



IN MOTION

Economic Resilience Programme



25
YEARS
KOSOVO

The United Nations Development Programme (UNDP) In Motion methodology is an internationally-recognized approach designed to modernize business models for micro and small enterprises. Its primary focus is to provide tailored technical assistance and grants, enabling businesses to enhance their productive capacity, improve their commercial image, and strengthen their market integration, driving sustainable growth and competitiveness.

IN MOTION - UNDP - Economic Resilience Programme

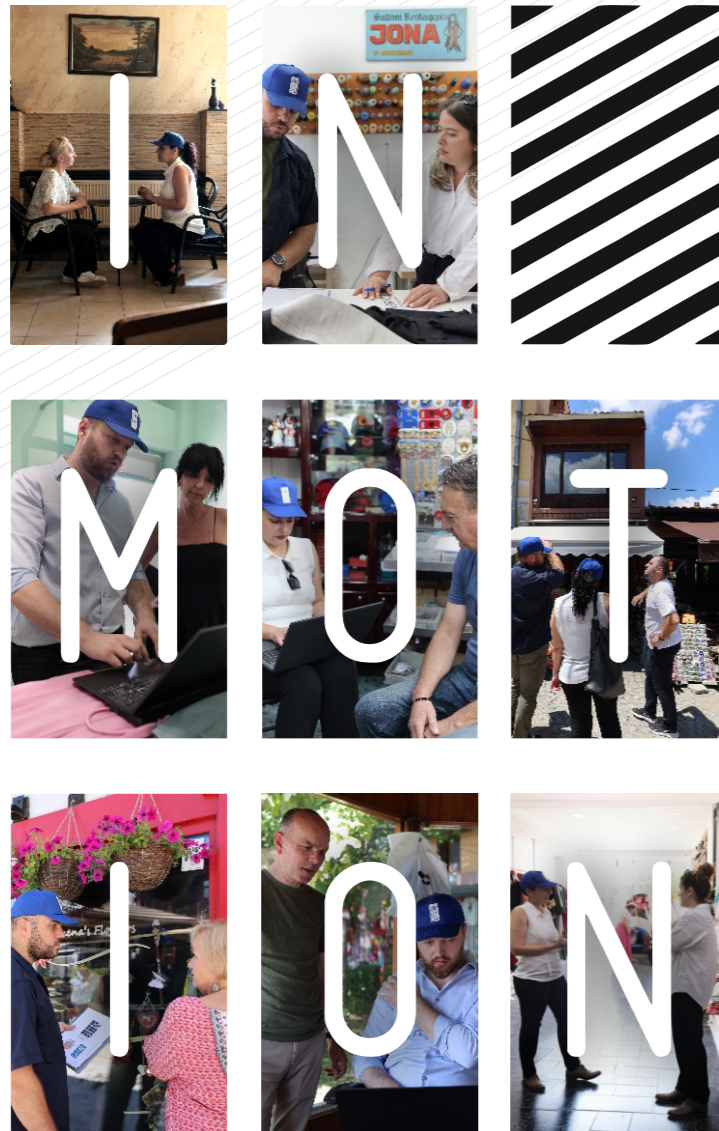


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UNDP ECONOMIC RESILIENCE PROGRAMME

The UNDP Economic Resilience Programme is articulated around several methodologies that seek to strengthen value chains with the objective of increasing productivity and competitiveness for sustainable and inclusive growth, through actions that can empower micro and small enterprises (MSEs) and their ecosystems, expanding their access to finance, incorporating innovation in business models, strengthening local productive chains and access to markets, and supporting their internationalization.

The Programme includes different methodologies depending on the type of business to be supported.

The programme focuses on supporting MSMEs in various sectors, including retail, manufacturing, and services, as they are vital to the economic fabric. This initiative represents a significant step toward fostering long-term resilience and ensuring that businesses are better prepared to face future economic challenges.

