



Establishment of Business Inclusion Project in Multi-Ethnic Communities

Case Studies



Patience and a lot of effort is interweaved in the production of traditional clothes–

Shkelqimi LLC – Tetovo

Zelija Alili is a successful women-entrepreneur, who transformed her creativity into a lucrative business of making traditional clothing with silver thread, beads and crystals for weddings and other celebrations. She made the first steps in creating garment decorations working at other employers, gaining the necessary experience and practice. Aware of her entrepreneurial potentials Zelije decided to work independently and to set up her own company.



"A lot of love, passion and patience is interwoven in every one of my products" - Zelije said, adding that the greatest reward for her work is the smile on the faces of satisfied customers.

Today, the shop Shkelqimi LLC is located in the center of Tetovo and tells countless stories of satisfied customers. The uniqueness of her products is generated by her personally created designs and distinguishes them from other competitive products.

From a home-workshop to online market

The success story of Shkelqimi LLC started at the family home in Tetovo, where in an adapted working area of 20 m², Zelije started to receive the first orders and to produce her unique products. The increased demand made her decide to rent a shop in the center of Tetovo, where she exhibited her products making them more accessible to buyers. Striving to catch up with technological advances, she invested in the development of sales through online orders. The move led to a dramatic increase in sales and a monthly turnover of 60 to 80 thousand denars. Consequently it became necessary to further expand the business, and the company signed a partnership with another local company making wedding dresses. The partnership brought mutual benefit to both companies in making products with a unique mark.

Challenges on the road to success

The beginnings, as in most companies were quite hard, but overcoming each and every one of the challenges gave her strength to continue with increased determination. As a founder, Zeliže is the only employee in Shkelqimi LLC and is responsible for all activities related to business, both in terms of production as well as in sales. The cyclical demand imposes an additional difficulty, as there is an increased demand for products in the summer and lower in winter. One of the biggest challenges she faces is how to satisfy the demands of customers in the summer period, considering that the production of this type of products takes a lot of effort and time. For this purpose Zeliže has prepared a production plan accompanied with training of young apprentices, and plans to train a group of young people who will help in the production under her supervision.

Plans for the future

The upward trend in sales has encouraged the owner the Shkelqimi LLC owner think in the directions of continuously upgrading and expanding production, while the problem of products placement is adequately resolved. The future plans of the company are to expand the business by hiring more people and investing in new technologies for the production of clothing. At the moment the company is in need of at least one additional employee in production and who will also assist in sales, and a small group of apprentice-producers. In the near future the company also plans to acquire computerized machine for automated embroidery of silver thread that will reduce the time needed for production. In the future the company plans to intensify its cooperation with renowned designers who can incorporate elements of silver thread and semiprecious stones in their unique products.

Statement - Client - Atixhe Zenuni

"Zeliže's products are of high quality, unique and beautifully made. I chose her products because I am sure that in any celebration event I would look beautiful and unique since she never replicates any of her pieces. Thanks to Zeliže I feel special at any celebration. She understands my taste and always turns into reality in her unique way, whatever I had imagined."



Thriving business: growing mushrooms –

SP Jordanco Minevski - Kriva Palanka

The oyster mushroom is said to be an elixir of health. In addition to being used as a food product, it is also used for pain relief and muscle relaxation. The oyster mushroom quantities in nature are both limited and not easily accessible, therefore insufficient to meet the market needs. Having that in mind, Jordanco Minevski from Kriva Palanka has developed and successfully runs his business of oyster mushroom production. He says he had no previous experience in growing mushrooms, but the love and persistence in his work made him succeed in offering an outstanding product on the market in a short time. My goal is, he adds:

"To offer fresh and quality oyster mushroom at the local market and for that purpose we use the most advanced manufacturing techniques, maintain close contact with customers and offer fast delivery of the products."



Jordanco is an economist who has always shown great interest in the primary production of agricultural products. Upon completion of the economic faculty he worked as a bookkeeper in a grocery shop, where he acquired experience in financial management, that he makes very good use of as a young entrepreneur. Growing mushrooms

was completely new and unknown to

him at the beginning, but non-formal education by use of literature, visits to producers and use of digital technology enabled him to set up and successfully develop his business.

The short shelf life - the greatest challenge

The biggest challenge Minevski faces is the short shelf life of fresh oyster mushroom. The commitment to delivering fresh, high quality product to customers implies a need for timely placement of the whole production and increased transport costs.

Both young and old can run a mushroom production business, said Manevski, but the key to success is the products positioning. Therefore, in the future, in addition to expanding production he plans to attend training programs to acquire negotiating techniques that will increase sales and further develop good relations with customers and other entities in the market.

