

Guidebook for Hong Kong

Bespoke Tailoring

香港裁縫業
行業指南

Industry



編輯

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香港洋服總會

香港洋服總會為非牟利團體，創立於1935年，前身為「港九洋服商聯會」，為本港歷史最悠久及會員最多的洋服商會。

會員主要來自香港從事洋服製作及銷售的公司、受僱於洋服業的人士、及從事洋服業相關業務的公司。

本會致力促進及推動香港洋服事業的發展，加強與周邊地和國際洋服業交流和聯繫，提供本會資料予海外客戶查詢，促進雙方合作，發掘商機。

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消費者可以透過此平台上尋找一個適合預算、地點及款式的裁縫店，並與相關的裁縫店直接聯絡。



香港裁縫業項目網站

透過此網站與裁縫業界分享由工業貿易署「中小企業發展支援基金」撥款資助下舉辦的一系列提升香港裁縫業競爭能力和專業形象的活動資訊並與業界分享有關行內的知識及經驗。

特別鳴謝: (按姓名筆劃排序)

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前言



香港裁縫業秉承優良傳統，憑藉手工精細、價錢合理、高品質、服務佳，於世界享負盛名，不少政客、名人到訪香港時，都會訂製洋服，足以證明香港裁縫於世界各地得到認同。我們希望推動本港裁縫業的發展，吸引更多年輕一代加入裁縫業，滙聚業界。

承蒙工業貿易署「中小企業發展支援基金」的撥款資助，透過本項目已為裁縫業界舉辦一系列技能提升及市場推廣的活動，包括建立香港裁縫業網上平台、舉辦行業工作坊、出版此「香港裁縫業行業指南」及邀請業內人士與同業分享等。

為配合市場環境的轉變及有效提升裁縫業的服務水平，我們希望透過此「香港裁縫業行業指南」跟業界分享有關顧客服務提升及專業運作管理的知識，務求與更多裁縫店在「優質顧客服務」、「如何正確及有效地處理顧客的投訴」及「行之有效的營運管理」等課題上共同研習。加上個案分享，讓裁縫店可以從中有所啟發，持續提升業內服務水平及競爭力。

我們會繼續加強與政府合作，為業界爭取更多資源和資助，希望協助裁縫銷售，開拓海外市場，推廣及吸引新勞動力加入業界。

希望各位繼續支持本港裁縫業！繼往開來，共創未來！

香港洋服總會
會長
陳立業

甚麼是顧客體驗？

第一節：優質顧客服務的定義

顧客服務可界定為一系列活動旨在增加顧客的滿意程度。目的是讓顧客認為成品或服務符合他們的預期。從顧客走進商店大門到離開，門市銷售人員所提供商品說明、為顧客提供意見及解決問題、處理顧客投訴等，皆是顧客服務的範圍。

普遍認為顧客多數只注重銷售人員當時的態度。時至今日，成品及服務的質素只是最基本的價值之一，真正能觸動顧客的是商店所提供的一站式服務體驗。能夠為顧客提供良好的購買體驗及維持良好及長久顧客關係，成為營商致勝之道。故此，只有為客戶提供優質的消費體驗，才能把客戶牢牢留住。



甚麼是顧客體驗

第一章

第二節：了解客戶體驗的過程

「顧客體驗」近年變得愈來愈重要的原因，在於顧客於接觸或購買產品及服務的過程中所產生的感受，會直接影響他們再次購買的意願，繼而影響裁縫店的營運業績。

甚麼是顧客體驗？

以整個購買的流程來看，顧客體驗便是所謂的「顧客旅程」。裁縫店首先必須將「顧客需求」當作是整個旅程的核心，能夠準確地理解目標顧客的感受、想法和行為，並且確定目標顧客的需求在各個環節都能獲得滿足。整個交易中使顧客與裁縫店在接觸點上一切順利，便有機會提升顧客的滿意度和忠誠度，從而令營業額有所增加。若要達成上述目標，旅程設計可謂是關鍵。

顧客體驗旅程

所謂顧客體驗旅程，是指顧客在購買成品或服務之前(考慮和評估)、當下(進行購買)和之後(使用和評價)，與裁縫店之間進行的一連串互動，也就是從頭到尾的體驗歷程。

顧客體驗旅程地圖

顧客體驗旅程地圖是用以視覺化呈現裁縫店為達成某一目標所歷經過程的工具，通過創建旅程地圖，能夠更好地理解目標顧客在特定時間裏的感受、想法和行為，認識到這個過程的演變過程，尋找顧客的痛點，從而細緻地定義每個階段的服務水平，務求讓顧客在整個購物流程中，都能得到稱心滿意的服務。



服務是體驗，體驗是旅程，而旅程必須經過設計

甚麼是顧客體驗

為何顧客體驗旅程地圖是必要？

· 轉變裁縫店關注的重點，重新思考

顧客體驗旅程地圖可以幫助裁縫店重新從顧客的思考、行為和情感角度出發，往往能聚焦以往裁縫店在做決策時容易忽視的信息。

· 裁縫店能有效管理及提升服務質素

藉著與顧客接觸的時刻，了解顧客對成品或服務的需求，從而制定出統一的服務水平。制定顧客體驗旅程地圖後，裁縫店便可以加強監督成品或服務標準，針對每一個接觸點進行內部或顧客評核。如此，便可有效地提升顧客體驗，提升裁縫店的形象。

· 發揮更有效的溝通

顧客體驗旅程地圖是通過視象化的方式予以呈現，因此它們可以更有效地傳遞信息，使信息更簡單易明，員工便能對需要提供的服務有共同的理解。服務過程中的溝通變得更有效率，以免引起不必要的誤會。



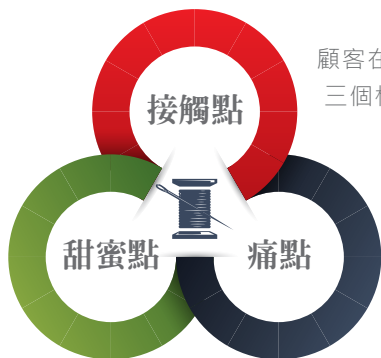
建立有效率的員工溝通途徑十分重要

· 聚焦目標顧客群

顧客體驗旅程地圖可以使裁縫店聚焦於目標顧客群，通過比對不同顧客群間的異同，從而挑選出裁縫店的目標顧客群，或是探索新的顧客群。

甚麼是顧客體驗

第三節：顧客體驗旅程的元素



顧客在選購成品或服務過程中的不同階段，皆由以下三個核心組成：

· 接觸點

接觸點是指顧客與裁縫店之間接觸的任何時刻，包括購買前、期間和購買後。顧客經歷的每個細節均是接觸點。裁縫店的目標是確保顧客對每個接觸點都感到滿意。

常見接觸點包括：

購買前

- 廣告的有效性(包括:報紙雜誌廣告、線上及社交媒體廣告等)
- 在線存在：網站的吸引力、更新和使用容易
- 參考、評論和口碑



購買期間

- 銷售點的吸引力：環境整潔、舒適氣氛、簡單清潔的展示
- 銷售人員的行為：問候、微笑、友善和願意協助

購買後

- 售後服務
- 長期與客戶保持聯繫
- 通知布料或貨品更新



甚麼是顧客體驗



· 甜蜜點

甜蜜點是指顧客在選購過程中經歷到符合預期或超出他們期望的經歷，為他們帶來的正面情緒，並鼓勵他們再次光顧裁縫店的成品及服務。

甜蜜點可以是裁縫店能令顧客安心地試穿心儀的服飾，加上如有一位貼心、窩心的服務員，隨時提供即時的回應及建議。

· 痛點

痛點是指顧客在選購過程中經歷到不愉快或不舒服的時刻。產生痛點會令顧客不再光顧。

若顧客在店鋪內經歷了痛點，便會為他們帶來負面情緒。在他們的記憶中，裁縫店已經和痛點掛鉤，他們會避免再次接觸其成品及服務，以免招致損失。所以，遇上痛點，裁縫店應該立即處理及改善。

裁縫業的痛點是陳列貨品雜亂無章，令顧客失去購買意欲和不想再次參觀。

三個核心的關係

在進行顧客體驗旅程分析時，必須防止痛點再次出現之餘，同時應讓甜蜜點發揮正面效益，令顧客對你的服務印象有所提升。這樣便能打造顧客對服務滿意度達至「至高點」，甚至讓裁縫店得到意想不到的正面效果。

甚麼是顧客體驗

第四節：顧客體驗旅程地圖繪製方法

顧客體驗旅程地圖繪製方法過程分為三大步驟：

第一步：定義及詳細界定每一個服務階段

裁縫店的顧客服務流程大致可以分為以下7個基本服務流程階段：

1. 吸引顧客進入店鋪
2. 接待及協助
3. 成品建議/銷售
4. 交易
5. 離開
6. 送貨服務
7. 售後服務

第二步：列出所有的接觸點

定義了顧客服務流程後，就可以按照每個流程，詳細列出所有的接觸點。

列出裁縫店與顧客的接觸點後，為接觸點定下服務水平，如列出同事應有的行為及硬件配套。



甚麼是顧客體驗

在每個接觸點下，可以詳細觀察顧客的情緒變化，分析出顧客的期望。顧客的情緒變化可分為以下幾點：

開心的臉：超出顧客的期望

中立面孔：符合預期

不滿意的臉：不達預期



第三步 找出甜蜜點及痛點

在整個顧客體驗旅程地圖中，甜蜜點和痛點是兩個最關鍵的元素，是最值得裁縫店投放資源去探索，因為會直接影響裁縫店的形象及生意來源。

首先要從顧客的角度出發，檢視每個接觸點，然後找出哪些是讓顧客對裁縫店超出期望的甜蜜點，哪些是令顧客感到不悅的痛點。

除了透過前線員工的反映可以了解顧客的甜蜜點及痛點外，也可以透過觀察前線員工與顧客接觸時的反應、問卷調查等方法，搜集出更全面的顧客意見及想法。

經以上的三步曲，便可建構一個適合裁縫店的顧客體驗旅程地圖，從而發揮甜蜜點及改善痛點，正面提升裁縫店的形象。

甚麼是顧客體驗

第五節：繪製顧客體驗旅程地圖前注意的要點

1. 訂立明確的目標

裁縫店在製作旅程地圖前，必須先訂立明確的目標。目標清晰，能有助於清楚確立旅程圖設計的方向，同時也更容易找出和目標相關的潛在問題。

2. 需要從顧客角度設計

裁縫店只有跳出自我感覺良好的思考框架，才能透過旅程圖發現過去容易忽略的顧客痛點。

3. 產生對顧客體驗思維的共鳴

為了實踐旅程圖中的改善方案，所有前線員工也應該對「顧客體驗」思維產生共鳴。

因此，在執行旅程圖的解決方案前，首先要將顧客體驗思維從上至下傳遞到裁縫店各部門，讓所有員工確實感受到他們正在為顧客作出貢獻，並對自己的工作產生認同，進而主動地將顧客體驗思維實際運用在日常業務中。



甚麼是顧客體驗



繪製顧客體驗旅程地圖的小貼士

在開始繪製顧客體驗旅程地圖前，可先想想以下幾條問題：

1. 誰是顧客群？

明確定義出這張顧客體驗旅程地圖的顧客群。

2. 定義情境任務

在旅程過程中，會有哪些事件發生？

3. 顧客與接觸點的互動行為

不同情境下，會有那些接觸點及接觸點的順序？

4. 顧客的想法

顧客在每個行為背後所產生的想法，有哪些痛點與甜蜜點？

5. 顧客的心情

顧客在每個行為過程中，會產生怎樣的情緒及會怎麼起伏？

甚麼是顧客體驗

裁縫店體驗旅程地圖



服務流程

1. 吸引顧客進入店鋪

接觸點	櫥窗陳設	店鋪燈光	店內陳設	線上及 社交媒體廣告
😊 甜蜜點	具時尚感及 美觀吸引	明亮柔和	具心思及 井然有序	吸引眼球及 具資訊性
😞 痛點	殘舊、古老 及不典雅	暗沉	凌亂不堪	平凡的設計及 欠缺資訊性

甚麼是顧客體驗

2. 接待及協助

接觸點	店員的態度	店員的建議及協助
😊 甜蜜點	<ul style="list-style-type: none"> · 店員熱情的歡迎及招待 · 親切的眼神及微笑 · 聲線語調適中 	<ul style="list-style-type: none"> · 主動詢問顧客的需要 · 清晰的手勢指示及主動帶領顧客到正確位置 · 向顧客提供貼心合適的建議，而且熟悉不同布匹的產地、特點及布料、物料樣辦陳列位置
😞 痛點	<ul style="list-style-type: none"> · 店員冷漠的招待 · 不友善的眼神及態度 · 粗聲粗氣或聲線過份微弱 	<ul style="list-style-type: none"> · 不理睬客人 · 不明確的手勢指示以致未能帶領顧客到正確位置 · 未能向顧客提供合適的建議，甚至批評顧客的身型、口味及選擇，並對不同布料、物料樣辦陳列位置表現生疏