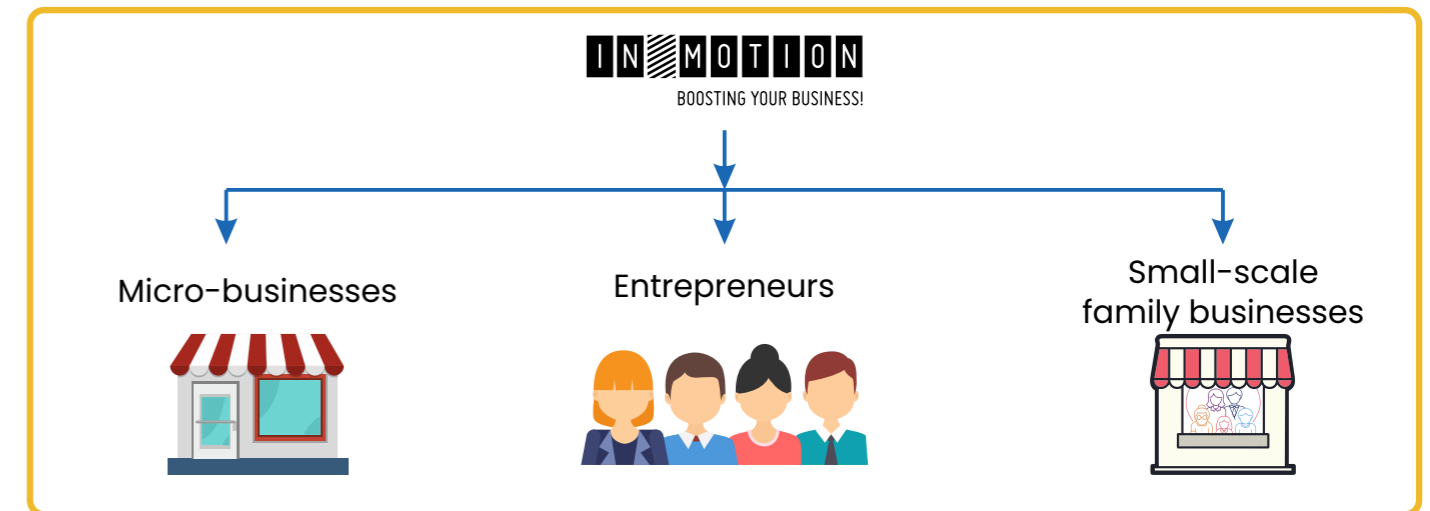
IN MOTION PROGRAMME

The In Motion programme aims to revitalize the competitiveness of micro and small enterprises by providing targeted support to strengthen trade practices, boost production capacity and modernize market strategies. The Programme focuses on business model innovation, brand revitalization and equipment upgrade to drive growth, improve operational efficiency, and empower businesses to adapt more effectively to economic changes.

The In Motion programme has been implemented in 16 countries, most recently in Albania, Mexico, Ecuador, Paraguay, Chile, and Haiti, benefitting more than 10,000 micro and small businesses.



Who is this for?



IN MOTION PROGRAMME IN PRIZREN

The first pilot of the In Motion programme has been implemented in Prizren, supported by UNDP and the Municipality of Prizren, aimed to revitalize the competitiveness of 20 enterprises in the central tourism area of Prizren across diverse industries including handicrafts and artisanal work, souvenirs and decorations, food and beverage, flower shops, tailoring services, barbering and hairdressing, accommodation, and hospitality, among others.



The support provided to businesses included customized consultancy to address specific operational needs, strategic improvements to their brand and commercial image, and assistance in acquiring essential equipment to enhance productivity and service quality.

OUR APPROACH

The In Motion programme is implemented in 4 phases, spanning a total duration up to 4 months.

Census

Collection of socio-economic information from micro and small enterprises operating in the area of interest through a digitized process with georeferenced data.



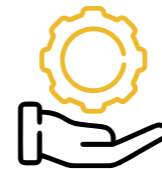
Survey

In-depth analysis of each selected company in different areas: market, finance, legal, operations, marketing and actions for improvement.



Personalized Technical Assistance

Delivering personalized consultancy services along with ongoing business development support.



Improved Commercial Image

Supporting improvements in branding, marketing strategies, and equipment acquisition.



KEY FOCUS AREAS

Personalized Consultancy Services

Each business participates in high-quality group training on various topics, including finance, accounting, marketing, and administration. Additionally, each is paired with an experienced consultant who will offer personalized technical assistance on:

- Business growth strategies and process optimization.
- Financial management and operational efficiency.
- Customer engagement strategies to improve market performance.



Improving Commercial Image

Many small businesses face challenges in building a strong commercial presence. The project is helping participating businesses to enhance their professional image through:

- Branding development.
- Logo design.
- Social media and digital marketing strategies to expand their customer base.



