

SME Retail Conference unveils 3rd SME Support Programme 中小企零售研討會 — 第三期中小企支援計劃正式展開

The SME Retail Conference held on 23 August, 2012 marked the launch of the 3rd SME Support Programme. Highlighting the use of digital technology to open up new markets and business opportunities, the Conference invited a number of experts and renowned retailers to share with some 150 SME retailers on how SMEs could apply digital technology as an effective marketing tool, as well as their insights on business sustainability amid keen competition. During the panel discussion, participants enjoyed a vivid exchange of experiences in operation and human resource management with the speakers, making the Conference a success.

香港零售管理協會於8月23日舉行中小企零售研討會，標誌著第三期中小企支援計劃正式展開。研討會以「善用數碼科技 靈活變革迎商機」為題，邀請了多位專家及零售業精英，與150多位中小企零售商分享如何應用數碼科技作宣傳推廣，從而突圍而出，以及持續業務發展的管理心得，務求加強業界的競爭力。在最後的討論環節，參加者與講者交流營運和人才管理的經驗，氣氛熱烈，研討會可謂圓滿成功。

第一部分：「數碼科技 創出無限商機」

Part I: Creating Endless Business Opportunities with Digital Technology



Digital Media Marketing 數碼媒體行銷

Mr. Ken Fong, Chairman, Hong Kong Wireless Development Centre
香港無線發展中心 主席 方健僑先生

Mr. Fong pointed out that consumers nowadays were used to shop online or search for information on the Internet before making a purchase, let alone smart phone had become an essential gadget now. SMEs ought to be well aware of these trends and the potential business opportunities presented. According to a survey, there were over 5 million Internet users in Hong Kong spending an average of 12 hours on browsing promotional clips and conducting 125 keyword searches every month. All these figures showed how the Internet had affected consumption behaviour of consumers. Mr. Fong highlighted how social media could be used as an important marketing channel for SMEs given its high cost-effectiveness. He pointed out that social media could bring enormous business opportunities to SMEs. In particular, it could enhance the word-of-mouth effect and the brand could enjoy a deep and speedy penetration. If a SME could successfully create a talking point, it would be rewarded with a raise in the awareness of the products and service.

方健僑先生表示，消費者網上購物或購物前於網上搜尋資料已成習慣，而智能手機的應用亦日漸廣泛，作為中小企零售商，必須了解這門課題，並留意其中潛在的商機。他引述一個調查顯示，本港有超過五百萬互聯網用家，平均每月花12小時在網上瀏覽廣告影片，以及每月作125個關鍵詞的搜索，這些都影響了消費者的購物行為。他提到社交媒體是中小企行銷的重要渠道，皆因成本少而功效大，「社交媒體及網絡公關的經營，可以為中小企帶來相當大的商機。社交媒體能夠讓口碑傳播得更廣，一傳十，十傳百，百傳千，滲透速度高而快，中小企若能夠成功製造talking point(話題)，可以收到很理想的效果。」



Using Smart Phone to revamp Traditional Business 如何整合智能手機與傳統業務

Mr. Peter Choi, Managing Director, Palapple (Hong Kong) Limited
派亞普(香港)有限公司 董事總經理 蔡智文先生

A trained information technology professional, Mr. Choi founded a mobile application (app) development company. With an introduction of a dedicated mobile app, he had successfully brought his family's dry seafood business closer to the young consumers and the Chinese worldwide. He explained that mobile apps could be categorized into five types, namely people, content, location, utility and game. Before developing an app, SMEs should first understand their business nature and then determine whether it was worth the investment. If an app was developed, a designated employee should also be assigned to update the content from time to time. Mr. Choi reminded audience that it only took a fleeting moment for the consumers to decide if they would continue to use an app. Mobile apps therefore should be carefully developed to ensure a user experience that is easy and enjoyable. In addition, Mr. Choi suggested retailers could analyze the user data collected through the app to map out the next marketing strategy.