3. 成品建議/銷售

接觸點	成品建議	銷售手法
😊 甜蜜點	<ul style="list-style-type: none"> · 店員清楚了解顧客的需要 · 向顧客推薦符合客人口味/要求及合適的款式、剪裁、用料，同時符合顧客對貨品價格的預算 · 店員熟悉自家品牌及成品 	<ul style="list-style-type: none"> · 清楚地向顧客說明成品的規格、價格及相關折扣
😞 痛點	<ul style="list-style-type: none"> · 店員未能透徹了解顧客真正的需要 · 未能建議合適及正確的成品 · 店員不了解自家品牌及其成品的特色 	<ul style="list-style-type: none"> · 未能清楚地或帶有誇大成分向顧客說明成品的規格、價格及相關折扣

甚麼是顧客體驗

4. 交易

接觸點

交易及付款的過程

😊 甜蜜點	賬單收據簡單清晰	交易及付款的過程準確	交易付款時間長短合理	能夠提供不同的付款方式選擇
😞 痛點	賬單收據過份簡單或複雜及不清晰	交易及付款的過程錯漏百出	交易付款時間偏長，需要顧客等待且不預先通知顧客	付款方式欠缺彈性

5. 離開

接觸點

顧客離開裁縫店的過程

😊 甜蜜點	店員陪同顧客離開	店員誠懇的道別及致謝
😞 痛點	顧客離開裁縫店時，店員沒有理會	店員不理睬顧客離開

6. 送貨服務(包括郵寄及提貨)

接觸點

裁縫店送貨至顧客的流程

😊 甜蜜點	迅速將成品送交顧客	將正確的成品送交顧客	顧客可以於辦公時間內隨時親身提貨	提供地方給顧客上門提貨後現場試身	成品包裝精美
😞 痛點	未能迅速將成品送交顧客	將錯誤的成品送交顧客	限制顧客上門提貨時間	未有與顧客確定交付貨品內容無誤	成品包裝馬虎

甚麼是顧客體驗

7. 售後服務

接觸點

售後服務的提供

😊	甜蜜點	提供免費的成品修改服務	定期跟進顧客對成品的意見	定期與顧客聯絡與溝通	定期通知舊客戶有關新貨及合適的貨品的資訊
😞	痛點	不提供任何的成品修改服務，或有不合理的修改收費	沒有跟進及不清楚顧客對成品的意見	欠缺與顧客聯絡與溝通	沒有任何跟進服務



如何正確及有效地處理顧客的投訴

顧客到裁縫店訂製服裝，如果收到成品後不滿意，一般有兩個可能發生的結果：一、不再光顧；二、向店舖投訴。當然，所有裁縫店都不希望收到投訴，但想深一層，顧客向店舖投訴，反映客人願意向裁縫店提出其不滿之處，不就是向裁縫店提示可以有機會化解客人的不滿或作出自身改善嗎？如客人選擇不再光顧，即肯定失去一名舊客，如客人再將其不滿經不同方式及媒體散播，更有可能造成對商譽的永久傷害。所以我們應好好處理客人直接投訴這份禮物。



如何正確及有效地處理顧客的投訴

第一節：有效地處理顧客投訴的好處

投訴或拒絕來往是顧客當對成品和服務不滿意時，通常有的兩種反應。如果拒絕來往的話，裁縫店可以說是連了解及化解顧客不滿的機會也沒有。若顧客投訴，至少說明他們還願意和裁縫店對話，讓裁縫店有重拾顧客信心的機會，繼續往來。雖然沒有裁縫店會喜歡收到負面回饋，但顧客的直接投訴，無疑是送給裁縫店的一份贈禮。



有效處理顧客投訴的好處包括：

- 是最快、最有效地反映裁縫店的缺失
- 顧客的投訴代表著給予第二次服務的機會，使不滿意化為滿意
- 顧客投訴是加強顧客忠誠度的好機會
- 使投訴率大幅降低，能提升整體士氣與裁縫店形象及口碑

如何正確及有效地處理顧客的投訴

第二節：面對顧客投訴的處理原則

顧客的投訴與不滿並不可怕，最可怕是得罪了顧客仍不知道，而且沒有馬上處理問題，從而對裁縫店產生不可挽回的影響。只要掌握以下幾個關鍵原則，便能夠將「危機」轉化成「機會」。

1. 展現同理心及仔細聆聽、理解顧客的不安

顧客遇到不稱心的事情，便會希望表達出他們的想法。在這個階段，裁縫店要做的是聆聽顧客所說的內容，將負面的情緒字眼排除掉並抓出他們內心真實的想法。切記盡量避免打斷顧客說話、急著做解釋或以不耐煩的語氣回應，此舉會令顧客覺得不受到尊重。

2. 表示理解、同情和歉意

裁縫店應設身處地考慮顧客的感受，對顧客的投訴表示理解，且應使用適當的言詞給予客人安慰，如「謝謝你告訴我這件事」、「我完全理解你的心情」、「我們感到十分抱歉，感謝你對我們提出的寶貴意見」等，以示尊重。

3. 展現馬上處理的誠意

當裁縫店採取補救措施前，應先徵求客人的同意，把具體的解決方法有禮貌地告知客人，從而平息顧客不滿的情緒。

另外，裁縫店要把握第一時間積極迅速處理有關投訴，以越快越好為原則。因處理時間拖得越長，就會更加激怒顧客，令事情更加難以解決。黃金處理時間以當天為合適。若當天未能處理投訴，應主動讓顧客了解進度且主動告知預計完成的日期。



如何正確及有效地處理顧客的投訴



4. 感謝顧客的批評意見

顧客投訴其實是希望他們面對的處境能夠被理解，並反映自己的意見讓裁縫店改善，下次才能有機會獲得更好的服務。顧客每一個寶貴意見，都能使裁縫店的服務變得更好，所以必須感謝他們的批評指教。道歉不如感謝，給予顧客最真誠的感謝，有助於加深客戶的好感。

5. 避免重蹈覆轍

處理完顧客投訴後，裁縫店要針對顧客投訴的內容做分析，判斷該個案單純屬於顧客本身問題、或是裁縫店所提供的成品或服務有問題，若是屬於裁縫店本身的問題便一定要重新檢討，避免重蹈覆轍。

顧客投訴是每間裁縫店都可能會遇到的問題，它是顧客對成品和服務不滿的表達方式。不過顧客投訴也有其價值，能為裁縫店帶來反省及檢討的機會。

如何正確及有效地處理顧客的投訴

第三節：處理顧客投訴的指引



仔細聆聽

正面回應

- 面帶笑容、直視顧客的眼睛；如正在處理其他事情，就要放下手頭的工作，耐心聆聽顧客的投訴
- 保持平靜的心情
- 不迴避及不拒絕顧客的投訴
- 不打斷顧客的陳述
- 不討論不爭執，不加個人意見
- 仔細地聆聽任何細節，總結投訴的核心

負面回應

- 皺眉、左顧右盼、流露不耐煩的神情
- 與顧客爭執、激烈討論及情緒激動
- 推卸責任
- 直接拒絕顧客或中途做其他事情
- 為自己辯解



小貼士

顧客作出投訴時可能會加入個人的想法或因情緒處於不穩定的狀態下而說出不理智的說話。其實並非大部分顧客是希望得到有形的補償，可能只是想表達自己不滿的情緒。這時候店員應該耐心聆聽顧客的真正用意，才能找出方法解決顧客的投訴。

如何正確及有效地處理顧客的投訴

同理心

正面回應

- 虛心接受顧客投訴
- 採用關懷的態度切去穩定顧客的情緒
- 站在顧客的立場嘗試理解對方想法
- 對顧客的行為表示理解
- 仔細記錄投訴細節

負面回應

- 表明不能幫助顧客
- 有不尊重顧客的言語行為
- 極力辯駁，深化彼此的矛盾
- 沒有記錄投訴細節



小貼士

對於顧客的投訴，店員應該設身處地站在對方的角度想問題，做到理解和虛心接受顧客的投訴。只有這樣才可以解決矛盾，才能想出辦法解決顧客的投訴。

問清問楚

正面回應

- 了解投訴的重點，問題需圍繞重點
- 重複顧客所說的重點，確認是否正確地理解其意思
- 答案需要得到顧客認同

負面回應

- 問題沒有重點
- 不停重複問同一問題
- 中途將投訴移交給別人處理
- 問題涉及顧客私隱



小貼士

面對投訴，店員提問前需要仔細思考，理解客戶投訴的原因及動機，而不是隨意提問。

如何正確及有效地處理顧客的投訴

掌握主動權

正面回應

- 掌握談判主動權，維護自己的立場
- 先表達出了解顧客提出的解決方案，然後談判
- 表明有足夠的權力解決投訴
- 迅速執行顧客同意的解決方案
- 抱著「以客為尊」的原則

負面回應

- 失去個人立場，不停退讓，全盤接受顧客的方案
- 未真正了解顧客的要求便談判
- 堅持己見
- 沒有切實執行顧客同意的解決方案



小貼士

裁縫店應視與顧客談判為整個投訴過程最重要的部分。店員在談判時，應以維護裁縫店的利益為原則，掌握談判的主動權，但要顯示出具有為顧客解決問題的誠意及信心，確保解決方案能令顧客認同。

辦得到

正面回應

- 具體分析問題，按實際情況解決投訴
- 處理投訴時需公平合理
- 發現超出權限範圍，需先向顧客說明，並迅速請示上級
- 若確認屬裁縫店的過失，必須迅速處理
- 未能即時處理的投訴，可將其先詳細記錄在案，留下顧客的聯繫電話，並承諾盡快答覆

負面回應

- 缺乏彈性，完全按公司政策處理
- 一味滿足顧客要求，給予不合理的承諾
- 沒有處理權限，卻沒有主動匯報
- 敷衍地處理投訴



小貼士

裁縫店必須有效地處理顧客的投訴。只要投訴能夠妥善解決，顧客便有機會願意繼續光顧裁縫店；如果草率了事，顧客便會更為不高興，可能以後都不再光顧，甚至將投訴向第三方反映，影響裁縫店在坊間的聲譽。

如何正確及有效地處理顧客的投訴

真誠感謝

正面回應

- 不做作，不虛假
- 真誠地感謝客戶的批評
- 誠心誠意地道歉
- 承諾以後會改進有關問題

負面回應

- 草草了事地感謝客戶
- 不情願地道歉
- 喋喋不休地感謝
- 光感謝，不解決實際問題



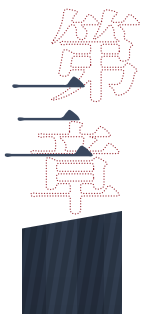
小貼士

無論責任是否在於裁縫店，店員都應該以真誠的態度向顧客道歉，讓客戶感覺受到重視。



正確地處理顧客投訴，可能會帶來巨大的機會

維持與顧客良好及長遠關係



如何才算是成功的銷售？只是微笑、揮手送走剛剛卡狂掃成品的顧客？成功的銷售應該是重視維持良好及長遠的關係。裁縫店若想擴張成品的銷售，必須在顧客關係上下更多的心思。

1. 形成依賴的心理習慣

顧客提出任何問題必須要認真對待，並找出合理的理由給予答覆。裁縫店在銷售的過程中更要做到無微不至，用細節去感動顧客，讓他們形成一種對裁縫店依賴的心理習慣。

2. 展現經營長期關係的誠意

想維持與顧客良好及長遠的關係，裁縫店應該視顧客為盟友。裁縫店必須先展現具有經營長期關係的誠意。當顧客確認你是可以信任的對象後，自然便能維持長遠的關係。



3. 願意先捨後得

想得到良好的業積，裁縫店不應只顧眼前的利益，而是願意以短期的損失去換取更長遠的利益。裁縫店應先提供好處博取顧客的信任與好感，等關係穩固之後，便能與顧客維持長遠的關係。

維持與顧客良好及長遠關係



4. 善始善終

銷售工作是沒有止境，能夠讓第一次合作成功便能創造再次合作的機會，裁縫店應該讓每次交易漂亮地完結，顧客能得到他們需求的成品或服務，便能維持裁縫店和顧客長遠的關係。

5. 追蹤顧客

裁縫業競爭激烈，並不是有了你的顧客便可以高枕無憂，因為顧客可能隨時改變主意，下次訂製時可能會轉投其他裁縫店。所以裁縫店應該定期追蹤顧客對成品的意見，如成品有沒有什麼問題需要及時修改或者是否需要進一步跟進配搭注意事項等。

