

Business Plan Voyage Nova PGs

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Abstract

This business plan presents Voyage Nova PGs, a premium student accommodation venture designed to redefine the paying guest (PG) experience in India. Positioned in Kharar, Punjab, near Chandigarh University, the project caters to university students, competitive exam aspirants, and young professionals seeking secure, technology-enabled, and community-driven living spaces. The concept addresses the shortcomings of traditional PGs by integrating modern amenities such as Wi-Fi-enabled study areas, RFID-based security systems, prepaid mess services, and collaborative library and recreational facilities. The plan outlines a required initial investment of ₹1.8 crore, structured through equity contributions, debt financing, and investor participation. Financial projections indicate a break-even occupancy rate of 73%, with profitability expected within 12–15 months of operations. With anticipated occupancy growth from 60% in the first year to 85% in the second, the model demonstrates strong scalability and return on investment. Expansion into other student hubs such as Bhatinda, Kota, and Delhi NCR forms the long-term growth strategy.

By combining transparent pricing, smart digital management, and a focus on student well-being, Voyage Nova PGs aims to establish itself as a benchmark in the organized student housing sector. The venture not only ensures financial viability but also creates value for students, parents, and investors by offering a safe, hygienic, and future-ready living environment.

Executive Summary

Business Overview

Voyage Nova PGs is a **premium student accommodation service** that provides **fully furnished, secure, and technology-driven** living spaces. As a **service-based business**, we cater primarily to students, corporate interns, and aspirants who require a **comfortable, safe, and well-managed** living environment. Our PGs offer **Wi-Fi-enabled study areas, smart security systems, prepaid mess services, and a strong community-driven atmosphere** to enhance student living.

Financial Requirements & Utilization

To successfully launch and operate **Voyage Nova PGs**, we require an estimated **₹1,80,00,000** in initial investment. The funds will be allocated as follows:

- **Property Lease & Setup:** ₹75,00,000
- **Interior Furnishing & Equipment:** ₹40,00,000
- **Marketing & Branding:** ₹15,00,000
- **Working Capital (Salaries, Utilities, Maintenance):** ₹25,00,000
- **Legal & Licensing Fees:** ₹5,00,000
- **Emergency Reserve Fund:** ₹20,00,000

Owner & Investor Contributions

- **Equity Investment from Owner:** ₹54,00,000 (30%)
- **Debt Financing from Loan (Bajaj Finserv):** ₹72,00,000 (40%)
- **External Investor Contribution (Angel/Private Equity):** ₹54,00,000 (30%)

Loan Security & Collateral

To support our loan financing, we offer the following **collateral and security**:

- **Rental Agreements of Properties Under PG Operations**
- **Business Assets (Furniture, Electronic Security Systems, Kitchen Equipment, AC Units, etc.)**
- **Owner's Personal Property (if required by financial institutions)**
- **Projected Revenue & Cash Flow Statements to Showcase Business Viability**

Projected Earnings & Growth Plan

Our business model ensures **steady revenue generation** through student accommodations. Below are the anticipated earnings:

- **Year 1: 60% occupancy → ₹7,18,125 revenue → (1,42,125) loss per month**
- **Year 2: 85% occupancy → ₹9,44,000 revenue → Net Profit of ₹81,655**
- **Year 3: Expansion to new locations (Bhatinda, Kota, Delhi NCR)**

With a **break-even occupancy rate of 73%**, Voyage Nova PGs aims to achieve profitability within **12-15 months of operation**. Our long-term strategy involves **expanding into key student hubs across India**, ensuring **consistent growth and high ROI for stakeholders**.

Background Information

Industry Overview

The **student housing and accommodation industry** in India is experiencing rapid growth due to increasing **urban migration for education**. With over **40 million students enrolled in higher education**, there is a rising demand for **secure, well-maintained, and comfortable** off-campus living options. Traditional hostel accommodations often fail to meet modern students' expectations, leading to a surge in **organized PG (Paying Guest) accommodations** that offer **better amenities, enhanced security, and digital management systems**.