Satisfaction from the first harvest

Although still in its beginnings, and with a small production capacity of 30m², the Minevski company has made its first harvest. The result of the great effort and dedication is about 250 kg of fresh oyster mushroom every month. For the time being this is not much, but the satisfaction is great as the products are entirely sold through a contractual sale for a known buyer. The product is well positioned in the local market, and customers show a lot of interest for cooperation, due to the competitive quality and price of the products.

Next Steps

In order to establish a continuous supply of products on the market, the company plans to increase production and expand into new and larger production facility near Kriva Palanka. That would imply a need for new workforce, which will contribute in strengthening the local economy. But ambitious Jordanco will not stop here. In the next five years he plans further expansion of his business by opening a mushroom canning line, as well as modernizing the cultivation system. His vision is to make the Minevski company the first choice when it comes to fresh and quality mushrooms.

Statement - Associate - buyer - Sasko Mitovski, owner of Etno gostilnica vodenica 3 of Kriva Palanka

"I have known Jordanco since early school days and I was glad when I heard that he had started his own business. I prefer and exclusively choose quality, and we therefore immediately established cooperation. From the very start I was pleased with the quality and availability of the products. I heard and I am confident about his desire and ambition to progress and wish him all the best. If he continues to work professionally and keep competitive prices, I am sure our cooperation will continue in the future".



Business that brings freshness to your homes –

SP Design Extra - Kriva Palanka

The vast experience in the construction industry that he acquired working in other companies, and independently, made Marjan Peshovski set up his own company DM Design Extra in Kriva Palanka. High demand in the market for technical and professional manpower encouraged him to think of starting a business. DM Design Extra is a company that gives freshness to facilities, offering painting services, building facades, insulation services

and decoration of space. Each and every single structure made by Marjan's master hands tells its own story and hides its own secrets. All of them are made of highest quality materials and with great professionalism and love. Marjan has vast experience in construction that he obtained working in other companies and on his own. He made his first attempts 15 years ago when he started his craft in a local

company as a painter, and later went to work abroad where he worked as a bricklayer. After returning from abroad he informally offered painting services which led him to set up his own business.

Turbo summers and lazy winters

The construction work by nature depends on weather conditions. The greatest demand for DM Design Extra services comes in summer, less in fall and spring, and there is almost no demand in winter. This cyclical nature of the business is a challenge for Marjan. This is the reason why during periods of increased demand for services, he contracts additional 2-3 persons to assist in the work. He is thinking of employing full time workers that would open the possibility to work on larger structures, as well as signing partnerships with other companies and joint participation to tenders.



New techniques for more customers

Standard services offered by DM Design Extra are well accepted in the market. His desire to give his constructions a different image in addition to the freshness, takes him towards expanding the services using new techniques and additional space decoration depending on customers' needs and requirements. Some of these techniques can be performed in winter, and thus will overcome the challenge of non-operation during the winter months. Additionally, it will allow the business to cross local boundaries and expand to Kumanovo and Skopje.

Vision for the future

People will always look for this kind of services, says Marjan, adding that it is important to distinguish yourself from the competition. Therefore, he uses quality materials and to every construction dedicates the necessary amount of time to effectively complete the job. My slogan is, he adds, it's better to work longer on a building and do it professionally, as later it will serve as an advertisement for the business. The vision for business development refers to employing more people, supplying equipment and continuous technological training of all employees. He plans to increase the number of workers to 5 in three years and to possess all the necessary equipment. He says that the biggest investment in this regard, is the supply of scaffolding that will let him work on facades and he expects to be able to buy it in maximum three years time.

Statement - Owner - Marjan Peshovski

"I have been working in this field for a very long time and I think that it has a prosperous future. Although I was initially very skeptical about the registration of my business, I am confident that a hardworking and persistent person cannot fail. From personal experience I recommend the work to be performed professionally and timely. Quality work is our best companion – serving as an advertisement for continuity of business. If I earn for myself, I will be able to set aside also for the state to pay all taxes and fees."



Tailor-made business – Boutique Elegant HS - v. Tearce, Tetovo

Selvije Ahmeti is a family woman owning a business, offering trendy clothes to customers. In the small, but beautifully and lovingly decorated shop in Tearce, she sells men's and women's clothing for all ages. In addition, she offers to her costumers sewing services, to make clothes fit them better.

"It's not easy to run a clothing store. You need to keep up with fashion trends, to know the needs of customers and make a good estimate of the quantity that you can sell. Moreover, supply of goods means frequent trips, within Macedonia and abroad "- adds Selvije.

Selvije has nurtured the desire to set up her own company for a long time. Five years ago she had completed a seamstress course, which helped her find a job as a seamstress in a boutique. The work in the boutique helped her learn useful things about the business, ranging from procuring goods to maintaining close contact with customers and recognizing their needs. Family and the rural environment did not deter her from her vision; on the contrary, it served as an additional motivation. Today Selvije is a proud owner of Boutique Elegant HS, located on the main street of the Tearce village.