在做好成品銷售服務的同時，還應定期給顧客問候。顧客體會到你的真誠，才能得到他們的長久支持。

優質服務的指標

第四章



所謂優質服務，每人的定義各有不同，因此定立一個明確的指標，才能有清晰的方向讓香港裁縫業界作參考。

香港旅遊發展局推行的「優質旅遊服務」是一項服務認證計劃，申請的商戶所提供的服務需符合「優質旅遊服務」計劃既定的評審準則，便可獲計劃認證為「優質旅遊服務」商戶。

「優質旅遊服務」計劃提供由專業顧問負責編訂的參照評審準則列表，為香港零售業釐定認可的優質商戶指標，助零售業不斷改善服務質素。

「優質旅遊服務」計劃的評審準則為申請商戶提供一幅「現況圖」，以項目清單的形式列出。清單詳情可參考下頁的「優質旅遊服務」計劃評審準則列表。

商鋪環境、產品、銷售過程、員工及運作系統這五項促成因素是獲得顧客及旅客良好評價和令他們滿意的要訣。每項促成因素又細分成多項評審要素，並設定最高得分。申請商戶可透過這個評審準則列表，了解本身的優點和弱點，從而發揮長處，並透過長期或短期策略，改善各種不足之處。



如欲了解更多此計劃的詳情，可瀏覽以下網址：
<http://www.discoverhongkong.com/tc/plan-your-trip/qts-scheme/index.jsp>

「優質旅遊服務」計劃評審準則列表 零售商戶

評審要素分數計算方法

請在適當方格加上「✓」號

在()填寫該欄所得的「✓」號總數

在[]填寫「得分」列的總和

1. 商舖環境

表現準則 (130 分)

零售商舖的位置、內外的環境及陳設，能使顧客放鬆心情選購貨品，刺激消費意欲。

評審要素

1.1 交通便捷及形象鮮明 (30 分)

零售商舖位於交通便捷的地點；商標及招牌位於當眼位置，而且保養良好。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 商舖位於顧客容易到達的地方						
b. 商舖的名稱、招牌或商標等，易於識辨，擺放得宜						
c. 燈光、招牌及陳設裝飾清潔、整齊及保養良好						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] ÷ (3 - 不適用項數) x 30 分 = _____					

1.2 環境整潔及保養良好 (40 分)

商舖環境清潔、整齊及保養良好，有助吸引顧客及營造良好的購物氣氛，刺激消費意欲。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 走廊及展示商品的地方清潔整齊，保養良好						
b. 天花、牆壁及地板保持清潔						
c. 商舖空氣流通，溫度適中，沒有異味						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] ÷ (3 - 不適用項數) x 40 分 = _____					

1.3 方便顧客的設施 (60 分)

商舖設有各項方便顧客的設施，令顧客購物時倍感舒適及稱心。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 商舖營業時間為顧客提供最大方便			達合格標準的最低要求 — 為顧客提供最大方便	獲取額外分數的附加要求 <input type="checkbox"/> 一星期 7 日營業 <input type="checkbox"/> 延長營業時間	獲取額外分數的附加要求 <input type="checkbox"/> 公眾假期照常營業，如農曆新年假期等	
b. 清楚展示或顯示各種折扣優惠及附加費用						
c. 接受多種方便顧客的付款方式，並清楚展示有關資料			達合格標準的最低要求 — 接受以不同面額的香港流通貨幣付款 — 信用咭付款不收取低消費額 — 信用咭付款不收取附加費	獲取額外分數的附加要求 <input type="checkbox"/> 接受多種付款方式，如： • 外幣 • 易辦事 • 八達通 • 信用卡 • 旅行支票	獲取額外分數的附加要求 <input type="checkbox"/> 向顧客清楚展示及顯示各種付款方式	
d. 提供清潔的洗手間設施						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] ÷ (4 - 不適用項數) x 60 分 = _____					

2. 產品

表現準則 (260 分)

零售商舖在商品陳列和供應方面均達到專業水平，而且商品種類廣泛、選擇充足，質素優良。

評審要素

2.1 陳列方式吸引及商品種類齊備 (60 分)

商品的陳列方式具美感，加上貨品種類廣泛，為顧客提供充足的選擇，有助刺激顧客的購買意欲。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 商品陳列見心思，方便顧客選購相關商品			達合格標準的最低要求 — 同類產品或同品牌 — 產品陳列於一起，及 — 陳列不同顏色、尺碼及包裝的產品，及 — 產品陳列於顧客視線範圍內	獲取額外分數的附加要求 <input type="checkbox"/> 提供及展示產品介紹冊，以方便顧客查閱	獲取額外分數的附加要求 <input type="checkbox"/> 提供清楚易懂的產品介紹冊供顧客參考	
b. 存貨充足，款式齊備以配合顧客的需求						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] ÷ (2 - 不適用項數) x 60 分 = _____					

2.2 品質令顧客滿意（60分）

商品的質素及售後服務令顧客稱心滿意，甚或超越他們的期望。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 產品質素包括手工及耐用程度均有保證						
b. 送貨及訂貨服務令顧客滿意			達致合格標準的最低要求 — 配合商舖的推廣活動，提供適當的送貨服務，及 — 提供適當的包裝，確保產品運送安全	獲取額外分數的附加要求 <input type="checkbox"/> 提供各類送貨方式，如： • 遞遞 • 郵寄	獲取額外分數的附加要求 <input type="checkbox"/> 提供各類訂貨方式，如： • 郵購服務 • 訂購目錄 • 網上訂購服務	
c. 設有修改服務，滿足顧客所需						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] + (3 - 不適用項數) x 60 分 = _____					

2.3 退款、換貨及保用政策（140分）

提供退款、換貨及保用服務，令顧客對商戶更有信心。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 清晰展示或顯示退款／換貨政策			達致合格標準的最低要求 — 清晰展示或顯示顧客對所購商品是否有要求退款／換貨的權利 附加要求（適用於影音、攝影器材、通訊、家電、電腦及珠寶） — 須於單據上列印退款／換貨的權利	獲取額外分數的附加要求 <input type="checkbox"/> 商戶接受顧客換貨要求，並清晰列明： • 有關係款； • 雙方的責任； • 程序；及 • 如不適用之原因	獲取額外分數的附加要求 <input type="checkbox"/> 商戶接受顧客換貨要求，並向顧客清晰顯示有關政策，如： • 於商舖當電處張貼政策詳情 • 主動向顧客介紹有關詳情	
b. 清晰展示或顯示產品保用政策			達致合格標準的最低要求 — 清晰展示或顯示商戶有否為商品提供保用	獲取額外分數的附加要求 <input type="checkbox"/> 商品具有保用，並清晰列明： • 有關係款； • 雙方的責任； • 程序；及 • 如不適用之原因	獲取額外分數的附加要求 <input type="checkbox"/> 商品具有保用，商戶向顧客清晰解釋有關條款	
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] + (2 - 不適用項數) x 140 分 = _____					

3. 銷售過程

表現準則（130 分）

高質素的服務設施有助營造舒適宜人的購物環境，讓顧客享受難忘的購物樂趣。

評審要素

3.1 明確及充足的商品資料（100 分）

資料明確充足，方便顧客選購理想商品。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 清晰地展示或顯示價格			<p>達致合格標準的最低要求</p> <ul style="list-style-type: none"> — 每項陳列產品均有清楚的價錢牌，及 — 清楚列明產品價錢（如：不能以\$19XX形式標價） <p>附加要求（適用於珠寶首飾產品）</p> <ul style="list-style-type: none"> — 足金及足白金產品之重量及成色均清楚顯示於價錢牌或宣傳單張上 <p>附加要求（適用於影音、攝影器材、通訊、家電及鐘錶）</p> <ul style="list-style-type: none"> — 如所出售商品屬非經由本港代理進口，須於商品顯示相關資料 	<p>獲取額外分數的附加要求</p> <ul style="list-style-type: none"> <input type="checkbox"/> 清楚展示量度單位 <input type="checkbox"/> 每件產品均有價錢牌 <input type="checkbox"/> 價錢牌上清楚顯示優惠價格 <p>附加要求（適用於影音、攝影器材及其他電子、電器產品）</p> <ul style="list-style-type: none"> <input type="checkbox"/> 顯示更多切合顧客需要的商品附加資料，如： <ul style="list-style-type: none"> • 特別功能 • 規格說明 	<p>獲取額外分數的附加要求</p> <ul style="list-style-type: none"> <input type="checkbox"/> 顯示更多切合顧客需要的商品附加資料，如： <ul style="list-style-type: none"> • 產品保養指引 	
b. 價錢牌或宣傳品上印有英文或其他適用語文						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] + (2 - 不適用項數) x 100 分 = _____					

3.2 適當及充足的設施（30 分）

備有適當及充足的設施，方便顧客試用商品。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 提供裝設鏡子的試身室						
b. 備商品示範或試用服務						
c. 備存貨查詢服務						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] + (3 - 不適用項數) x 30 分 = _____					

4. 員工

表現準則 (280 分)

商戶有賴員工與顧客的接觸，提供優質服務。員工應以熱誠的態度招待客人、保持儀容端正、有效地與顧客溝通，並發揮卓越的服務技巧，使顧客有賓至如歸的感覺，對商戶留下良好印象。

評審要素

4.1 良好及積極的服務態度 (50 分)

員工親切有禮、耐心、熱誠，並時刻保持積極的工作態度。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 員工態度誠懇有禮						
b. 員工表現熱誠及主動						
c. 員工經常保持良好的態度						
d. 員工有團隊精神，緊密合作，維持服務效率						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] ÷ (4-不適用項數) x 50 分=					

4.2 端正、整潔的儀容 (40 分)

員工儀容清潔整齊，令顧客對商戶的服務質素更有信心。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 員工穿着清潔整齊的制服或外衣						
b. 員工保持個人儀容整潔						
c. 員工憑衣著、姓名襟章或其他表現令顧客容易辨認其身分						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] ÷ (3-不適用項數) x 40 分=					

4.3 卓越的服務技巧及足夠的產品知識 (70 分)

員工經過培訓，不但擁有卓越的服務技巧，而且對產品有充分認識，能以專業的態度，迅速地為顧客提供服務。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 員工能講英語及／或其他所需語言						
b. 員工能清楚介紹商品的特點和功用						
c. 員工能熟練地向顧客示範商品的使用方法						
d. 員工能提供商品的準確資料						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] + (4 - 不適用項數) x 70 分 = _____					

4.4 服務表現 (120 分)

員工為顧客提供優質服務，並達至卓越的服務表現。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 員工有禮地歡迎和招呼顧客						
b. 員工適時地提供服務給顧客						
c. 員工主動了解顧客的需要						
d. 員工為顧客提供專業推介						
e. 員工耐心地處理顧客查詢						
f. 員工適當地處理顧客的異議						
g. 員工有效率地處理交易						
h. 員工有禮地與顧客說再見						
i. 員工主管能展示領導能力						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] + (9 - 不適用項數) x 120 分 = _____					

5. 運作系統

表現準則 (200 分)

商戶運作組織得宜，員工、行政及技術等因素互相配合，以求盡善盡美，令顧客感到稱心滿意。

評審要素

5.1 品質控制制度 (30 分)

商戶設有品質控制的制度，確保商品的質素及供應量能滿足顧客的需要，並提供整潔的購物環境。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 設有品質控制的制度，確保商品的質素及供應量能滿足顧客的需要，並防止商品損毀、過期及損壞						
b. 為全體員工提供品質控制的培訓與指導						
c. 已設立及定期執行防蟲措施，以防止蟲鼠滋生						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] ÷ (3 - 不適用項數) x 30 分 = _____					

5.2 有效溝通方法及方便顧客的服務程序 (90 分)

商戶主動聽取顧客的意見，實施具有實際效用及方便顧客的服務程序。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 設有清晰及準確的結賬系統						
b. 收據／售貨單清楚列明商戶名稱、地址、電話號碼及售貨日期等						
c. 收據／售貨單清楚羅列各項商品內容			<p>達致合格標準的最低要求</p> <p>— 在收據上清楚列明已售出產品名稱及價格</p>	<p>獲取額外分數的附加要求</p> <p>□ 清楚列明有關分期付款之條款及細則</p>		
			附加要求 (適用於珠寶首飾)	附加要求 (適用於珠寶首飾)		

			<p>飾產品) 在收據上清楚列明產品詳情： — 足金、足白金首飾產品 • 成色、重量、單價、人工、行飾</p> <p>— 50 份或以上的天然鑽石，按顧客要求，把以下產品資料詳列收據上： • 重量、淨度、色澤、形狀</p> <p>— 翡翠分類： • 翡翠的顏色結構是天然的，並無外來物質（行內俗稱 A 貨） • 處理翡翠 — 樹脂充填縫隙強酸處理後注入樹脂充填處理的翡翠（行內俗稱 B 貨） • 處理翡翠 — 染色經人工加色的翡翠（行內俗稱 C 貨）</p> <p>— 珍珠須列明來源地，如： • 南洋珍珠 • 大溪地珍珠</p> <p>附加要求（適用於鐘錶產品） — 在收據上清晰列明各項產品的詳細內容包括產品之品牌名稱及型號</p> <p>附加要求（適用於影音、攝影器材及其他電子、電器產品） — 在收據上清晰列明各項產品的詳細內容包括產品之品牌名稱及型號</p> <p>附加要求（適用於影音、攝影器材、通訊、家電及鐘錶） — 如所出售產品屬非經由本港代理進口，須於收據上清晰列明相關資料</p>	<p>寶首飾產品) <input type="checkbox"/> 足金及足白金以外的珠寶產品，在收據上清楚列明價錢所包括的手工金額</p> <p>附加要求（適用於鐘錶產品） <input type="checkbox"/> 在收據上清楚顯示換貨的條款及細則</p> <p>附加要求（適用於影音、攝影器材及其他電子、電器產品） <input type="checkbox"/> 在收據上清楚列明換貨的條款及細則 <input type="checkbox"/> 如有另須收費之附加配件，有關配件的名稱及價格須在收據上清晰列明</p>		
d. 設有收集顧客意見的渠道，資料可用於制定業務政策						
e. 設立有效制度，讓顧客與管理層交流意見						
f. 展示的宣傳標語具事實或實質支持						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] ÷ (6-適用項數) x 90 分= _____					

