

Sustaining Market Share in a Competitive School Uniform Market: The Case of Shaheen Tower, Sargodha

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Abstract

This case is about “Shaheen Tower”, that is a well-known uniform center in Sargodha from ten years. Shaheen Tower encountered substantial market challenges due to customers who focused on minimal rates instead of brand faithfulness. Alternative suppliers started entering the market because some educational facilities wanted to reduce costs which threatened institutional sales agreements held by Shaheen Tower. The business had to face competition and they dealt it by maintaining a proper equilibrium between their heritage and modern advancements.

Keywords: Competition, market share, strategy

Subject: Management / entrepreneurship/ Business strategy

Difficulty level: Intermediate

Level: Undergraduate

Introduction / Background

The school uniform business of Shaheen Tower in Sargodha has served its customers faithfully for ten consecutive years. The business established its strong reputation through its distribution of high-quality standardized uniforms to various schools including private and public institutions across the city from its strategic commercial location. When Mr. Irfan Qureshi launched Shaheen Tower its reliability along with competitive prices and well-established relationships with school administrators and parents made it a trusted school uniform provider.

Shaheen Tower established itself as the preferred provider of school uniforms to families across numerous communities because it managed bulk orders with ongoing stock availability. The

combination of long-term operations and high-quality stitching together with consistent product quality brought Shaheen Tower into prominence as a key provider of school materials.

New Market Competition

The market for school uniforms in Sargodha has experienced a rapid increase in newcomer suppliers during the recent period. Local establishments such as tailors as well as boutique uniform stores and regular garment shops have entered the school uniform market and now frequently sell their products at reduced prices along with special offers. The market entrants have attempted to win customers by offering affordable prices together with numerous choices and eye-catching promotions while providing inferior fabric materials and reduced product longevity.

Shaheen Tower encountered substantial market challenges thanks to customers who focused on minimal rates instead of brand faithfulness. Alternative suppliers started entering the market because some educational facilities wanted to reduce costs which threatened institutional sales agreements held by Shaheen Tower.

Key Issue: Sustaining Market Share Amid Rising Competition

Shaheen Tower must handle two critical issues which include maintaining its current customer base while it transforms to serve competitive market conditions characterized by price sensitiveness. The competitive market environment forces Shaheen Tower to move beyond its legacy position and product quality because newer market entrants pursue aggressive strategies. The market conditions require strategic business decisions to manage prices while improving marketing programs and holding onto current customers and optimizing operation efficiency.

The leader position of Shaheen Tower weakened during 2023's back-to-school period which demanded prompt market-staying action.

Causes of the Threat and a Way Forward

The internal analysis identified several key reasons behind the problem.

1. The new stores introduced price discounts of up to 15 percent for uniforms that attracted people watching their spending.

2. Shaheen Tower failed to engage on social media and conducted no formal marketing activities despite its competitors using Facebook and WhatsApp to promote their products.

3. The newer shops managed to shift customer perception by providing customized products together with stylish options that attracted senior-class and private school students.

4. Some educational institutions sought new uniform suppliers as a way to prevent being limited to a single vendor.

Shaheen Tower adopted a five-section strategic approach to contend against competitors.

- New cost-effective uniform products targeting budget-conscious clients were launched under the "value line."
- The company worked with school administrations for renegotiating exclusive bulk supply contracts.
- A local agency executed Facebook and WhatsApp promotion campaigns during seasonal periods.
- A loyalty card with markdowns for regular customers and family discount packages represented one aspect of their adaptation.
- The organization improved its retail concept by revamping both store layout and customer service functions to increase modernity in its branding.
- The transformation took effect prior to 2024 academic year and indicated progress within the first year.

Future Outlook

The business approach of Shaheen Tower serves to maintain a proper equilibrium between maintaining their heritage and modern advancements. The company has chosen to compete as a reliable premium supplier that offers quality products while maintaining competitive prices. Through digitalization Shaheen Tower plans to launch a simplified order system for uniforms that addresses existing customers who need to restock with their previous specifications ready.

Through wholesale partnerships Mr. Irfan Qureshi aims to expand uniform distribution to towns around Sargodha which will generate additional business besides traditional walking-in customers.

Shaheen Tower safeguards its market position while leading schoolwear quality standards in Sargodha by using its reputation and agile business methods from its previous ten years.

References

<https://www.facebook.com/profile.php?id=100079761953338>

Internal interviews with Mr. Irfan Qureshi (2024)

Annex



Figure 1: Logo of Shaheen Tower



Figure 2: Product Line