Assisting in Equipment Purchase

Access to modern tools and technology is crucial for competitiveness. The project provides:

- Financial aid for acquiring essential equipment tailored to each business's needs.
- Recommendations for relevant industry tools, including machinery, software, and operational systems.



1

2

3

4

1

2

3

WHY THIS PROGRAMME?

Small businesses are vital to the economy, serving as key drivers of local employment and economic growth. However, they often face obstacles that prevent them from thriving. Through the UNDP Economic Resilience Programme, we aim to:

- Provide specialized and personalized consultancy to foster a growth-oriented mindset among business owners.
- Strengthen small businesses by improving their commercial competitiveness.
- Facilitate access to modern equipment and technology.
- Support long-term economic growth and stability across diverse regions.

By participating, businesses gain the tools and knowledge necessary to enhance their market position and contribute to broader economic resilience in their communities.



TEAM & RESOURCES

A dedicated team of certified business consultants, graphic designers and financial experts guide the implementation of the project, supported by the UNDP team and technical experts.



PROGRAMME OVERVIEW IN THE PRIZREN AREA



20

businesses supported with personalized technical assistance and commercial image update



4

months for the full implementation of the methodology



25%

of the business are owned by minorities



up to **29%**

increase in business profit



248

hours of personalized technical assistance



7

new jobs created

BUSINESSES OVERVIEW

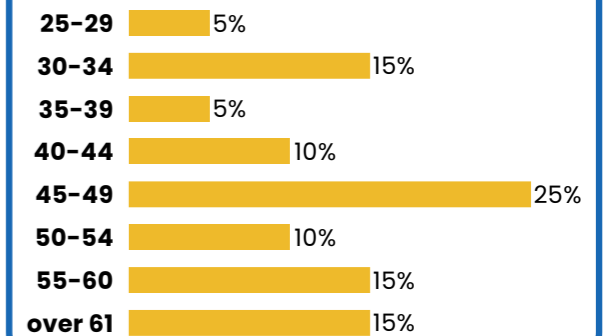
Sex of the business owners



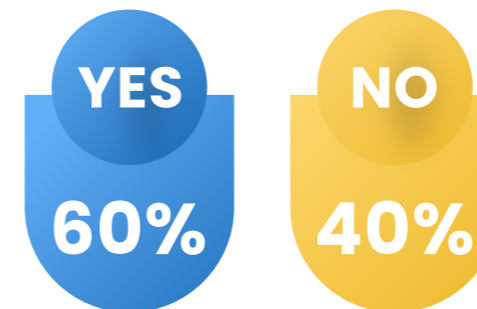
45%

55%

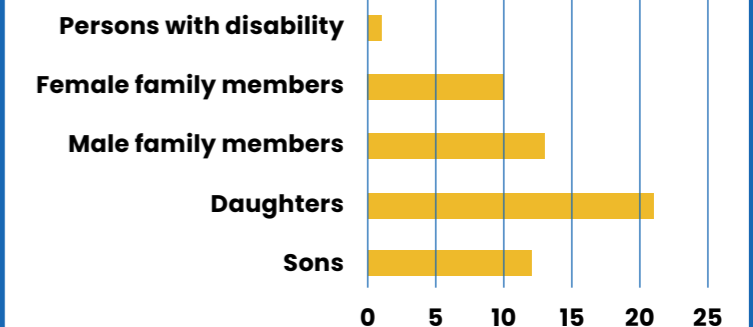
Age of the business owners



Business is the main source of income



Financial dependents



SOME SUCCESS STORIES



Filomena's Flowers



Before

Filomena's Flowers, owned by Mrs. Filomena Laçi and family-run since 2011, began as a small fresh-flower shop and later expanded to include handmade souvenirs crafted by Mrs. Laçi herself. Despite its commitment to quality and authenticity, the business faced challenges with marketing, store layout and increasing competition from synthetic flower vendors. Additionally, they aspired to establish a new sales channel but struggled to make it viable.



Owner:
Filomena Laçi



Line of Business:
Flower shop



Time in Business:
Since 2011



After

- Redesigned store layout to optimise customer flow.
- Developed comprehensive marketing strategy.
- Shifted the business mindset and successfully launched an innovative online store, paving the way for growth and digital transformation.
- Improved organisation and cleanliness for better efficiency and safety.