5.3 安全及應急程序 (20 分)

商戶應嚴格遵守有關法例，確保顧客及員工的安全。店內應備有應急程序，隨時提供指引。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 備有足夠的安全及緊急應變措施						
b. 店內有足夠而運作良好的緊急出口及防火通道；員工均清楚知悉逃生路線						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] + (2 - 不適用項數) x 20 分 = _____					

5.4 迅速處理投訴及有效補救措施 (60 分)

備有處理顧客投訴的方法及程序，配合完善的補救措施系統，授權員工在回應投訴時採取適當補救行動，挽回顧客的信心。

評核的項目包括：	表現較差 0%	不滿意 30%	滿意 60%	表現良好 80%	表現出色 100%	不適用
a. 備有處理顧客投訴的方法，並有清晰的文件訂明投訴處理程序						
b. 設有清晰的退貨及／或退款政策						
c. 授權員工在遇上意外／投訴時，即時採取適當的補救措施						
d. 建立顧客服務系統，推動優質服務						
得分	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
此部分得分	[] + (4 - 不適用項數) x 60 分 = _____					

得分總表 — 零售商戶

評審範圍	評審要素	得分
1. 商舖環境 (130 分)	1.1 交通便捷及形象鮮明 (30 分)	
	1.2 環境整潔及保養良好 (40 分)	
	1.3 方便顧客的設施 (60 分)	
	此部分得分：	
2. 產品 (260 分)	2.1 陳列方式吸引及商品種類齊備 (60 分)	
	2.2 品質令顧客滿意 (60 分)	
	2.3 退款、換貨及保用政策 (140 分)	
	此部分得分：	
3. 銷售過程 (130 分)	3.1 明確及充足的產品資料 (100 分)	
	3.2 適當及充足的設施 (30 分)	
	此部分得分：	
4. 員工 (280 分)	4.1 良好及積極的服務態度 (50 分)	
	4.2 端正、整潔的儀容 (40 分)	
	4.3 卓越的服務技巧及足夠的產品知識 (70 分)	
	4.4 服務表現 (120 分)	
	此部分得分：	
5. 運作系統 (200 分)	5.1 品質控制制度 (30 分)	
	5.2 有效溝通方法及方便顧客的服務程序 (90 分)	
	5.3 安全及應急程序 (20 分)	
	5.4 迅速處理投訴及有效補救措施 (60 分)	
	此部分得分：	
：		總分：

註：請把每項評審要素的得分加起來，以計算出總分。

甚麼是營運管理？

網上商店及網上購物近年愈趨流行，許多人的消費習慣因而改變，此舉為傳統實體裁縫店帶來很大的衝擊。傳統裁縫業更要面對租金及經營成本不斷上漲的壓力，中小企業所面對的挑戰更是不言而喻。提升店鋪的營運效率及質素可以說是裁縫業中最重要的一環，藉此保持市場上的競爭優勢。店鋪營運內容主要包括：店鋪環境及設計、陳列方式、成品送遞服務、處理修改成品、預防盜竊，以確保店鋪有效地運作，滿足顧客的期望及需要。



甚麼是營運管理？

第一節：行業營運管理的指引

1. 店鋪環境及設計

· 店鋪環境應注重整潔度及保養良好

應向員工灌輸規範、自律的觀念，令他們明白維持整潔衛生的零售環境對裁縫店形象及業務的重要性。因為保持通道暢順，乾淨衛生，有助吸引顧客及營造良好的購物氣氛，刺激消費意欲，使顧客在沒有壓迫感的情況下選購商品。

· 商鋪的整體設計可以為顧客帶來獨特的服務體驗

短期來說，環境與氣氛可以吸引及刺激顧客的購物意慾；長遠來說則有助與顧客建立長久密切的關係，令顧客到店鋪購物成為一種習慣。

店鋪設計需融入市場推廣、消費心理、室內設計等專門知識。針對目標客群擬定出一個主題，並利用空間、環境等元素，在不同顧客接觸點上，營造出獨有的購物氣氛，以刺激顧客消費意慾。



店鋪的色彩設計、燈光、背景音樂、氣味等因素都可能影響顧客的五官感覺。透過色彩設計可以創造一個親切、和諧、鮮明、舒適的購物環境，店內燈光應掌握遠光要強，近光要弱。商鋪背景音樂及氣味的選擇要結合商店的特點和顧客特徵，形成獨有的風格，為顧客提供一個舒適的環境。

甚麼是營運管理？



· 吸引的櫥窗設計

櫥窗設計是店面的靈魂之筆，一個成功的櫥窗可以反映品牌的個性及風格，更可能提升顧客對裁縫手工藝的信心，可以說是最好的宣傳。對於服裝品牌來說尤為重要，巧妙的櫥窗設計，可以於短短幾秒內吸引行人的腳步，說服顧客進店光顧。所以櫥窗設計的效果，比起電視媒體和平面媒體具有更強的說服力和真實感。

但裁縫店在設計店鋪的櫥窗應先考慮一系列的因素，如目前裁縫行情最時尚、最受歡迎的成品、評估設計方案與生意額的互動關係、更換櫥窗設計所需的時間、成本及安全措施方面的考慮，如電線、照明、擺放等。



吸引的櫥窗設計是店面的靈魂之筆

甚麼是營運管理？

2. 陳列方式

· 商品陳列需具心思及美觀

一般而言，裁縫店內不應有太多成衣作陳列，但因商品陳列會直接影響顧客的購物意慾，所以裁縫店在商品陳列需花點心思，應以方便顧客參考及選擇為大前題。按特定的方式井然有序地陳列布匹，方便顧客找尋合適設計。

裁縫店亦可利用增加交叉銷售的方法，把領帶或其他配飾放在襯衫旁邊，能吸引顧客無意間購買一些額外商品，刺激顧客的購買意慾。

另外，布匹的陳列方式需具美感，而且應保持陳列區清潔，不應將易沾灰塵的布匹放在陳列架上，影響商品賣相。店舖內應定期進行陳列架清潔。



利用增加交叉銷售的方法，多把領帶或其他配飾放在襯衫旁邊，刺激顧客的購買意慾。

甚麼是營運管理？



· 陳列的易觀看性、易選擇性

裁縫店應考慮到商品的易觀看性，使員工及顧客能清楚觀看到商品擺放位置以進行選購。裁縫店可以根據不同系列商品分區陳列，從而縮短選擇商品時間。如季節性強的商品放在同一陳列區，關聯性商品陳列在一起讓集中進行銷售。

· 陳列的安全性

裁縫店需注重商品陳列的安全。確保商品於陳列架

上的穩定性，不會輕易掉落，避免誤傷顧客或員工。

3. 成品送遞服務

現時裁縫店的交貨方式一般是客人到店領取衣服或將衣服寄送給客人，如果是後者，裁縫店應訂立清晰明確的貨品送遞程序及指引，準時及妥善地將顧客所訂的貨品送到目的地。裁縫店應先將顧客所訂的貨品集合一起，然後於貨品上貼上顧客資料標籤，以便其後的運輸工人有足夠的指引。另外，裁縫店於寄出貨品前，必須再次核實送遞貨品，時間表及送貨時間是否正確，以免出錯，破壞顧客對裁縫店的印象。

甚麼是營運管理？

4. 處理修改成品

裁縫店應妥善地處理顧客因各種原因而提出需修改對已交付的成品，及能夠在進行衣服修改的同時，令顧客感到滿意。當裁縫店收到顧客要求修改成品時，應先檢查成品的狀況及需要修改的細節。然後，負責員工需向有關修改的裁縫師傅，提交準確的資料。負責的員工需盡快更新相關成品於系統內的資料。成品交到工場或裁縫師父時，應清楚地加上標籤及修改的指示。

5. 預防盜竊

裁縫店應訂立預防盜竊的措施，有效地預防裁縫店發生盜竊，保障裁縫店的利益。

例如貼上防竊標籤於成品上、利用防盜設備(攝錄機)，監察店內的財物是否安全。另外，員工可以於不妨礙顧客的情況下，留意個別可疑人士。



營運管理的工具

第一節：強弱危機分析

要成功吸引顧客的目光，第一步就是要做到知己知彼，好好把握時機發揮所長。利用「強弱機危分析」為自己作一個市場及自身的分析，以深入全面瞭解裁縫業市場情況及自身強弱之處，然後作出適當的調整。

通過評價裁縫店的優勢、劣勢、競爭市場上的機會和威脅，從而瞭解自身優勢能否配合市場上的新機遇和應付市場上所面對的威脅。

強弱危機分析的步驟

第一步：設定目標

設定目標是SWOT分析的第一步，先要了解顧客想要什麼，期望達成什麼目標，訂定好目標後，後續的分析才能順利。



第二步：列出裁縫店自身的優勢、劣勢、機會、威脅

列出自身的優勢、劣勢、機會、威脅，越全面及越明確越好，亦可以加註一些實例，作為補充驗證。

營運管理的工具

香港裁縫業的強弱危機分析

自身優勢

- 訂制剪裁的聲譽
- 高度熟練的裁縫
- 方便的地理位置
- 接觸更新的趨勢和技術
- 成本效益：材料· 勞動力

自身劣勢

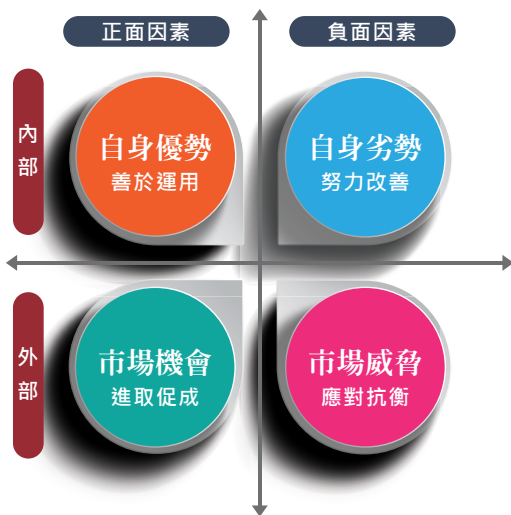
- 缺乏新一代裁縫入行
- 缺乏高質量的熟練勞動力
- 採用信息技術落後
- 行業以傳統方式運作；
更像家族式生意
- 傳統學徒心態和缺乏系統的教學而難以傳承技能
- 加入行業的門檻較低

市場機會

- 中國勞動力市場有利於製造方面的承托
- 訂制工藝被受重視的趨勢
- 新血入行採用更新的運作模式及方法

市場威脅

- 香港裁縫行業的聲譽不及從前
- 消費者擁有更多的選擇
- 成衣品牌亦提供“定制”服務



營運管理的工具

第三步：擬定策略

裁縫店在擬定策略前，可考慮以下的問題：

自身優勢方面，可想想有關擬定策略是否可以做到擴大領先差距、善加利用優勢及創造新的優勢

- 擴大領先差距：擁有優勢的裁縫店要想辦法如何維持領先及與競爭者保持安全的距離
- 善加利用優勢：將裁縫店現有領域之優勢應用到其他相關領域
- 創造新的優勢：創造新的優勢，加強裁縫店的價值

當裁縫店在某些方面處於劣勢，可以考慮如何尋找代替方案、將弱點中性化、進行互補合作及淡化劣勢

- 尋找代替方案：以其他方法代替能力資源較弱的方面
- 將弱點中性化：將劣勢轉化成不太重要
- 進行互補合作：透過與其他裁縫店合作、聯盟取得互補的資源
- 淡化劣勢：可以透過學習他人的做法，來改善自身的劣勢

面對市場機會，裁縫店應比競爭者更早發現及掌握機會、充分利用自身優勢掌握新的機會

- 比競爭者更早發現及掌握機會：能夠在其他競爭者之前發掘市場機會，才能為裁縫店帶來利益
- 充分利用優勢掌握新的機會：裁縫店必須思考自身有什麼優勢，當新的機會出現，便可立即把握新的機會，創造新的利益