蔡智文先生本身讀資訊科技，成立了手機程式開發公司。他將家族經營的海味店，透過開設網上專門店及推出手機應用程式，成功將銷售目標拓展到年輕消費群，以至全球華人。蔡智文認為手機應用程式有不同屬性，一般分作五大類：個人類、內容類、工具類、位置類及遊戲類。中小企必先要了解自己的業務性質，然後審視是否值得開發程式，並要有員工專責不時更新程式的內容。最後，他提醒手機程式講求用家體驗，「用家決定是否續用程式，是一念之間的決定，不會有第二次機會，所以設計及製作程式都要深思熟慮」。此外，零售商可透過程式收集用家數據，以便分析及制定下一輪宣傳策略。



第二部份：成功企業分享 Part II: Sharing of Success Story



Promoting Healthcare and Wellness in an Innovative Way 以嶄新手法推廣保健養生

Mr. Samson Chu, Managing Director, Imperial Bird's Nest International Co Ltd

官燕棧國際有限公司 董事總經理 朱志明先生

In traditional dry seafood and bird's nest stores, service quality varied from shop to shop, prices fluctuated from time to time, and the shopping environment was somehow uncomfortable.

To spearhead a breakthrough of this sales model, Mr. Chu set up a bird's nest specialty store in 1998 where the price of products was clearly marked and a convenient and comfortable shopping environment was provided. A 15-day return and refund guarantee was also offered to build up customers' confidence on the brand and the products. To ensure a sustainable growth for the brand, he further introduced a membership and incentive system to help to retain existing clients and attract new customers with various special offers and information. Mr. Chu stressed that a company should cater the need of customers and work on new and unique products in order to expand the customer base. Knowing that SMEs usually had a small marketing budget, he suggested them to participate in various award schemes to raise the exposure of the brand to a wider audience in a more effective way.

朱志明先生表示傳統海味和燕窩店的服務水準參差，貨品售價浮動而購物環境又有欠舒適，故此他在1998年開設「專門店」，打破舊有經營模式，引入明碼實價制度及以方便舒適的店鋪環境作招徠，並為客人提供十五天退貨及退款保證，藉以提升客人對品牌及產品的信心。為了品牌的持續發展，他又推出了行內罕見的會員制和獎賞制度，讓會員獲得各種優惠和不同資訊，藉以留住舊客和吸納更多新客。在產品方面，也要積極求變，分析客人的需要，不時推出獨特的新產品，才能吸引更多顧客。此外，他知道中小企的宣傳預算不多，所以鼓勵他們參加各種比賽，爭取曝光，這對打響品牌名堂大有幫助。

第三部份：挑戰與機遇 Part III: Challenges and Opportunities



SMEs in the 21st Century 中小企的80後

Mr. Andrew Ng, Director, S & W Handbags Limited – RABEANCO

S & W Handbags Limited – RABEANCO 董事長 吳定國先生

Mr. Ng shared how RABEANCO grew from a handbag manufacturer and wholesaler to a retailer with shops now operating in Hong Kong and Europe. He stressed that the key to success of SMEs lied in a suitable organizational structure and management system that would allow a company to operate smoothly and grow a solid foundation. He also reminded SMEs not to rush for expansion, but should take a modest pace by focusing on their strength and presenting a clear brand positioning. "They should focus on what they are good at. When your company can maintain a foothold amid the fierce competition, you know you are better than the others," Mr. Ng said. When it came to the time the business got off the ground, SMEs should take a creative approach to run the business and set out a long-term strategy so that the team would have a clear goal to strive for and push forward the sustainable development of the company.