Inspiration Behind Voyage Nova PGs

The idea to start **Voyage Nova PGs** was born out of **first-hand experience** with the **poor quality of existing PG accommodations** in India. Many students face **unhygienic living conditions, lack of safety, hidden charges, and mismanagement** in traditional PGs. This personal frustration led to the realization that there was a **major gap in the market for affordable yet premium** student accommodations.

We aim to **redefine student living** by providing a **modern, well-maintained, and tech-enabled PG experience** that prioritizes **comfort, safety, and transparency**. Our goal is to ensure that students feel **at home**, with access to high-quality facilities, **prepaid mess services, fast Wi-Fi, study-friendly environments, and a strong community culture**.

Target Market & Customer Needs

Voyage Nova PGs primarily serves:

- **University Students (16-28 years)** who prefer qualitative, structured, comfortable, and modern accommodations.
- **Competitive Exam Aspirants** (IIT, NEET, CA, UPSC) requiring a distraction-free study environment.
- **Corporate Interns & Young Professionals** seeking temporary accommodations with premium facilities.

Through **market research**, we found that:

- **80% of students** prefer off-campus PGs over university hostels.
- **70% prioritize** Wi-Fi, AC, and prepaid mess options.
- **Major concerns include:** Lack of hygiene, safety issues, and hidden costs.

Company Structure & Business Model

- **Business Name:** Voyage Nova PGs
- **Business Type:** Service-based student accommodation
- **Legal Structure:** Privately-owned & investor-backed entity
- **Revenue Model:** Monthly rental income from students on a lease-based structure.
- **Expansion Plan:** Start in **Kharar, Punjab**, followed by expansion into **Bhatinda, Kota, and Delhi NCR**.

Competitive Advantage

Voyage Nova PGs differentiates itself through:

1. **Transparency:** Fixed, all-inclusive pricing with no hidden charges.
2. **Tech-Enabled Operations:** Online booking, automated mess payments, and digital security systems.
3. **Premium Experience at Competitive Prices:** Providing top-tier amenities at a reasonable cost.
4. **Scalability & Expansion Potential:** Designed for growth into other major student hubs.

Products and/or Services

1. Service Overview

Voyage Nova PGs is a **premium student accommodation provider** that offers **fully furnished, technology-driven, and community-focused** PG housing solutions. Unlike traditional PGs that often lack proper management, transparency, and quality amenities, **our business prioritizes comfort, security, and convenience** for students and young professionals.

2. Key Features & Offerings

A. Accommodation Services

- **Fully Furnished Rooms** – Equipped with comfortable beds, study tables, wardrobes, and air conditioning.
- **High-Speed Wi-Fi & Study Spaces** – Dedicated study areas and **24/7 internet access** to support academic needs.
- **Prepaid Mess & Dining Services** – Hygienic and customizable meal plans with an easy **prepaid system**.

- **Housekeeping & Laundry Services** – Regular cleaning and laundry facilities to maintain hygiene.
- **Power Backup & Water Supply** – **Uninterrupted power and 24/7 water availability** for convenience.

B. Smart & Secure Living

- **RFID-Based Entry & CCTV Surveillance** – Ensuring **high security** with restricted access.
- **RFID-Authentication** – Secure login for residents for **entry and prepaid mess service payments**.

C. Community & Lifestyle

- **Common Areas & Library Spaces** – Designed to promote a **collaborative study atmosphere**.
- **Social Events & Recreational Facilities** – To foster **networking, engagement, and stress relief** (2-3 in a month).