面對環境威脅，裁縫店可以盡量避開威脅、採避險措施從而改變不利的發展

- 避開威脅：直接避開不利環境
- 採避險措施

營運管理的工具

第二節：流程圖分析

流程圖是一個工具用來詳細記錄特定過程中涉及的每個步驟。流程圖能夠作為診斷工具，輔助決策的制定，讓管理者清楚知道，裁縫店在那些地方出現問題，從而確定出合適的行動方案。

流程圖繪製的方法

流程圖的繪製工作一般可以分為三個階段組成。

第一階段：準備階段

這個階段包括選擇繪製對象、數據採集。

選擇對象 確定繪製哪個流程的流程圖，什麼類型的流程圖

數據採集 收集所有相關資料

第二階段：識別階段

這個階段包括確認目標、確認部門、確認起止點、確認輸入/輸出。

確認目標 明確流程設計或優化的具體目標

確認部門 識別流程中所涉及的所有部門或崗位

確認起止點 尋找流程的起始點與終結點

確認輸入/輸出 確定各個節點上信息資料的輸入/輸出，即需要引入什麼文件資料，需要形成什麼文件資料。

營運管理的工具

第三階段：繪製階段

這個階段包括繪製草圖、加入說明、修改核實、流程圖定稿。

繪製草圖 動筆繪製流程圖，填寫相應文字標記等。

加入說明 有助及方便正確閱讀和理解流程圖圖示的文字說明。

修改核實 反覆收集及詢問各方的意見和反映，修改及完善，消除一切可能的錯漏。










流程圖定稿 經過多次收集及詢問各方面意見反映，特別是有關管理者批准後，流程圖正式定稿。

流程圖可以說是能令使用者有效地分析問題、解決問題的工具，因此，繪製者可根據自己的風格及特定的需要去繪製。



營運管理的工具

作業流程圖符號說明表

符 號	名 稱	意 義
	準備作業 (Start)	流程圖開始
	處理 (Process)	處理程序
	決策 (Decision)	不同方案選擇
	終止 (END)	流程圖終止
	路徑 (Path)	指示路徑方向
	文件 (Document)	輸入或輸出文件
	已定義處理 (Predefined Process)	使用某一已定義之處理程序
	連接 (Connector)	流程圖向另一流程圖之出口； 或從另一地方之入口
	註解 (Comment)	表示附註說明之用

營運管理的工具

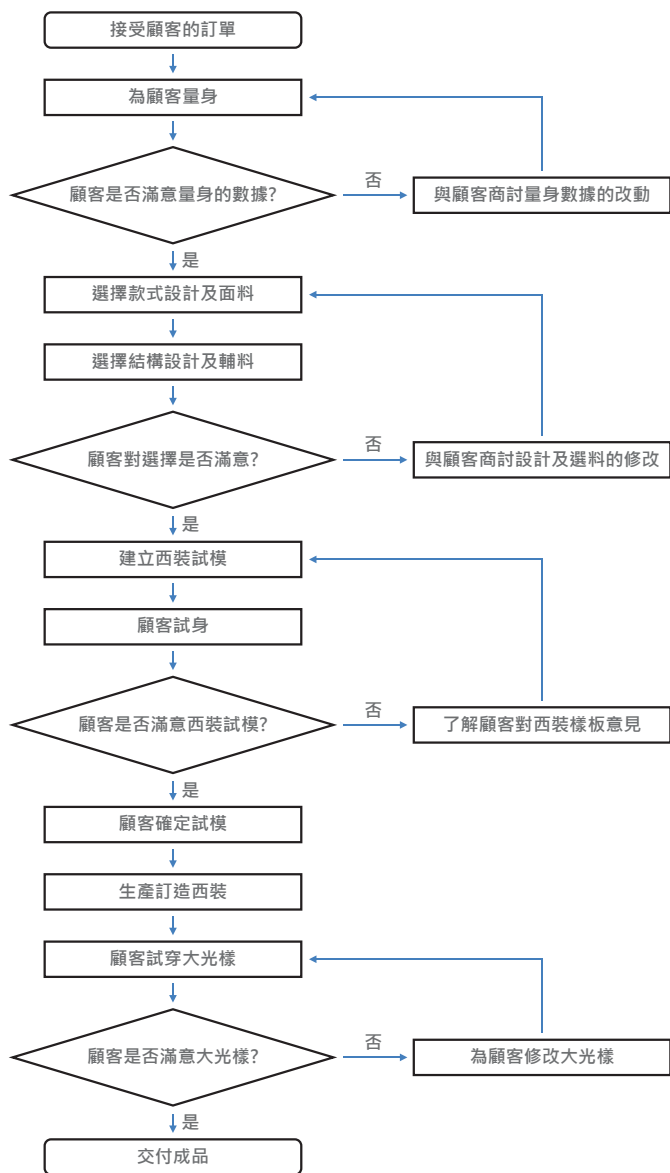


流程圖繪製的注意事項

- 流程圖可以分中心主軸及旁支說明，主軸內各流程圖盡量加入說明及關鍵詞，但旁支說明應以精簡為佳，每點以不超過兩行為原則。
- 流程圖繪製排列順序，為由上而下，由左而右。
- 流程圖的結構應完整，除表格圖形外，還應完整準確地標明標題、作者、日期、文字說明、頁數、編號等。
- 盡可能方便讀者閱讀

營運管理的工具

裁縫店一般流程圖



營運管理的工具

第三節：腦力激盪法



腦力激盪法，又名頭腦風暴。是其中一個常用的營運管理工具來幫助創新想法。其基本原理是通過激發彼此去思考盡可能多的想法，釋放邏輯和過去經驗的界限，以達到創新思維。

腦力激盪法可以由一個人或一組人進行。參與者圍在一起，可以隨意將腦中和研討主題有關的見解提出來，追求更多的點子數量，從而讓一些更新的觀點與方法被激發出來。最後才將大家的見解重新分類整合。在整個過程中，其他參與者都不應打斷和批評，從而產生很多的新觀點和問題解決方法，達到創新思維。

腦力激盪法需注意的小技巧

· 暫緩評論

不論點子有多天馬行空，別急於打斷和批評，因為也許會發展出從來沒有考慮過的有趣想法。急於評論只會限制參與者提出自己的看法。參與者要集中努力提出設想、擴展設想，把不同的意見留到後面的批評階段進行。

營運管理的工具

· 提倡獨特的想法

要想有多而精的設想，應當提倡與眾不同的想法。這些設想往往出自新觀點中或是被忽略的假設內。這種新式的思考方式將會帶來更好的主意，在腦力激盪期間應該是讓參加者有無限造夢的時間。

· 點子越多越好

點子永遠不嫌多。腦力激盪法的主要目標就是在短時間內，集合多個人的力量，快速的獲得許多想法。

· 避免離題

設計是為了解決問題，若是偏離了想要解決的目標，討論便失去了意義。

· 集中討論一個主題，每次一個參加者發言
避免過於混亂，每次只討論一個主題，並且需要尊重每個參加者發言的權利，當其中一個參加者在發言中，其他人應該暫停發言。

· 想法視覺化

人對於接受外來刺激的管道有很多，小組討論時多半以聽為主要的管道，但視覺化的東西更夠幫助人腦分析和思考，進而得到新的啟發，討論上也帶來方便。



個案 分享

老行業 新創意



步入CUFFS，一入眼簾的是其裝潢設計與一般我們認知的裁縫店不同。此時你可能會懷疑自己身處的是一間時裝店還是裁縫店呢？

工程師投身裁縫業 冀將訂制西裝「現代化」

CUFFS的創辦人Ian(方可行)正正就是想令人覺得訂制西裝不再是上一代的專利，而是新一代的潮流。Ian自大學期間已希望將來創業，所以畢業回港便到咖啡連鎖店擔任市場推廣，希望吸收創業經驗。由於香港飲食行業比較「難做」，租金昂貴，加上咖啡利潤不高，有創業念頭但沒有路向的Ian開始從日常生活中尋找創業靈感，最後他決定投身裁縫業。

Ian常覺自己的肩膀比較寬，常見的歐美品牌不太切合自己的身形，於是他嘗試人生第一次訂制西裝，「自己都不太知道那間裁縫店比較好，於是隨便在灣仔找到一間裁縫店」。訂制的西裝雖然十分合身，但並不是他最想要的潮流款式。加上在度身的過程中，師傅拿出過千款布辦，但布料選擇多而且花紋款式少，對於當時還是「西裝初哥」的他，可謂花多眼亂，最後都是讓裁縫師傅決定。經過這次的經驗，Ian覺得香港的訂制西裝有其「價值」，但重點是如何將傳統已有的技術去迎合現在的潮流，改變年輕人覺得訂制西裝是「古老」、「昂貴」、不是屬於他們世界的東西。

將創意加入老行業

Ian說：「可能自己大學修讀工程系的原因，鍾意事情清晰有步驟」，於是他受到咖啡店的餐牌的啟發，設計了屬於CUFFS的「西裝及恤衫餐牌」(Shirt Bar及Suit Bar)，目的希望將西裝訂造程序簡單化。Shirt Bar及Suit Bar清楚展示整個度身訂造的流程，顧客只要跟著「餐牌」的指示，自選布料、衣領、袖、鈕、襟，最後加上度身便可大功告成。



建立品牌的「靈魂」

Ian指出清晰的定位對裁縫店十分重要，可以說是裁縫店的「靈魂」，「就如一間餐廳，如果客人不能在30秒都不知道餐廳是主打中餐、西餐或其他菜式已經算是失敗」，因此必須清楚界定裁縫店的定位及裁縫店有何獨特之處可以吸引顧客，然後所有的東西，包括店鋪的裝潢設計、成品設計及推廣均圍繞著定位為中心。CUFFS的定位則是主打年輕人的市場，提供型格新潮的成品。而CUFFS近年做了許多市場推廣的活動，如跟GOD crossover、於K-11設立pop up store，目的打做CUFFS為型格新潮的品牌。

個案 分享

不甘一成不變 成功轉型



大班洋服創辦人Paul入行近半世紀，可謂見盡香港裁縫業的時代變遷。雖然近年網購及速食時裝的興起，令到裁縫業經營環境有所轉變，但大班洋服依然屹立不倒，更開設副線品牌。

經營環境大不同

Paul於1978年開始經營大班洋服，他說當年的經營環境較現在為佳。由於當時的市場上給顧客的選擇少，「那時候不是貴價的名牌進口貨，便是次檔較低，很少中檔的衣服」，因此顧客都偏向選擇西裝訂造。加上，以前的租金及經營成本較低，Paul笑言當年裁縫業可以說是「夠做」。他續說相反現在的市場給顧客的選擇多，如網購及速食時裝的崛起，大部分人都未必選擇、甚至留意到西裝訂造。加上百物騰貴，經營成本上升，西裝訂造的訂價少不免要作出調整，以致很難與網購及速食時裝直接競爭。

改變自己 迎合時代

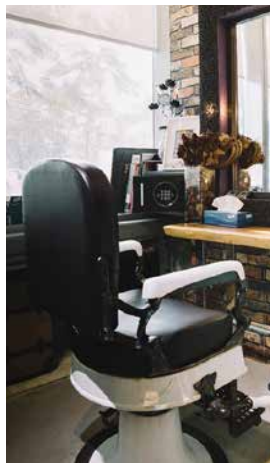
面對經營環境的轉變，大班洋服沒有墨守成規，反而破格求新。Paul說從前顧客的個人資料及訂單細節均以手抄記錄，但面對現時各行各業均轉型現代化，有系統地整理顧客的資料庫為相當重要。加上裁縫業從前較少以推廣活動去宣傳，大多數是等熟客「返轉頭」，現在面對強勁的網購及速食時裝的風氣，Paul說：「我們現在定期會聯絡熟客，讓他們知道店舖最近有什麼新布料及款式，與他們維持長期關係」。

創立副線 開闢新市場

Paul更創立副線品牌 Flaneur Tailor，主要希望開拓年青人的市場。Paul認為大班洋服成立20年，基本上客戶群已定型，多為有經濟基礎的人士，如律師、會計師、醫生等，難以吸納年輕的客群。「年青人與中年人士對西裝訂造追求有所不同，年青人比較追求款式及價格，反而不太重視布料及剪裁。相反，中年人士較重視質素，潮流款式及價格並不是他們最大的考慮」。因此，店內的成品會比較著重潮流款式。精品文化盛行，為了迎合年青人的口味，更在店內大玩洋服cross over理髮，Paul透露稍後更會在店內加設café元素，既能提供休閒環境給年青人「打薑」，又可以推廣訂制西裝文化。

滿腔熱血 培育新俊

另一個原因成立副線品牌是Paul希望藉此吸引年青人入行，提供一個優良的環境培育新俊，秉承香港傳統手藝。Paul亦提到近年有許多有志在裁縫業創業年青人，這位老前輩寄予年青人不但要重視如何銷售自己，更要重視「實務」，如下功夫於紙樣、西裝恤衫的構造及度身上，才可以有效地跟老師傅溝通，維持成品的質素。