RESULTS



New Sales Channel:
Online Store



Increased Sales
by +30%



Increased Profit
by +29%



Updated
Commercial Image



Before



Owner:
Naci Curcialo



Line of Business:
Retail



Time in Business:
Since 1912

This business produces the culturally significant *Plis* a traditional Albanian woolen hat with a rich history spanning thousands of years. Operating out of Prizren, with stores located in the historic Çarshia and Suharekë / Suva Reka districts, they distribute the *Plis* across Balkan Countries.

Despite their unique product offerings, the business faced several challenges, including outdated manufacturing equipment, a lack of clear vision and mission alignment, limited social media presence, and absence of a focused marketing strategy to promote the *Plis*'s cultural value and distinctive qualities.



After

- Transformed the mindset to view marketing as an investment, leading to the development of a strategic plan to promote products effectively.
- Established a clear vision and mission, aligning goals and inspiring stakeholders.
- Enhanced social media presence with official channels, expanding reach and brand recognition.
- Developed a targeted marketing strategy, effectively promoting the *Plis* and related products and highlighting their cultural significance.

RESULTS



New Sales Channel:
Online Store



Increased Sales
by +78.57%



Increased Profit
by +5%



Reached New
Market Segments



Updated
Commercial Image

Orkide 1



Before

This retail store specializes in lingerie and dressmaking materials and is owned by Ms. Diana Pacollari, with day-to-day management handled by her husband, Mr. Erkan Pacollari.

The business is a small, family-run operation with no additional staff. Located in the vibrant "Çarshia" area, the store's interior needed modernization, it lacked an active social media presence to engage with customers and an absence of a commercial image or logo for brand identity.



Owner:
Diana Pacollari



Line of Business:
**Retail in lingerie
and dressmaking
supplies**



Time in Business:
Since 2015



After

- Adopted a mindset of digitalization in finance, transforming processes into more efficient and streamlined operations.
- Developed a distinctive logo and branding to establish a strong identity.
- Implemented a comprehensive strategy using social media and local advertising to increase visibility.
- Established a system for tracking sales and inventory to support data-driven decisions.



ORKIDE 1

Textile & Underwear

RESULTS



**Increased Profit
by +15%**



**Daily Instagram
Stories Included**



**New Equipment
Received**



**New
Commercial Image**

Rrobaqepëse SHYKI



Before



Owner:
Shykrane Borku



Line of Business:
Tailor



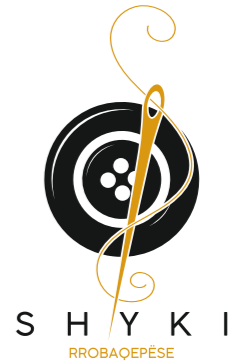
Time in Business:
Since 2006

Located in a prime spot near Shadërvan Square and the river, this tailoring store, owned and operated by Ms. Borku for over 10 years, faced several challenges. Despite its excellent location, the shop was in poor condition, had limited capacity, and was affected by seasonal fluctuations. During colder months, inadequate insulation forced Ms. Borku to close the store on occasion. The business also lacked a commercial image and had limited equipment, impacting productivity.



After

- New equipment has increased efficiency, making operations smoother and more productive.
- Adopted the 5S* methodology, transforming the mindset and fostering a culture of continuous improvement.
- Improved organisation and cleanliness have enhanced safety and workflow.
- A new commercial image, including an additional sales channel for handmade jewellery, has expanded the business's appeal and customer reach.



RESULTS



Increased Profit
by +15%



New Equipment
Received



Updated
Commercial Image

* The 5S Japanese methodology focuses on sort, set in order, shine, standardize, and sustain to boost efficiency.





Before

Gzim Alimani and his brother have successfully run a nut and candy business in the heart of the historic district of Prizren for 22 years. Known for their freshly roasted nuts and excellent customer service, they have built a loyal customer base despite facing competition from imported products. However, the business faced challenges with outdated organisation, a lack of a cohesive commercial image, and limited marketing efforts.



Owner:
Gzim Alimani



Line of Business:
**Retail in nuts
and candies**



Time in Business:
Since 2002



After

- Improved organisation and cleanliness, boosting efficiency and safety.
- Changed the business mindset to view marketing as an investment, adopting a new approach to client interactions and enhancing service delivery.
- Enhanced in-store layout and updated commercial image, elevating the customer experience.
- Developed a clear business structure, enhanced financial management through training and tools, and implemented strategies for operational efficiency and informed decision-making.