3. Strengths & Competitive Advantage

Unlike **traditional PGs** that focus only on rental accommodation, **Voyage Nova PGs** takes a **holistic approach** by ensuring:

- **Transparent Pricing** – Fixed, **all-inclusive rental plans** (no hidden charges).
- **Tech-Driven Operations** – **Smart security, online bookings, prepaid mess payments**.
- **Student-Focused Living** – **Wi-Fi-enabled study spaces, mental wellness support, & strong community culture**.
- **Prime Locations Near Universities** – Easy access to campuses, coaching centers, and public transport.

4. Weaknesses & Challenges

- **Initial High Setup Costs** – Due to **advanced technology integration** and premium services.
- **Market Competition from Low-Cost PGs** – Some students prefer cheaper, low-amenity accommodations.

5. Intellectual Property Protection

To **protect and differentiate** our brand, we will pursue:

- **Trademark Registration** for the “**Voyage Nova PGs**” brand name & logo.
- **Copyright Protection** for our **digital booking & mess payment system** (if custom-developed).
- **Patents (if applicable)** for any **proprietary security or management software** in the future.

6. Technology Integration for a Competitive Edge

Voyage Nova PGs leverages **state-of-the-art technology** to enhance the student living experience:

- **RFID Security** – **Prevents unauthorized entry** and ensures **real-time tracking**.
- **Automated Mess Payment & Booking System** – Helps students **pre-book meals & pay digitally**.
- **24/7 Digital Helpdesk & Support** – **Chatbots & AI-powered query resolution** for student complaints.

Management Section

1. Business Organization & Key Personnel

Voyage Nova PGs is structured as a **founder-led startup**, where all key management members are actively involved in the **daily operations, decision-making, and growth strategy**. The leadership team consists of three co-founders, each bringing **specialized expertise** in data analysis, operations, and marketing.

A. Leadership Team & Roles

Name	Position	Key Responsibilities
Tushar Gulati	CEO & CFO (Co-Founder)	Financial planning, budgeting, data-driven business decisions, and strategic vision. Ensures profitability and financial stability.
Jaskaran	COO	Manages daily operations, property management, vendor relations, and overall efficiency of services. Focuses on smooth execution of processes.
Vidhi	CMO	Leads marketing and branding efforts, student outreach, and digital promotions. Develops customer acquisition strategies and PR activities.

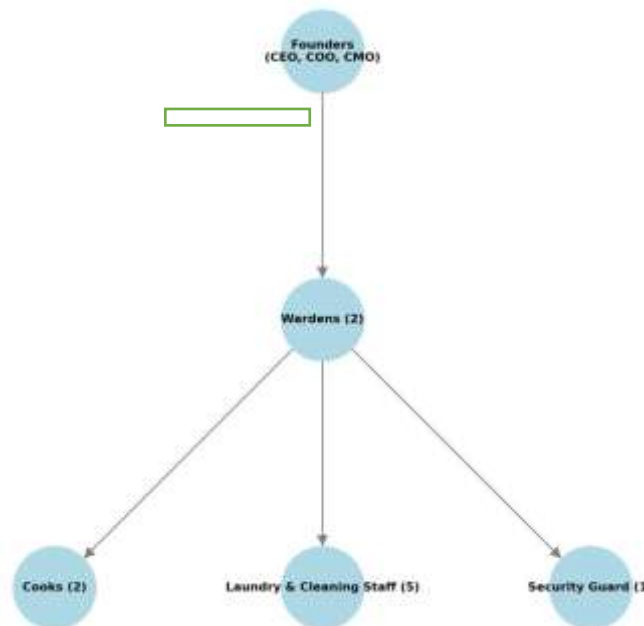
B. Supporting Operational Staff & Roles

Voyage Nova PGs will also employ **essential operational staff** to ensure smooth day-to-day functioning.

Position	Number of Staff	Salary (INR/month per person)
Wardens	2	₹20,000
Cooks	2	₹15,000
Laundry & Cleaning Staff	5	₹10,000
Security Guard	1	₹10,000

2. Organizational Structure

The company follows a **hierarchical yet collaborative structure**:
Founders → Wardens → Cooks, Laundry & Cleaning Staff, Security Guard.