個案分享

繼承祖業 突破框架



作為合洋行有限公司的第三代的繼承人Hayman（陳熙文），決心大學畢業後接手祖業，不僅守住公司的「金漆招牌」，更居安思危，帶領公司成功衝出香港。

繼承祖業 突破框架

常言道：創業難，守業更難。Hayman認為「創新是難上加難」。裁縫業作為歷史悠久的老行業，基本上與「變」這個字難以掛鉤。Hayman回想幾年前自己從海外大學畢業回來加入公司第一件事是需要在這個充滿掣肘的老行業中，嘗試還原到一個自己有發揮機會的空間。可想而知，當中需要極大的毅力及勇氣才能承繼家族生意。Hayman一邊要「承上」，保住家族留下的商譽，也要為公司「啟下」，開拓更多新的機會及市場。Hayman認為「在一張被兩代畫過的畫紙上，再要畫上自己的想法是十分困難。但重點是要懂得如何把符合現代的經驗保留下來。」

居安思危 衝出香港

Hayman沒有安於現狀，反而為了開拓公司的業務。在經營門店的過程中，他開始嘗試開拓B2B(Business to Business，商戶對商戶服務市場)，並因此而發現海外市場對西裝訂造有龐大的需求。於是他開始開闢更多不同市場，如美國及澳洲，更藉著海外求學時學到的銷售經驗，接洽國外訂單。香港的手工藝和進出口渠道的優勢，加上深圳合理完善的產業服務，讓他的B2B生意逐漸上軌。Hayman續說其中他特別看好的是內地市場。他認為內地市場於西裝訂造方面還處於萌芽的階段，發展潛力相當龐大。「中國對於國外服裝文化還沒有

完全成熟。但是近年愈來愈多年輕人從不同渠道認識到西裝訂造，也許是工作關係，也許是海外留學等。只是現階段，國內的消費群還需要些時間去培養西裝訂造的文化，相信不久將來，內地對於西裝訂造的需求會變得相當大。」

研發系統 完善裁縫業

許多人都認為裁縫業是夕陽行業，但Hayman則認為「所謂的夕陽，只是假夕陽」。對他而言，裁縫業被淘汰的主因不是時代，反而是自我淘汰。因為在缺乏人手、高成本的环境下，西裝訂造被逼與成衣打價格戰，最終令到自己缺氧而死。Hayman說「只有轉型我們才有機會翻身，每個危險就是另一個機會的開始，重點在於解封生產樽頸口。」為了堵塞裁縫業的漏洞，他們自家研發了一套系統。Hayman解釋系統類似行業的供應鏈，目的是串聯了裁縫業的上下游，從零售商、到設計師、到中小企業均可使用。希望透過此系統帶動網絡人流，並解決人為漏洞，提升生產效率，減低入行門檻和打破時間和空間的問題。Hayman深信只有電腦才能24小時工作，亦只有系統才能精準無誤，只有引入科技，才能完善裁縫業。而他更冀盼在不久的將來，裁縫業能夠與科研結合，並利用大數據去收集人體資料，從而提升自身的生產力及競爭力。







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Hong Kong Tailors Association

Hong Kong Tailors Association is a non-profit making association, founded in 1935. It was formerly known as "The Hong Kong and Kowloon European Dress Merchants Association" which is the oldest and largest chambers in bespoke tailoring industry in Hong Kong.

Our members are formed by Hong Kong bespoke tailoring companies, employees of Hong Kong bespoke industry and the companies of bespoke tailoring related industries such as fabric or accessories.

We play an important role in developing the bespoke industry in Hong Kong and strengthening relationships of the tailoring industry among Hong Kong, Asia and worldwide. We offer an information exchange platform to overseas customers in order to provide information, promote cooperation between two sides and explore business opportunities.

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Online Platform of Hong Kong Tailoring

From this online platform, consumers can find a tailoring shop with suitable budget, location and style for direct contact.



Project Website of Hong Kong Tailoring

Through this website, tailoring members can get activity information provided by SME Development Fund of Trade and Industry Department -, in related to competitive improvement, professional imaging knowledge and experience.

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With its fine handcraft, reasonable price, high quality and excellent service, Hong Kong tailoring follows its fine traditions and enjoys a good reputation in the world. Many world leaders and celebrities order bespoke tailoring suits during their visit to Hong Kong, which suffices to prove that Hong Kong tailoring is recognized by the world. We hope to promote the development of Hong Kong tailoring and attract more young people to join the tailoring.

By courtesy of the SME fund of the Trade and Industry Department, a series of activities for skills improving and marketing has been hosted, including Online Platform of Hong Kong Tailoring, workshops of tailoring, the publication of Guidebook for Hong Kong Tailoring and the experience shared by insiders and peers.

To cope with the changing market environment and enhance the service standard of the tailoring industry, we hope to share with the industry the knowledge of customer service and enhance professional operation management through the "Guidebook for Hong Kong Bespoke Tailoring Industry". With a view to providing tailor shops with "high-quality customer service", "how to handle customer complaints correctly and effectively" and "effective operation management", we will work together through case study and best practice sharing, the tailoring shop can be inspired and continuously improve the service level and enhance the competitiveness of the industry.

We will continue to strengthen our co-operation with the government to secure more resources and funding for the industry. We hope to help members to open up overseas markets, to promote and attract new labor force to join the industry.

We hope all of you will continue to support Hong Kong bespoke tailoring industry!

Let's keep our good work and creating a better future together!

Hong Kong Tailors Association Chairman

Mr. Andy Chan Lap Ip

What is the High-quality Customer Service?

Section One : Definition of High-quality Customer Service

Customer service can be defined as a series of activities designed to increase customer satisfaction. The aim is to meet the expectations of customers in both finished products and services. From the customers walk into the shop till they leave, the sales personnel of stores shall provide customers with product description, advice and problems solving and customer complaints, etc., are the scope of customer service.

It is widely believed that most customers only focus on the attitude of the sales personnel. In fact, the quality of finished products and services are just one of the basic values. What matters most is the total customer experience - one-stop service experience provided by the store. That is the ability to provide a good shopping experience, maintaining a good and long-term customer relationship are key to business success. Therefore, providing customers with high-quality customer experience can retain customers loyalty.



What is the High-quality Customer Service?

Section Two : Knowing the Process of Customer Experience

The reason why the “customer experience” has become increasingly important in recent years is that the feelings from customers in the process of purchasing products and services received will directly influence their decision to purchase again, which in turn affects the business sales performance.

What is Customer Experience?

From the entire purchase process perspective, customer experience is so-called “customer journey”. Tailor shops must first consider “customer needs” as the core of the journey, be able to articulate and understand the feelings, thoughts and behavior of the target customer, and determine that the needs of the customer can be met in all aspects. If the interaction between the tailor shops and customers is smooth throughout the entire transaction, this will increase customer satisfaction and promote loyalty, thereby increasing turnover. To achieve this, journey design is the key.

Customer Experience Journey

The so-called “customer experience journey” refers to a series of interactions between the customers and the tailor’s shops before (consideration and evaluation), during (purchasing) and after (usage and evaluation) the purchase of the finished products or services, which is the complete shopping experience process from the beginning till the end.

Customer Experience Journey Map

Customer experience journey map is a tool for visually presenting the process that the tailoring shop shall go through in order to achieve the designated goal. By creating the journey map, the feelings, thoughts and behaviors of target customers at a specific time can be better understood, and the evolution process can be recognized, finding the painful stages of customers and the service level of each stage can be defined meticulously, so that customers can be served with satisfaction in the whole shopping process.



Service is experience but experience is a journey, and journey must be designed.

What is the High-quality Customer Service?

Why is the customer experience journey map necessary?

- Changing the focus of the tailoring shop and rethinking

Customer journey map helps the tailoring shop focusing on the information that the tailoring shop easily neglected in the process of making decisions from the perspective of customers' thoughts, behaviors and feelings.

- Tailoring shop can carry out effective management and improve service quality

By means of contacting with customers, the customers' requirements for finished products or services can be understood, so as to work out an unified service level. After creating the customer experience journey map, the tailoring shop can strengthen the supervision of finished products or service standards and conduct the internal or customer evaluation on each stages. In this way, the customer experience and the image of the tailoring shop can be improved.

- Conducting more effective communication

Because customer experience journey map is presented visually, the information can be delivered more effectively and showed in a simpler and easier way; employees can have a common understanding of the services to be provided. Besides, communication in the service process becomes more efficient, which can avoid unnecessary misunderstandings.



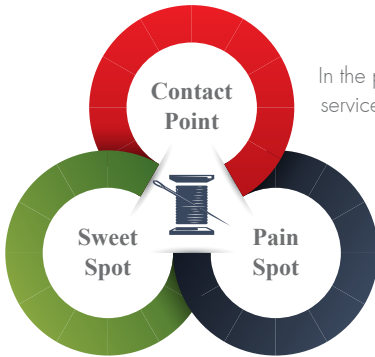
It is important to create effective communication approaches for employees.

- Focus on target customer group

Customer experience journey map helps focusing target customer group. By comparing the differences and similarities among different customer groups, the target customer group of the tailoring shop can be selected or the new customer group can be explored.

What is the High-quality Customer Service?

Section Three : Elements of Customer Experience Journey



In the process of selection and purchasing the finished products or services stages, which are composed by 3 core elements :

· Contact Points

Contact points refer to any moments between customers and tailor shops during the process that including before purchasing, during purchasing and after purchasing. Every detail experienced by customers is contact point. The tailor's shops aim to make customers satisfied with each contact point.

The common contact points include :

Before purchasing

- Effectiveness of advertising (including advertising on newspaper, magazine, online and social media)
- Existence online: websites attraction, updating and easy to use
- References, comments and word-of-mouth



During purchasing

- Attraction of the sale point: Clean environment, comfortable atmosphere, simple and clean display
- Behaviors of sales personnel: Greetings, smiles, friendly and willingness to assist

After purchasing

- After-sale service
- Maintain a long-term contact with customers
- Informing customers of cloth materials or product updates



What is the High-quality Customer Service?



· Sweet Spots

Sweet spots refer to the positive feelings brought by the customer experience that meet or exceed customers' expectations during the process of selection which encourage them to visit the tailor's shop again for products and services.

Sweet spots can be the moment that customers try on their favorite clothing securely served by an intimate and

warm-hearted server who is ready to provide immediate responses and suggestions in the tailoring shop.

· Pain Spots

Pain spots refer to the unpleasant or uncomfortable moment experienced by customers during the process of selection, which will make customers no longer visit this shop again.

The negative feelings will be brought to customers when they experiencing painfulness in the shop. Customers link these pain spots in their mind with the shop. They will not repurchase the finished products and services from this shop to avoid any losses. Whenever pain spots occurred, shops should which fixing the issue immediately.

The pain spots of tailor shop refer to the disorder and unsystematic display of products, which makes customers lose the desire purchasing and not willing to visit this shop again.

Three Core Relationships

In analyzing the customer experience journey, the sweet spots shall play a positive role in improving the customer's impression of services while preventing the pain spots from reappearing. In this way, customer satisfaction with the service will reach the highest point, and even can obtain an unexpected positive effect.

What is the High-quality Customer Service?

Section Four : Creating Methods of Customer Experience Journey Map

The process of creating the customer experience journey map is divided into three steps :

Step One : Defining each service stages in details

The customer service process of the tailoring shop can be roughly divided into the following seven basic stages :

- 1 Attracting customers to visit the shop
- 2 Reception and assistance
- 3 Suggestions on products/sales
- 4 Transactions
- 5 Leaving
- 6 Delivery services
- 7 After-sale services

Step Two : Listing out all contact points

After defining the customer service process, all contact points can be listed in details according to each process.

After listing out the contact points between the tailoring shop and customers, the service level can be set for contact points, such as listing out the required behaviors and hardware supporting of colleagues.



What is the High-quality Customer Service?

Under each contact points, the emotion changes of customers can be observed in details, and the expectations of customers can be analyzed. The emotion changes of customers can be divided into the following points:

Happy Face: Exceeding customer expectations

Neutral Face: Meeting customer expectations

Dissatisfied Face: Failing to meet customer expectations



Step Three : Finding the sweet spots and pain spots

Within the whole customer experience journey map, sweet spots and pain spots are the two most critical elements and are most worthy for tailoring shop to put resources to study, which will directly affect the image and business of the tailoring shop.

Firstly, each contact points should be examined from the customer perspective, then the sweet spots that exceed the customer expectation and the pain spots that upset customers can be found.

In addition to knowing the sweet and pain spots of customers through the feedbacks by front-line employees, comprehensive customer opinions and ideas can be collected by observing the reaction of customers during the process of contacting with front-line employees, and conducting customer questionnaire surveys.

Through the above three steps, a customer experience journey map which is suitable for the tailoring shop can be created, so as to give play to the sweet spots, improve the pain spots and boost the image of the tailoring shop.

What is the High-quality Customer Service?

Section Five : Key Points to Creat Customer Experience Journey Map

1. Setting clear goals

The tailoring shop must set a clear goal before making a journey map. With a clear goal, the direction of designing the journey map can be cleared, and the potential problems related to the goal can be found easily.