吳定國先生分享了RABEANCO如何由最初的手袋製造及批發商，發展為遠在歐洲都有分店的零售商。他強調零售中小企要成功，必先要有一套適合自己公司的組織架構和管理系統，讓公司可以暢順地運作，才能打穩業務的根基。他又提醒中小企不要操之過急，過度發展，應先專注做好本身的強項，並且要讓客人清晰知道品牌的定位：「要專心做自己的長處，當發覺愈來愈多人跟你競爭時，你仍然可以在市場站得住腳，即是意味你做得比別人好。」當業務上軌道後，便要憑創意經營業務，為公司訂立長期策略，員工才會有明確的工作方向，推動公司的長遠發展。



Launching Business via Online Media 善用網上媒體創業

Ms. Maggie Tong, Director, Cotton Candy Kids
Cotton Candy Kids 董事 唐淑娟女士

As a blogger-turned-owner of a childrenswear brand with a presence in the Mainland, Hong Kong and Macau, Ms. Tong revealed that her role as a blogger and her continued effort in managing a promotion page of her brand on a social networking website had attracted many eyeballs and significantly contributed to the success of the brand. She believed that promoting the brand on social media could directly reach more target customers than using magazine advertisements. For instance, a brand could organize a children photo contest on its promotion page on a social networking website. When the participants shared their photos, their friends were required to "like" the page before casting a vote. This would, on one hand, increase the traffic of the page, and on the other hand, extend the reach of the brand to its target clientele. She also suggested SMEs to invite famous bloggers to try their products and air their views on their blogs, thus creating a talking point and building the brand reputation at the same time.

由博客(blogger)晉身至在中、港、澳均有分店的童裝店老闆，唐淑娟女士表示以博客身份主持品牌的社交網站專頁，吸引到一班用家的留意，是品牌成功的主要因素。她認為社交網站的宣傳功效，比起在雜誌賣廣告，更能直接接觸目標客戶。她舉例說可以利用社交網站舉辦兒童攝影比賽，當參加者把相片分享給朋友時，朋友需要先關注專頁才可投票。這樣一來可以增加專頁人流，二來可以接觸到相關的客戶群。她又建議中小企可以邀請知名和具地位的博客試用產品，讓他們體驗產品的特質後，在自己的網誌上發表意見，製造話題之餘更能贏得口碑宣傳。



Spearheading Experience-based Services 可實踐的體驗服務

Mr. Paul Ma, Chairman of Service & Courtesy Award and Mystery Shoppers Programme Organizing Committee, HKRMA

香港零售管理協會 傑出服務獎及神秘顧客計劃籌委會主席 馬永基先生

Mr. Ma believed that SMEs enjoyed a competitive edge in providing experience-based services to customers by leveraging their flexibility. From his extensive experience as a consultant, he concluded four areas that SMEs should pay attention to when offering this kind of service. These included: (1) SMEs should consider providing facilities that customers could touch, for example, whether information technology equipment such as tablets are needed to facilitate customers to make a purchase. (2) Stable and consistent product and service quality should be maintained. It is known that unstable service quality would undermine customers' shopping experience. (3) Reliable products and staff are keys to successful transactions. Whether staff members are fluent in product knowledge would affect customers' perception and confidence on the company. (4) Sales staff should provide customers with attentive service. With timely response to customers' enquiries on service or products, it would help to build up the brand image. The promotion effectiveness of attentive service would be even more obvious for small-scale businesses.

馬永基先生指出中小企架構靈活，可以為客戶提供體驗式服務。綜合過往的顧問經驗，他歸納出中小企推出體驗式服務必須留意的四個重點：(一)客戶可觸及的設備，例如分析商舖內是否需要添置平板電腦等先進器材輔助客人購物；(二)產品和服務能否維持平穩一致的水準，若服務質素不穩定，會影響客戶的消費體驗及購買慾；(三)產品或員工能否給予客戶足夠的購買信心，例如員工對產品的認識及解答能力，都會影響客人的觀感；及(四)照顧客人的感受，如客戶提出對產品或服務的疑問時，員工可提供完善及快捷的服務和回應，成效往往遠勝於大企業的服務，這種體驗多見於街坊生意。