3. Management Compensation

Since the business is in its **start-up phase**, the **founders will initially not take a fixed salary** but will be compensated through a **profit-sharing model** once the business achieves profitability.

Marketing

1. Total Market Overview

The **student housing (PG accommodation) market in India** is a **rapidly growing** sector, especially in **university towns like Kharar, Punjab** (near Chandigarh University). The demand for **quality student accommodations** is high, with students looking for **modern amenities, safety, and affordability**.

Market Size Estimation

- The **Indian student accommodation market** is estimated to grow at 6.6% CAGR.
- CU in Kharar itself has a **student population of 26,000+**, with a large percentage requiring private PG accommodations.
- Average PG rent in the area: **₹9,000 - ₹16,000 per month**, depending on amenities.

Voyage Nova PGs aims to **capture at least 3-5% of the premium segment** in the first two years.

2. Target Market

Voyage Nova PGs will **primarily** cater to:

- **University students** (18-25 years) studying at **Chandigarh University & nearby institutes**.
- **Working professionals** looking for short-term accommodation.
- **Parents & guardians** who seek a **safe, clean, and well-managed** living space for their children.

Customer Demographics

- **Age Group:** 18-30 years
- **Income Group:** Premium Accommodation seekers who can afford **₹15,000 - ₹19,000/month**
- **Location:** Students moving from different states and nearby towns for higher education

3. Competitive Analysis

There are several **local PG providers** and **hostels** near Chandigarh University. Major competitors include:

- Unorganized PGs who provide a rental floor to students. (Majority)
- Organized PGs offering services to 50-100 people together. (Very few in prime locations)

Our Competitive Advantage

- **High-quality amenities** (WiFi, prepaid mess, library, AC, security)
- **Qualitative pricing** (Better than premium co-living spaces, but with superior facilities than local PGs)
- **Tech-enabled operations** (Smart access, digital payments, and a dedicated mobile app for residents)

4. Pricing Strategy

- **Value Based pricing strategy**
- **All transparent aspects and no hidden charges**
- **Greater value in same price as compared to apartment accommodation**
- **Higher than what is charged by unorganized PGs**
- **People are willing to pay premium for quality as per surveys and increased disposable income of parents.**

Rent Structure for Bed Holder

2 Sharing				
Rent	GST 18%	Food	AC	Total
11,500	2000	4000	1500	19,000 per month
3 Sharing				
Rent	GST 18%	Food	AC	Total
9,500	1700	4000	1500	16,500 per month

5. Selling & Credit Policy

- **Direct Sales:** Through our website, social media marketing, and student referral programs.
- **Partnerships:** Collaborate with university admission offices & coaching centers for referrals.
- **No Credit Policy:** Monthly payments upfront, **online payment options** for easy transactions.
- **Referral Discounts:** Existing students get a **5% discount** for referring new tenants.

6. Distribution Plan

- **Direct Booking:** Via our website, WhatsApp, and social media.
- **Agent Partnerships:** Online property brokers will help fill vacant slots like 99 acres, etc.
- **University Collaboration:** Tie-ups with Chandigarh University for student recommendations.

7. Advertising & Promotion Plan

Online Marketing (Primary Focus)

- Social media ads on **Instagram, Facebook & Google Ads** targeting students.
- **YouTube influencers** (student vloggers) promoting our PG.
- **SEO-driven website** with virtual PG tours and online booking.

Offline Marketing

- **Posters & pamphlets** at coaching centres & college canteens.
- **On-ground student ambassadors** can promote within university campuses.

Referral Program

- **5% discount per referral** for students bringing in new tenants.