2. Lay out the designing from the perspective of customers

Only by breaking the thinking of self-feeling good mindset, the tailoring shop can discover the customers' pain spots that were easily ignored in the past through the journey map.

3. Resonating with the thoughts of customer experience

All front-line employees shall also resonate with the thoughts of "customer experience" to improve the journey map.

Therefore, before implementing the solution of journey map, the thoughts of customer experience shall be delivered to every department of the tailor's shop, so that all employees can making contributions to the customer, getting identify of their work, and take the initiative to apply the thoughts of customer experience down to day-to-day business.



[illegible]

Before creating the customer experience journey map, the following questions shall be considered :

Clearly define the customer group within customer experience journey map

What events will occur during the journey?

Under different situations, what are the contact points and the sequence of contact points?

For each customer behaviors, what are the pain spots and sweet spots?

What are the customer's moods for each behavior?

What is the High-quality Customer Service?

Experience journey map of tailor's shop



Service Process

1. Attracting customers to visit the shop

Contact Points	Window Display	Shop Lighting	Shop Display	Advertising Online and Social Media
Sweet Spots	Stylish and attractive	Bright and soft	Thoughtful and orderly	Attractive and informative
Pain Spots	Dilapidated, old and not elegant	Dim	In a terrible mess	Ordinary design and lack of information

What is the High-quality Customer Service?

2. Reception and Assistance

Contact Points	Attitude of Sales	Sales suggestion and Assistance
 Sweet Spots	<ul style="list-style-type: none"> • Warm greeting and reception by sales • Friendly expression with eyes contact and smiles • Moderate voice and tone 	<ul style="list-style-type: none"> • Provide initiative assistance to customers • Clear gestures and instructions and lead customers to the right place on one's own initiative • Provide customers with warm and appropriate suggestions. • Be familiar with the product of origin • Characteristics of cloth materials and displays of samples location
 Pain Spots	<ul style="list-style-type: none"> • Indifferent reception of salesclerk • Unfriendly expression in eyes and attitude • Deep, gruff or weak voice and tone 	<ul style="list-style-type: none"> • Ignore customers • Unclear gestures and instructions and fail to lead customers to the right place • Fail to provide customers with appropriate suggestions, criticize customer body shape, style and selections. Unfamiliar with the product of origin, characteristics of fabrics and samples display

What is the High-quality Customer Service?

3. Suggestions on Products/Sales

Contact Points	Product suggestions	Sales method
😊 Sweet Spots	<ul style="list-style-type: none"> • Sales clearly know customer needs • Recommend suitable styles, cutting and materials to customers according to their style/requirements and budget • Sales are familiar with the brand and finished products 	<ul style="list-style-type: none"> • Clearly explain product specifications, pricing and associated discounts
😞 Pain Spots	<ul style="list-style-type: none"> • Salesclerks fail to know customer needs • Fail to recommend suitable finished products to customers • Salesclerks are not familiar with the brand and finished products 	<ul style="list-style-type: none"> • Fail to clearly explain or exaggeratedly the product specification, pricing and discounts to customers

4. Transaction

Contact Points	The process of transaction and payment			
😊 Sweet Spots	Simple and clear receipt	Accurate transaction and payment process	Reasonable transaction and payment time	Be able to provide customers with different payment methods
😞 Pain Spots	Too simple or complicated and unclear receipt	Transaction and payment process with a lot of mistakes	Long transaction and payment time; customers need to wait without notification	Lack of payment flexibility

What is the High-quality Customer Service?

5. Leaving

Contact Points

The process when customers leaving the tailor's shop

😊 Sweet Spots	Sales escort customer leaving	Salesclerks sincerely express thankful and farewell messages
😞 Pain Spots	Salesclerks pay no attention to the leaving of customers	Salesclerks ignore the leaving of customers

6. delivery service (including mail and picking the products in store)

Contact Points

The process that the tailor's shops deliver to customers

😊 Sweet Spots	Speedy deliver the finished products to customers	Deliver the correct finished products to the customers	Customers can pick up the products in store within the office hours	Provide a place for customers to try on when they come to pick up the products	Delicate packaging of finished products
😞 Pain Spots	Unable to make speedy delivery the finished products to customers	Deliver wrong products to customers	Limited customers store pick-up time	Can't confirmed deliver the right product	Poor packaging

7. After sales Service

Contact Points

The process of providing the after-sales service

😊 Sweet Spots	Provide free service of product correction	Follow up with customer's comments on finished product regularly	Regular communication with customers	Regularly informing customers regrading new and suitable products
😞 Pain Spots	No correction service or unfair correction service	Fail to follow up customers comments on finished product	Lack of communication with consumers	No follow ups

How to Handle Customer Complaints Properly and Effectively

Whenever customer is not satisfied with the finished product, there are two possible outcomes. Neither he will not visit again nor complains to the shop. Certainly, tailoring shop does not want to receive complaint. Actually, customer willingness to file complaint can provide tailoring shop an opportunity to solve the customer dissatisfaction and improve services. However, customer chooses not to visit the shop, then an old customer will be lost. Furthermore, if the customer spreads his dissatisfaction in different ways and through media, a permanent damage will be caused to the business reputation. Therefore, it is better to take customer's direct complaint as a piece of present.



How to Handle Customer Complaints Properly and Effectively

Section One : Benefits of Effectively Handling Customer Complaints

When a customer is not satisfied with the finished product or service, usually there are two outcomes. If the customer refuses to visit the shop again, tailoring shop gets no opportunity to know and resolve the customer's dissatisfaction. If customer chooses to complain, at least a willingness for communication and provide an opportunity for the tailoring shop to rebuild customer's confidence and make visit again. Although no tailoring shop wants to receive negative feedback, direct complaints from customer is certainly a gift to the tailoring shop.



Benefits of effectively handling customer complaints including :

- The fastest and most effective way to reflect the deficiency of tailoring shop.
- Customer complaint represents an opportunity for tailoring shop to provide the addition service which can turn the dissatisfaction into satisfaction.
- Customer complaint is a good opportunity to strengthen customer loyalty.
- Reduction of complaint rate can greatly improve the overall morale, shop image and public reputation.

How to Handle Customer Complaints Properly and Effectively

Section Two : Principles for Handling Customer Complaints

Customer complaints and dissatisfaction are not horrible; however, the most horrible situation is that tailoring shop didn't realize offending customer and failed to immediately tackle problem. The end result would generate permanent negative effect. Only if capture the following principles can turn jeopardy into opportunity.

1. Show empathy, carefully listening and understanding the anxiety of customers

Customer wants to express thoughts when encounter unhappy situation. At this stage, all tailoring shop needs to do is listening to customer, eliminate negative emotional contents and capture the core thoughts. Be sure not to interrupt customer message, rush to react or haste respond with an impatient tone will make customer feeling disrespectful.

2. Express understanding, sympathy and apology

Tailoring shop should get the feeling from customer's perspective, show understanding of the customer's complaint. Using appropriate words to comfort the customer, such as "thank you for telling me about it", "I fully understand how you feel", "we are very sorry and thank you for providing valuable opinions" and so on to show respective.

3. Show sincerity of immediate problem solving

Before taking remedial action, tailoring shop should get customer consent of settlement politely so that to end customer discontent emotion.

Furthermore, tailoring shop should react actively and quickly resolve relevant complaint as soon as possible. The long the time to react will further upset customer and make the issue harder to resolve. The best timing to solve the issue should be at the spot. If the complaint fails to settle at the same day, it is better be actively informed of progress and the expected date of settlement.



How to Handle Customer Complaints Properly and Effectively



4. Appreciation of customer's critical opinions

Actually, customer wishes tailor shop understanding his situation and opinions can be accepted so that shop can provide a better service in the future. Every piece of valuable opinion from customers can make tailor shop serves better. Tailor shop must appreciate customer complaints. Apology is no way better than appreciation. Giving customer sincerest appreciation will deepen the satisfaction by customer.

5. Avoid making same mistakes

After handling customer complaints, tailor shop must analyze complaint in details of customers. Whether the issue is caused by customer or tailor shop production or service issue. If the issue is caused by tailor shop, a review should be given in order to avoid making the same mistakes again.

Customer complaints will be encountered by every tailoring shop, which is a way for customer to express satisfaction regarding the finished products and services. Nonetheless, customer complaints are valuable, which make tailor's shop review itself.

How to Handle Customer Complaints Properly and Effectively

Section Three : Guidelines for Handling Customer Complaints



Listen carefully

Positive Response

- Gentle smile, direct eye contact, set aside current task and listen to customer complaints
- Stay calm
- Do not avoid or refuse customer complaints
- Don't interrupt the customer's expression
- No discussion, dispute and personal opinion
- Listen carefully for every details and summarize conclusion

Negative Response

- Frown, out of focus and impatient look
- Dispute with customer, emotional discussion and cause rage
- Irresponsive
- Refuse customers directly or interrupting discussion
- Look for excuses



Tips

When customers file a complaint, they may add personal ideas or emotional comments. Actually, most customers do not want tangible compensation; instead, try to express their dissatisfaction. Under such situation, salesclerk should listen and catch the main intention of customers in order to get a better way to resolve the complaint.

How to Handle Customer Complaints Properly and Effectively

Empathy

Positive Response

- Customer complaints acceptance with empathy
- Provide empathy to calm down customers' emotion
- Try to understand from customer's perspective
- Show understanding of customer reaction
- Carefully record the complaint in details

Negative Response

- Disregard customer
- Disrespect customers
- Making argument and creating contradiction
- No recording of complaint in details



Tips

In terms of handling customer's complaint, salesclerk should look into customer perspective and try to understand and accept the customer's complaint with an open mind. This is the only way to solve the contradiction and have customer complaint settled.

Knowing the details

Positive Response

- Understand the core issues and focus on focal points
- Confirm customer issues by repeating the focal points
- Agree the answer with customer
- Show understanding of customer reaction
- Carefully record the complaint in details

Negative Response

- Questions without focus
- Repeating the same question
- Pass along the case to others
- Question related to customer privacy



Tips

Handling complaint, salesclerks should plan questions carefully, understand the purpose and motive of customer complaint.

How to Handle Customer Complaints Properly and Effectively

Proactive

Positive Response

- Be proactive, stay firm with own standpoint
- Understand customer request and negotiate
- Indicate authority to make settlement
- Quickly execute agreed settlement with customer
- Carry the principle of "Customer First"

Negative Response

- Loss ground, totally agree with customer settlement
- Start the negotiation within fully understand customer request
- Stand firm with personal opinions
- Fail to execute agreed settlement with customer



Tips

The tailoring shop should treat negotiation with customers as the most important part of the complaint process. During the negotiation, the salesclerk should be proactively protecting the benefits of the tailoring shop; meanwhile, show the sincerity and confidence of making settlement with customer.

Can handle everything

Positive Response

- Analyze issue in details, and settle the complaint according to the situation
- Fair settlement
- In case, beyond authorization, make explanation to customer and immediately report to superior
- Make a quick settlement if shop own the responsibility
- In case, can't settle the complaint, file the complaint in details, record customer contacts and commit a quick responsive answer

Negative Response

- Lack of flexibility and completely handle the complaints according to the company policy
- Blindly satisfy customer request by given unreasonable commitment
- In case, beyond authorization, Fail to make superior report
- Irresponsive Handle customer complaint



Tips

The tailor shop must handle the customer complaints effectively. As long as the complaint can be settled properly, customer will keep visiting the tailor shop. However, any irresponsible settlement will occur customer dissatisfaction and discontinue future business. Furthermore, filing complaint to third party, which will affect the tailor shop reputation.

How to Handle Customer Complaints Properly and Effectively

Appreciation

Positive Response

- Be Honest
- Sincerely appreciate customer criticism
- Apologize sincerely
- Commit future improvement

Negative Response

- Haste reponse
- Apologize reluctantly
- Volubly appreciation
- Fail to submit improvement



Tips

Disregard responsibility, the salesclerk should apologize sincerely to customer in order to show respect.



The correct handling of customer complaints will bring a great opportunity.

Maintaining Good and Long-term Relationship with Customers

What is a successful salesman? Just with a smile and waving customer who just swiped the card and bought a lot of finished products? Successful salesman should focus on maintaining a good and long-term relationship. Tailoring shop must put efforts on maintaining a good and long-term relationship with customers in order to expand the business sales.

1. Forming a habit of psychological dependence

Any questions raised by customers must be treated seriously and answered with reasonable reasons. During the sales process, tailoring shop should provide meticulous detail services, so that customers forming a psychological habit of dependence on the tailoring shop.

2. Show sincerity of maintaining a long-term relationship

To maintain a good and long-term relationship with customers, tailoring shop treats customers as allies. The tailoring shop must show sincerity of maintaining a long-term relationship. Once customers accepting you are trustworthy; naturally, a longer-term relationship can be built.