RESULTS



**Increased Profit
by +19%**



**New Equipment
Received**



**Reached New
Market Segments**



**Increased
Efficiency**

Frizer Valtoni



Before

This barber shop, solely owned and run by Mr. Minici, is a third-generation establishment in the same prime location since 1964. Known for its unique design, inspired by the Turkish hamam with eight rectangular areas, the shop combines tradition with charm. However, it faced limitations with manual record-keeping, lack of differentiation, and organisational inefficiencies.



Owner:
Valton Minci



Line of Business:
Barber



Time in Business:
Since 1964



After

- Implemented statement generation and digital record-keeping for sales and expenses.
- Shaped the business mindset around operations and maintenance, focusing on appearance to retain existing clients and attract new ones.
- Enhanced organisation and cleanliness, boosting efficiency and safety.
- The shop now has a distinctive, easily recognisable exterior, strengthening its visibility and appeal.



RESULTS



New Equipment Received



The Store has Gained Completely New Appearance Through the In Motion.



Updated Commercial Image



Increased Sales by +50%

Souvenir Çarshia



Before



Owner:
Ümit Braha



Line of Business:
Souvenir shop



Time in Business:
Since 2023

Mr. Braha, a member of a family of four, independently operates his relatively new souvenir shop, bringing six years of industry experience.

Despite prime location, the business faces high competition from nearby similar shops, making it challenging to stand out. However, Mr. Braha's experience equips him to manage these obstacles and seek effective strategies.



After

- Established a social media presence with an official company account.
- Implemented a comprehensive marketing strategy to enhance visibility.
- Improved organization and cleanliness, boosting efficiency and safety.
- Clearly defined vision and mission, setting a strategic direction.

RESULTS



Increased Sales
by +71%



Increased Profit
by +24%



Updated
Commercial Image



Developed
Marketing Strategy

Ëmbëltore Shëndeti



Before

Founded in 1982 as a family enterprise and inherited from the father, this business began with burek production and later expanded into cakes and ice creams. Known for their traditional cake recipes, they have a loyal customer base.

Despite the owner's food technology background, which has improved quality and professionalism, the business faced challenges with limited marketing, no online ordering options, and a dated commercial image. Additionally, quality assurance practices needed strengthening to ensure consistent high standards for consumer health.



Owner:
Fahrudin Hamza



Line of Business:
Sweet's and bakery



Time in Business:
Since 1982



After

- Developed comprehensive marketing strategy to increase visibility.
- Introduced online cake ordering for added customer convenience.
- Enhanced quality assurance measures, prioritising consumer health and product consistency.
- Updated commercial image, reinforcing brand appeal and modernising its look.



RESULTS



Updated
Commercial Image



Increased Profit
by +12%



New Equipment
Received



Lin's Couture



Before

Managed by Ms. Beluli, this family-run business relies heavily on a sister business to sell its products. With one store and a production station, Ms. Beluli, her fiancé, and her future father-in-law handle all operations. Despite an interest in expanding to a new location, the business lacked a structured business plan, financial analysis, and a consistent social media presence.



Owner:
Aleina Beluli



Line of Business:
Tailor



Time in Business:
Since 2023



After

- Fostered a growth mindset within the organization, leading to increased capacity and the addition of new employees during the programme.
- Established a clear business plan and organisational structure.
- Began preparing and analysing financial fundamentals.
- Increased social media activity, boosting visibility and engagement with customers.



RESULTS



New Equipment Received



Increased Sales by +75%



Updated Commercial Image

ARTA 1



Before

Founded in 1999 by Ms. Bytyqi, this family business has grown from a small shop into a larger store. Specialising in traditional clothing for all ages and artisanal souvenirs, the company has earned a loyal customer base by preserving cultural heritage with each carefully crafted garment. Despite its powerful reputation, the business faced challenges with organisation, inventory tracking, and lacked a formal marketing strategy.