8. Service & Warranty Plan

- **24/7 Security & CCTV Monitoring**
- **Daily Cleaning & Maintenance**
- **Mess Feedback System** (Students can rate and suggest food menu changes)
- **Complaint Handling System** (Issues resolved within 24 hours via app-based service request)

Land, Buildings, and Equipment

Land Requirements & Costs

- **Land Size:** 700 Gaj (sufficient for 25 rooms + common areas)
- **Ownership:** Leased for **₹2,80,000/month** (long-term lease agreement)
- **Construction Type:** Pre-existing **2-floor building + terrace**

Equipment Requirements & Costs

Furniture & Fitting

- **Beds with Mattress (90 units)** – ₹18,00,000
- **Cupboards, chairs and tables** – ₹12,00,000

Electronics, Plumbing Fittings - ₹50,00,000

- Complete Washroom and Plumbing fixtures
- Electronic Fixtures
- Fixtures of Insulated Water Tanks
- AC (Hot/ Cold) - ₹15,00,000

Kitchen Equipment & Appliances

- Commercial Cooking Range – ₹2,50,000
- Refrigerators (2 units) – ₹90,000
- Microwaves (2 units) – ₹60,000
- RO Water Purifiers (3 units) – ₹45,000

Security & Maintenance

- CCTV Cameras & Monitoring System → ₹1,50,000
- RFID Access Control → ₹5,00,000
- Fire Safety Equipment → ₹1,00,000

Total Equipment Cost

₹1,15,00,000 approx.

Final Overview

- Total Initial Investment (Land + Equipment + Renovation+ Security Deposits+ Legal Fees + Initial marketing): **₹1,80,00,000**
- This investment ensures a **fully operational, well-furnished PG with top-tier amenities.**

Operations

Digital Management System

A software system will track:

- Room availability & occupancy status
- Meal plan subscriptions (prepaid mess system)
- Maintenance requests & issue resolution

Supplies and Materials

Voyage Nova PGs will rely on **local vendors** and **bulk suppliers** for essential materials:

Food & Kitchen Supplies

- **Primary Supplier:** Local wholesale markets in **Chandigarh & Mohali**
- **Cost Estimate:** ₹90,000/month
- **Availability:** Readily available with weekly deliveries
- **Payment Terms:** Monthly credit system and bank payments

Housekeeping & Maintenance Staff

- **Cooks and Wardens:** On Site Stay
- **Laundry and Cleaning Staff:** External

WiFi & Utilities

- **Internet Provider:** Airtel Business Plans
- **Electricity & Water:** Punjab State Power Corporation Ltd. (PSPCL)

3. Personnel Plan

Position	No. of Staff	Salary per Person (₹)	Total Cost (₹)
Wardens	2	20,000	40,000
Cooks	2	15,000	30,000

Laundry & Cleaning	5	10,000	50,000
Security Guard	1	10,000	10,000
Total Monthly Salaries	-	-	₹1,30,000

Higher Executives (Founders) – Profit Sharing Model (No Salaries)

Financial Plan

1. Capital Requirements & Sources of Financing

Initial Capital Requirements

Voyage Nova PGs requires an **initial investment of ₹1,80,00,000** to set up operations.

Initial Capital Required			
Serial Code	Field	Description	Amount INR
A	Rent (1 st month)	2 floor building with 25 rooms (6300 Sq.ft area)	2,80,000
B	Security Deposit	6 month rent	16,80,000
C	Furniture and Fittings	Beds, cupboards, Racks, Table & Chair, etc	30,00,000
D	Electronics, Plumbing and Fittings	Bathrooms and fittings, Wiring & Plumbing fixtures, Electronics, Commercial Kitchen, CCTV and Fire fixtures, Insulated tanks, etc	80,00,000
E	Centralized A/C	Split Hot and Old Ac	15,00,000
F	Painting and Tiling	-	15,00,000
G	Licensing and Registration	Business registration fees, Fire certificates, NOC Fees, etc.	50,000 approx
H	Initial marketing fee	(For 3 months including advertisement boards, hoardings, flex, pamphlets and setting social media and company's website)	18,00,000-20,00,000 approx
	TOTAL	A+B+C+D+E+F+G+H	1,80,00,000 approx