Customer loyalty - biggest challenge

If a small clothing store wants to successfully position itself in the market first and foremost, it needs to win the battle with existing boutiques in the town, but also with those in nearby towns. Selvije is very well aware of that, and she offers the most appropriate products and services in order to attract more buyers. The secret of successful sale lays in good communication and in knowing costumers' wishes. Costumers' loyalty is not earned over night; this is why she works so hard by offering products with good



quality and competitive prices The correction services offered in the boutique give her an extra edge over competitors.

Winning over yourself

The biggest success for Selvije is to run her own firm. She succeeds in coping with being a family woman from a rural environment and courageously stepping towards achieving her dream. She runs entirely her business independently from the procurement plan to sales and financial records. She started with only 76 items, and very soon she increased her offer with a variety of 535 different products for women and children. The result is constant increase of the number of customers and their satisfaction with the offered services and products.

A clear plan for the future

Selvije has clearly outlined plans to develop her own company. First, the growing business requires additional workers, to be able to offer additional services. The market lacks handmade women's clothes for celebrations and other occasions, and she plans to add this activity as a new service. Additionally, she is considering the possibility to form a partnership with a local seamstress to make it easier and faster to sew products and make small adjustments. Increasing the number of shops in other cities is also on the list of development plans of the company.

Statement - Merita Elmazi

- Representative of local government (municipality of Tearce)

"I am very glad that together with representatives of the project we selected Selvije. She has registered her own business and I am confident she will have a successful future thanks to her persistence and honesty. I also hope that this small business will contribute to eliminating gender inequality in the economy and awareness-raising among women in rural areas. She will provide for her pension benefits, health care and a secure future."



Organic Eco-Products source of subsistence–

SP Milovan Veselinovski – Rankovce

Milovan originates from a farmer's family making a living solely from the sale of agricultural products. He successfully put together the fact that organic products is gaining in popularity and his solid knowledge of farming and started his own business for the production of organic products. He set up the AgroDare Company in Rankovce, for the production of organic eggs, honey and cereals. His vast experience and knowledge is reflected in the quality of products. Milovan pays close attention to food, location and method

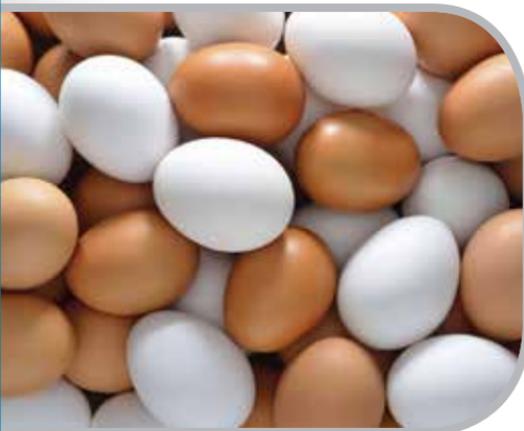
of breeding poultry and bees in order to make useful organic products for his customers. He started his professional business story by opening an agricultural pharmacy in Rankovce and continued with smaller investments in the primary agricultural production.

He takes a major step by taking under concession state owned agricultural land of 20 ha, in addition to the existing production and reaches a total surface of 25 ha for cereal production. He further expands his business with production of

organic eggs and honey which he sells at the local market. These products are often found on the tables of tourists who visit the beautiful Rankovce setting for the weekend.

High competition – low prices

The key challenge for any business is to achieve a better selling price of products. High competition in the production of cereals reduces the purchase price, and this affects the profit. Aware of that, Milovan instead of selling the produced cereals to local farmers decided to raise chickens and feed them with cereals. Therefore, he invested in expanding the range of products, but also in getting organic eggs, as a



final product to place on the market. Competition in the production of organic eggs is much lower, and brings Milovan greater profit.

Three products on the market

For five months since the establishment of the company, it launched three products on the market: organic eggs, cereals and organic honey. The demand for organic products is growing daily, therefore for the 7,500 eggs per month, as well as other products, the farm can easily provide an appropriate placement. On the other hand special emphasis is put on the relationship and cooperation with local farmers to ensure guaranteed sale of cereals.

Future plans

The owner sees the future development of his business in the investment in technical equipment for the production of eggs such as calibration, stamper, drinkers and feeders. He also thinks of expanding production with cows, bullocks and pigs for the production of milk and meat. In addition, the owner has the ambition of building an ethno village complex offering a nice atmosphere for a pleasant stay and vacation, where he could offer his high-quality organic products.

Statement - Gordana Stefkovska - Veljanovska – Project Manager

"Milovan impressed me from the very beginning as a man with a positive attitude toward himself and farmer's life, believing he can succeed only thanks to his own efforts. This is rare. He sincerely believes in the comfort of rural life and doesn't consider the possibility of moving, for which is why I have special respect for him. I see him as a man with big plans, with faith and vision for the future and I sincerely believe that he will succeed."



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