討論環節

Discussion Session



Mr. Andrew Ng 吳定國先生
Ms. Maggie Tong 唐淑娟女士
Mr. Samson Chu 朱志明先生

Host 主持人：
Mr. Paul Ma 馬永基先生

During the session, a participant mentioned the difficulty in recruitment and the problem of high turnover. Ms. Tong agreed that human resources issue was crucial for the development of SMEs. In fact, she had once overlooked staff training because of over expansion of business and the cost was a high turnover. She shared that it was necessary to provide adequate and sufficient training to staff members. When they made mistakes, employers should try not to blame them but coach and encourage them to work out the solutions. Mr. Chu strongly supported this approach and highlighted that adequate training was important to instill a shared vision among employees.

在討論環節中，有參加者提出人才難求及員工流失的問題。唐淑娟女士認為人力資源問題為中小企發展的一大課題。她以自己的經驗為例，曾經因發展步伐過急，忽略員工培訓而引起員工流失問題。她因此認為必須要為員工提供適合及足夠的培訓，當員工做錯事時，應盡量避免責怪他們，反而要嘗試以鼓勵的形式加以引導指正。朱志明亦認同此做法，並強調公司會為員工提供足夠的培訓，讓公司上下均理念一致。

You can now watch the Conference again at HKRMA SME website:
歡迎各位到協會的中小企網站重溫研討會的內容：

<http://sme.hkrma.org>



3rd SME Support Programme: Upcoming Activities

第三期中小企支援計劃：活動預告

Followed the SME Retail Conference, various activities of the 3rd SME Support Programme will be rolled out in the coming months.

SME Retail Service Excellence Award

The SME Retail Service Excellence Award, established to recognize SMEs' dedicated efforts in delivering quality customer service, has attracted the participation of a total of 100 SME retailers. Mystery shopper visits to the shop front of the participating companies will be arranged in November and December to assess the performance of their frontline staff.

Mobile App

The iPhone application (App) specially designed for SME retailers is now ready to launch. The free App will be available for download from App Store from late November 2012 onwards. The App contains the shop information of the retailers participating the SME Service Excellence Award and discounts or coupons offered by them. Retailers can also encourage their customers to download the App and vote them for the "Most Liked Award". The App also allows customers to leave their comments about the service of the shops. Two briefing sessions will be conducted in mid November to brief SME retailers on the trend of mobile marketing and the use of the App.

緊接著中小企零售研討會，第三期中小企支援計劃的各個項目將陸續展開。

零售中小企 優質服務獎

為表揚中小企零售商竭誠提供優質顧客服務而設的「零售中小企 優質服務獎」，共吸引了100間中小企零售商參加。協會將安排神秘顧客於11月及12月到訪參加公司的店舖，實地評核前線員工的表現。

流動電話應用程式

特別為中小企零售商推出的iPhone流動電話應用程式(iPhone app)「購物Guide」已開發完成，並將會在2012年11月尾開始在App Store供免費下載。「購物Guide」的內容豐富，包括參加了「零售中小企 優質服務獎」的商戶介紹和他們提供的優惠，亦載有協會舉辦的中小企活動的資訊。此外，商戶亦可鼓勵顧客下載程式，參加「全城至LIKE商戶」選舉，投票選出至LIKE商戶，並可透過意見調查功能，留下他們對商戶的意見。協會將於11月中旬舉辦兩場簡介會，分析流動市場推廣新趨勢，以及簡介程式的詳情。



Retail Workshops

Eight workshops covering sales and marketing, store operation, customer service, and human resources have been scheduled from January to May 2013. Online registration is now open for all SME retailers. For details, please go to our SME portal at <http://sme.hkrma.org>.

零售工作坊

協會將安排於2013年1月至5月期間，舉辦8個工作坊，內容覆蓋銷售及市場推廣、倉存營運、客戶服務及人事管理四個範疇。工作坊現已開始接受網上報名，詳情請瀏覽協會的中小企網站：<http://sme.hkrma.org>。