Owner:
Nadira Bytyqi



Line of Business:
Traditional clothes



Time in Business:
Since 1999



After

- Transformed the mindset to view marketing as an investment, leading to the development of a strategic plan to promote services effectively.
- Implemented comprehensive marketing strategy to expand reach.
- Improved organisation and cleanliness, boosting efficiency and safety.
- Inventory registration established, along with a clear organisational chart.



RESULTS



Increased Sales
by +66.6%



Marketing Strategy
Developed



Increased Profit
by +22%



New Equipment
Received



New
Commercial Image

Pizza Centimetri



Before

Mr. Vogel, part of a family of five, has been running the fast-food business since 2015. Originally founded by two owners, the restaurant specialises in pizza, hamburgers, cakes, ice cream, and drinks, offering both in-store dining and home delivery. While it has built a loyal customer base and is well-known in the area, the business faces intense competition, which makes it difficult to maintain its market position.



Owner:
Fitimi Vogel



Line of Business:
Food service industry



Time in Business:
Since 2015



After

- Implemented 5S* principles alongside Good Manufacturing Practices (GMP) for enhanced efficiency.
- Developed a comprehensive marketing strategy to improve visibility and attract new customers.
- Delivered a clear organisational chart to streamline operations.
- Tailored income statements to better reflect the business's financial health.

RESULTS



Updated Commercial Image



Increased Profit by +12%



Increased Sales by +55.88%



Ensured Client Loyalty

* The 5S Japanese methodology focuses on sort, set in order, shine, standardize, and sustain to boost efficiency.

Rrobaqepës Klasik



Before



Owner:
Bardyl Gjaha



Line of Business:
Tailor



Time in Business:
Since 1955

Mr. Gjaha, a kind and experienced businessman, successfully operated as the sole employee of his business for many years. Located on Prizren's busy Adem Jashari Street, also known as "Çarshia," his business benefited from steady foot traffic in this popular area.

However, there were areas for improvement. Business and cleanliness could have been enhanced to improve efficiency and safety. Sales and expenses weren't systematically tracked, which impacted financial clarity. Credit tracking also lacked structure. Lastly, there was minimal focus on continuous improvement and accountability, which limited the business's adaptability.



After

- Embraced a mindset shift by adopting 5S* as a key tool for improvement, successfully organised and optimised the store.
- Introduced a new line of services following the acquisition of new equipment, enhancing the profitability of business operations.
- Improved efficiency and safety through better organization and cleanliness.
- Enhanced tracking of sales and expenses.
- Mindset shift towards continuous improvement and accountability.



RESULTS



Updated
Commercial Image



Increased Sales
by +75%



12 Hours of Training
for Capacity Building



New Equipment
Received

* The 5S Japanese methodology focuses on sort, set in order, shine, standardize, and sustain to boost efficiency.





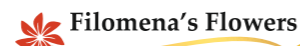
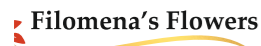
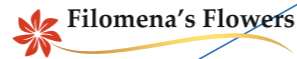
"At UNDP, we are dedicated to advancing economic resilience by equipping businesses with innovative tools and methodologies designed to enhance their competitiveness and sustainability. The Economic Resilience Programme has been a key driver in helping local businesses grow by introducing tailored solutions that meet the specific needs of entrepreneurs. These solutions focus on boosting market presence, improving operational efficiency, and fostering long-term growth. Following the success of our pilot in Prizren, we are now looking to expand this programme to additional municipalities. We believe that by working closely with local governments and communities, we can replicate these results and create broader economic opportunities. Our approach emphasizes collaboration and innovation, ensuring that each municipality benefits from the same support that has already proven effective. We invite other municipalities to join us in this journey, as together we can strengthen local economies and build a resilient future for all."

Nuno Queirós
UNDP Resident Representative



"The Economic Resilience Programme has brought tangible benefits to Prizren, helping our local businesses become more competitive and sustainable. Through tailored support and practical tools, we've seen businesses improve their operations, increase their customer base, and strengthen their presence in the market. The success we've achieved in Prizren has sparked interest in further expanding the programme within our municipality to reach even more businesses and foster greater economic growth. I encourage other municipalities to take part in this initiative, as it provides an invaluable opportunity to support local entrepreneurs, drive economic development, and enhance community resilience. Together, we can build a stronger, more vibrant future for local businesses in our municipality."

Shaqir Totaj
Mayor of Prizren Municipality



IN MOTION

Economic Resilience Programme



25
YEARS
KOSOVO