Capital Structure

- **Debt Financing (40% - Bajaj Finserv Loan at 12% for 8 years): ₹72,00,000**
- **Equity Financing (30% Investor Stake at 15% Return Expectation): ₹54,00,000**
- **Owner's Contribution (30% Self-Funded): ₹54,00,000**

2. Sales Forecasting

Year	Occupancy Rate	Total Monthly Revenue	Total Annual Revenue
1	60%	7,92,000	95,04,000

2 Onwards	85%	9,44,000	1,13,28,000
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3. Break Even Analysis

Break-Even Calculation:

Fixed Costs (Per Month)

Expenses	Amount (INR)
Rent	2,80,000
Salaries	1,40,000
EMI payments	1,17,000
Marketing	30,000
Total Fixed Costs	5,67,000

Variable Costs (Per bed Per month)

Expenses	Amount (In INR)
Food Costs (Mess)	1,00,000
Power consumption	1,50,000
Total variable Cost	2,50,000
Per unit variable cost (2,50,000/ 51 beds)	4900 / bed

For a mix of 2-sharing and 3-sharing rooms, taking an average revenue per bed of ₹17,750:

BEP = 5,67,000 / (17,750 – 4,900) = 44 beds (Approx)

Breakeven will only be achieved after one year when occupancy goes up 73%

4. Projected income Statement & Cash Flow (Year 1 and 2 Onwards)

Monthly Expenses			
Serial code	Field	Description	Amount
D	Salaries	4 X Cleaning Staff 2 X Laundry Staff 2 X Cooks 2 X Wardens	40,000 20,000 30,000 40,000
E	Wi-Fi Subscriptions	1250 per month and approx. 8 units	10,000
F	Rent	2 floor building with 25 rooms (6300 Sq.ft area)	2,80,000
G	Electricity & Water Bills	AC charges (Excluded from rent) and other electricity expenses	1,15,000 approx
H	Mess Running Expenses	Grocery, Gas, Cleaning Supplies, GST on food providing (By PG)	75,000 approx
I	Depreciation		28,125
EXP	TOTAL	D+E+F+G+H+I	7,18,125
Net Profit			
REV- EXP (Net Profit before EMI)			(54,875)
Less: EMI payments			1,17,000 (approx.)
Net Loss per month			(1,42,125) loss per
Year 1 (Monthly)			month (First Year
Revenue			will move towards
Serial Code	Field	Description	profits as year ends
A	Rent 2 Sharing	60% Occupancy 9 Rooms (18 X 11,500) + GST (18%)	2,07,000 occupancy increases)
B	Rent 3 Sharing	60% Occupancy 6 Rooms (18 X 9,500) + GST (18%)	1,71,000+ 30,600 GST
C	Mess Revenue	Average Monthly Charge for Breakfast, Lunch, Snack and Dinner (4000 per person) 36 PG Persons and around 30 tiffins (65 person approx.)	2,60,000
D	A/C Bills	60% Occupancy 9 Rooms (2 Sharing) (18 X 1500) 60% Occupancy 6 Rooms (3 Sharing) (18 X 1500)	55,000 approx.
REV	TOTAL	A+B+C	6,93,000 Revenue+ 66,600 GST to govt.

