purchases	4002.9	6805.0	7605.6	8005.9
Electricity	1531.2	1629.7	8996.0	1671.9
Marketing	799.5	307.5	0	0
Total cost	6351.2	9940.6	17867.2	11014.9

Based on the raw product requirements of each service, maintain a reasonable import of raw materials to always be enough for use but still be able to cope with possible special cases. The first year aims to try to get as much profit as possible. From year 2 and 3, expect productivity to increase by 70% and 90%, respectively. By year 4, expect to reach 100% productivity. Increased productivity means that the number of shoes processed increase, so the cost of importing materials also increase proportionate to the increase in productivity.

Projected Financial Performance

Table 5

Income statement for 4 years

	Year 1	Year 2	Year 3	Year 4
Total revenue	\$40,052.90	\$68,089.93	\$76,100.51	\$80,105.80
Fixed & Variable expenses	42922.7	46512.1	54438.7	47586.4
Profit before taxes	(2,869.80)	21,577.83	21,661.81	32,519.40
Taxes	0	4,315.57	4,332.36	6,503.88
Net profit	(\$2,869.80)	\$17,262.26	\$17,329.45	\$26,015.52

Given the income for four years, the estimated payback period is two years and ten months.

Keys to success

This type of business requires continuous innovation and development, hence, continue to invest and expand the store size with many other business forms to maintain stable cash flow and increase revenue. In the succeeding years, start to import Sneaker shoes and clothing products to serve the needs of customers, at the same time, upgraded service packages, imported modern equipment to always upgrade quality. Similarly, create a community of shoe players, passionate and knowledgeable about many different shoe lines. This is the place to exchange, create many salts of relationships and will be the place to exploit many new customers. Invest capital to open more stores in districts with densely populated and bustling communities.

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