Net Operating Cashflows= 2,54,000 (Monthly), Net Financing Cashflows =(1,84,000)

Proposed Monthly Income Statement (2ND YEAR ONWARDS) at 85% Occupancy			
Revenue			
Serial Code	Field	Description	Amount
A	Rent 2 Sharing	85% Occupancy 15 Rooms (26 X 11,500) + GST (18%)	2,99,000 + 53,820 GST
B	Rent 3 Sharing	85% Occupancy 10 Rooms (26 X 9,500) + GST (18%)	2,47,000+ 44,460 GST
C	Mess Revenue	Average Monthly Charge for Breakfast, Lunch, Snack and Dinner (4000 per person) 52 PG Persons and around 30 tiffins (80 person approx.)	3,20,000
D	A/C Bills	85% Occupancy 15 Rooms (2 Sharing) (26 X 1500) 85% Occupancy 10 Rooms (3 Sharing) (26 X 1500)	78,000 approx
REV	TOTAL	A+B+C	9,44,000 Revenue+ 98,280 GST to govt.
Monthly Expenses			
Serial code	Field	Description	Amount
D	Salaries	4 X Cleaning Staff 2 X Laundry Staff 2 X Cooks 2 X Wardens	40,000 20,000 30,000 40,000
E	Wi-Fi Subscriptions	1250 per month and approx. 8 units	10,000
F	Rent	2 floor building with 25 rooms (6300 Sq.ft area)	2,80,000
G	Electricity & Water Bills	AC charges (Excluded from rent) and other electricity expenses	1,50,000 approx
H	Mess Running Expenses	Grocery, Gas, Cleaning Supplies, GST on food providing (By PG)	90,000 approx
I	Monthly marketing	-	30,000
J	Depreciation		28,125
EXP	TOTAL	D+E+F+G+H+I+J	7,18,125
Net Profit			
Earnings before Interest and Tax			2,25,875
Less: EMI			1,17,000

Earning Before Tax	1,08,875
Less Tax (25% on Pvt company)	27,220
Net Profit	81,655

Risks and Problems

1. Worst-Case Scenario

Market Demand Decline

- **Risk:** If the demand for PG accommodations drops due to a decline in student enrolments, migration trends, or competition from newly built university hostels, our occupancy rates could fall below the break-even point.
- **Mitigation:** We will diversify by offering premium services such as co-living spaces for working professionals and short-term stays for travellers to ensure steady revenue.
- **Increase in Competitors**
- **Risk:** More PGs opening in Kharar, offering similar services at lower rates, could reduce our market share.
- **Mitigation:** We will emphasize our **unique value proposition** (Hot/Cold AC, smart living features, community-based services) and maintain high service quality to justify our pricing.

Rising Overhead Costs

- **Risk:** Increases in **rent, food prices, electricity, and maintenance** could shrink our profit margins.
- **Mitigation:**
 - **Negotiating long-term rental agreements** to secure stable pricing.
 - **Partnering with food suppliers** for bulk purchases at discounted rates.

Financial Strain & Loan Repayments

- **Risk:** Lower-than-expected revenue in the first year could make it difficult to repay the loan.
- **Mitigation:**
 - **Emergency fund allocation** from founders' reserves.
 - Exploring **alternative revenue streams**

Ensuring High Occupancy Rates

- **Active marketing strategies** targeting students, working professionals, and university faculty.
- Collaborations with Chandigarh University to list our PG in student housing recommendations.

Competitive Pricing & Service Differentiation

- Regular **customer feedback surveys** to understand what students need and adjust services accordingly.
- Introduction of **flexible pricing models** (monthly/quarterly discounts, referral incentives).
- **Financial Resilience Measures**
- Setting aside **5-10% of revenue as a contingency fund** each month.
- Keeping fixed costs **low in the first 2 years** by optimizing staff efficiency and outsourcing certain services.

3. Impact of Risks & Minimization Strategies

Low Occupancy Due to External Factors

- Partner with **educational consultants & study abroad agencies** to promote PG accommodations to international students.
- Offer **short-term rental options** during seasonal demand fluctuations.

Rising Operational Costs

- Gradual implementation of **automation in facility management** (smart lighting, AI-based energy monitoring).
- **Cost-sharing models** for certain services like gym and laundry with nearby PGs.

Adapting to Market Changes

- Regular analysis of competitor pricing and **adjusting our promotional strategies accordingly**.