3. Being willing to give and take

In order to gain an excellent business performance, the tailoring shop is not only focusing on the short-term benefits, but also be willing to accept short-term losses for longer-term benefits. The tailoring shop needs providing benefits in order to gain the trust and good impression to customers. Once the relationship becomes solid, a long-term relationship will be built.



Maintaining Good and Long-term Relationship with Customers



4. Starting well and ending well

There is no ending for sales. A good beginning of successful cooperation will create the opportunity for future cooperation again. The tailoring shop should make every transaction perfectly closed. Customers receive their required finished products or services. Thus, a long-term relationship between the tailoring shop and customers will be built.

5. Following-up

Competition is fierce in tailoring and having customers does not mean that tailoring shop is having a secured business. Customers may change their mind any time and may switch to another tailoring shop. Therefore, the tailoring shop needs to follow up customers suggestions regularly regarding shop's production. Whether there are any issues with the production that need to focus on from time to time. Or, there are additional matching needed to pay attention.

While providing good sales service of finished production, regular customer greeting is needed. Customers will get your sincerity and return a longer-term support of your business.

Indicators of High-quality Service



Each person has a different definition of so-called quality service. Therefore, it is better to set a clear benchmark in order to provide clear direction for the bespoke tailoring industry in Hong Kong to follow the reference.

The "Quality Tourism Services" implemented by the Hong Kong Tourism Board is a service certification scheme. The service provided by the applicants must meet the standard requirement of "Quality Tourism Services" scheme, so that the applicants can be certified as "Quality Tourism Services" merchants.

The "Quality Tourism Services" scheme provides a list of reference accreditation criteria compiled by professional consultants to set the guidelines for the recognized quality merchants in Hong Kong retail industry and helping the retail industry continuously improve its service quality.

The accreditation criteria for the "Quality Tourism Services" scheme provides a "status map" for the applicants, which is presented in the form of a list of projects. List details can be found in the "Quality Tourism Services" scheme accreditation criteria list on the next page. The five contributing factors of shop environment, product, sales process, staff and operation system are the key to obtaining good evaluation and satisfaction from customers and tourists. Each contributing factor is subdivided into multiple evaluation elements and sets the highest score. The applicant can use this list of accreditation criteria to understand its strengths and weaknesses, so as to take advantage of their strengths, and improve their shortcomings through long-term or short-range strategies.



For more details of the scheme, you can visit the following website:
<http://www.discoverhongkong.com/tc/plan-your-trip/qts-scheme/index.jsp>

Quality Tourism Services Scheme Assessment Checklist Retail Shops

Notes for Calculation of Points for Each of the Assessment Elements

Please "✓" where appropriate

() No. of "✓" in the appropriate column

[] Sum of marks in the row

1. ENVIRONMENT

Performance Criteria (130 Points)

The physical location as well as the external and internal conditions of a shop stimulate customers' mood for shopping, selecting and consuming.

Assessment Elements

1.1 Ease of Access and Clear Identity (30 Points)

The location of the retail shop is easily accessible by the public, while logos and signs are eye-catching and well maintained.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. The premises is easily accessible by customers						
b. Clear identity such as names, signs or logos are displayed and installed						
c. Lighting, signs and décor are clean, tidy and well maintained						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] + (3 - no. of N/A) x 30 points = _____					

1.2 Cleanliness, Tidiness and Maintenance (40 Points)

The cleanliness, tidiness and maintenance of the shop help generate an ambience and appearance that appeal to customers and set the mood for consumption/selection.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Hallways and display areas are well maintained, clean and tidy						
b. Ceilings, walls and floors are clean						
c. The premises are well ventilated, have no unpleasant odours or extremes of temperature						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] ÷ (3 - no. of N/A) x 40 points =					

1.3 Customer Care Facilities (60 Points)

The retail shop offers good customer care facilities that provide comfort and peace of mind during shopping.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Shop opening hours provide optimum convenience to customers			Minimum requirement to achieve passing score Provide optimum convenience to customers	Additional requirement to obtain extra score <input type="checkbox"/> Open seven days a week <input type="checkbox"/> Extended opening hours	Additional requirement to obtain extra score <input type="checkbox"/> Open on public holidays e.g. Chinese New Year	
b. Discount and surcharge policies are clearly displayed or indicated						
c. Convenient methods of payment are available and indicated to customers			Minimum requirement to achieve passing score - Accept Hong Kong Dollars, banknotes and coins, in all kinds of denomination currently in circulation - No minimum transaction amount on credit card payment - No application of surcharge on credit card payment	Additional requirement to obtain extra score <input type="checkbox"/> Accept various payment methods e.g. • Foreign Currency • EPS • Octopus • Credit Card • Traveller's Cheque	Additional requirement to obtain extra score <input type="checkbox"/> The details of the acceptable payment methods are displayed and indicated clearly to customers	
d. Access to clean toilet facilities						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] ÷ (4 - no. of N/A) x 60 points =					

2. PRODUCTS

Performance Criteria (260 Points)

The shop exemplifies professionalism in the presentation and provision of goods with a reasonable variety of quality merchandise.

Assessment Elements

2.1 Appealing Presentation and Reasonable Variety/Range of Products (60 Points)

Appealing presentation together with a reasonable variety/range of products are offered to stimulate customers' interest in buying.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Thoughtful display of products enables easy retrieval of matching accessories			Minimum requirement to achieve passing score - Similar, related merchandises and lines of product are displayed together, and - Different colours, sizes and models of products are displayed, and - Products are displayed at the eye level of customers	Additional requirement to obtain extra score <input type="checkbox"/> Catalogues of the products are available and displayed for customers' quick browse	Additional requirement to obtain extra score <input type="checkbox"/> Catalogues are displayed in a readable and attractive manner	
b. Maintain sufficient stocks and variety of products to meet customer demand						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] ÷ (2 - no. of N/A) x 60 points = _____					

2.2 Satisfying Quality (60 Points)

The quality of merchandise and after-sales service is satisfactory, or exceeds customers' expectations.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Assured product quality, including good workmanship and high durability						
b. Product delivery / ordering meets customer needs			Minimum requirement to achieve passing score - Delivery services comply with the shop's promotion, and - Proper packaging is used to ensure safe delivery of products	Additional requirement to obtain extra score <input type="checkbox"/> Different types of product delivery services are provided e.g. • By courier • By post	Additional requirement to obtain extra score <input type="checkbox"/> Different types of product ordering services are provided e.g. • Mail ordering • Catalogue ordering • Internet ordering	
c. Alteration service is available if required						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] ÷ (3 - no. of N/A) x 60 points = _____					

2.3 Refund, Exchange and Warranty Policy (140 Points)

There is some form of refund, exchange and warranty policy to reassure customers.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Refund/exchange policy is clearly displayed or indicated			Minimum requirement to achieve passing score -Customers are notified on whether they can ask for a refund/exchange for the product purchased Additional requirement applicable to AV, Photographic Equipment, Telecom & Electrical Appliances, Watches and Jewellery sectors to achieve passing score -Refund/exchange policy must be printed on receipt	Additional requirement to obtain extra score <input type="checkbox"/> Exchange of purchased product is allowed and the following are documented: <ul style="list-style-type: none"> • Terms and conditions • Notice of liabilities • Procedures • Exceptions 	Additional requirement to obtain extra score <input type="checkbox"/> Exchange of purchased product is allowed, with policy clearly indicated to customers e.g. <ul style="list-style-type: none"> • by displaying the policy at prominent locations within the premises • by proactively introducing the policy to customers 	
b. Warranty policy is clearly displayed or indicated			Minimum requirement to achieve passing score - Customers are notified on whether the purchased product has warranty protection	Additional requirement to obtain extra score <input type="checkbox"/> Product warranty is available and the following are documented: <ul style="list-style-type: none"> • Terms and conditions • Notice of liabilities • Procedures • Exceptions 	Additional requirement to obtain extra score <input type="checkbox"/> Product warranty is available and clearly communicated to customers	
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] + (2 - no. of N/A) x 140 points = _____					

3. PROCESSES

Performance Criteria (130 Points)

Quality service facilities help provide a comfortable and pleasant shopping environment where customers can enjoy a memorable shopping experience.

Assessment Elements

3.1 Clear and Sufficient Information (100 Points)

Clear and sufficient information provides a convenient means for customers to choose their preferred items.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Prices are clearly displayed or indicated			Minimum requirement to achieve passing score - Clear price tags on all displayed products, and - Price tags provide full price (e.g. shown as \$19XX is not acceptable) Additional requirement applicable to Jewellery sector to achieve passing score - Weight and grading of pure gold/pure platinum products are shown on price tags or promotional materials Additional requirement applicable to AV, Photographic Equipment, Telecom & Electrical Appliances and Watches sectors to achieve passing score - Information on "Parallel Import" goods must be displayed in shop	Additional requirement to obtain extra score <input type="checkbox"/> Measuring units are clearly shown <input type="checkbox"/> Price tag is shown on each item <input type="checkbox"/> Discounted price is clearly shown on price tag or label Additional requirement applicable to AV, photographic equipment and other appliance sectors to obtain extra score <input type="checkbox"/> Additional information related to the product is displayed e.g. • Special features • Specifications	Additional requirement to obtain extra score <input type="checkbox"/> Additional information related to the product is displayed e.g. • Product care instructions	
b. English or other appropriate languages, are used on price tags or promotional materials						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] + (2 - no. of N/A) x 100 points =					

3.2 Appropriate and Adequate Facilities (30 Points)

Appropriate and adequate facilities are installed to allow customers to try the merchandise.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Fitting rooms with mirrors are available						
b. Demonstrations or trials are available for merchandise on display						
c. Stock checking facilities are available						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] ÷ (3 - no. of N/A) x 30 points = _____					

4. PEOPLE

Performance Criteria (280 Points)

The performance of staff affects customer's impressions of the shop. Quality service is delivered through staff's interaction with customers. It is important for staff members to demonstrate a positive attitude, present a pleasant appearance, communicate effectively with customers and possess competent customer service skills.

Assessment Elements

4.1 Positive Attitude (50 Points)

Service personnel are warm, well mannered, patient and enthusiastic with a consistently positive attitude when interacting with customers.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Staff are polite and courteous						
b. Staff are enthusiastic and proactive						
c. Staff possess a consistently good attitude						
d. Staff have team spirit and co-ordinate smoothly as an effective group						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] ÷ (4 - no. of N/A) x 50 points =					

4.2 Pleasant Presentation (40 Points)

A clean and tidy appearance helps project a pleasant image that reinforces customers' confidence in the service quality provided by the store.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Staff are dressed in clean uniforms or outer garments						
b. Staff maintain a neat and tidy personal appearance						
c. Staff are easily recognised by clothing, nametags or other posture						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] ÷ (3 - no. of N/A) x 40 points =					

4.3 Competent Serving Skills and Adequate Product Knowledge (70 Points)

Staff are well-trained with competent serving skills and adequate product knowledge to serve customers professionally and promptly.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Staff can speak English and/or other appropriate languages						
b. Staff can verbally present the merchandise clearly						
c. Staff are able to demonstrate the merchandise skillfully						
d. Staff are able to give accurate and correct information on the product						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] ÷ (4 - no. of N/A) x 70 points =					

4.4 Service Performance (120 Points)

Staff are well performed in delivering quality service to customers.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Staff properly greet the customers / appropriately acknowledge the presence of the customer						
b. Staff can provide timely service to customers						
c. Staff solicit customer requirements with effective listening and probing techniques						
d. Staff are able to make recommendations and give professional advice						
e. Staff are patient in handling customer enquiries						
f. Staff can appropriately handle customer objections						
g. Staff can efficiently handle transaction						
h. Staff properly bid farewell to customers						
i. Senior staff show leadership and give clear guidance						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] ÷ (9 - no. of N/A) x 120 points =					

5. SYSTEMS

Performance Criteria (200 Points)

The shop organises itself in such a way that the human, administrative and technical factors affecting quality are integrated to achieve excellence in delivering customer satisfaction.

Assessment Elements

5.1 Quality Assurance (30 Points)

The shop has a quality control mechanism that assures both the quality and availability of merchandise as well as a clean and tidy shopping environment.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Shop has quality control mechanism to ensure the quality and availability of merchandise, and to prevent items from damage, unreasonable aging and deterioration						
b. Training and supervision on quality control are provided for staff						
c. Pest control system is in place and conducted on a regular basis so as to ensure all areas of the premises are free of rats, cockroaches and other pests						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] + (3 - no. of N/A) x 30 points = _____					

5.2 Effective Communication and User-Friendly Servicing Procedures (90 Points)

The shop takes a proactive role in listening to customers' opinions and implements pragmatic and clearly defined customer-servicing procedures.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Clear and accurate billing system is in place						
b. Receipt/sales memo is traceable to shop, showing company name, address, phone number, date of purchase, etc						
c. Receipt/sales memo should be clearly itemised with clear specific descriptions of products			<p>Minimum requirement to achieve passing score</p> <ul style="list-style-type: none"> - Receipt/sales memo clearly shows the product name and charges <p>Additional requirement applicable to Jewellery sector to achieve passing score</p> <ul style="list-style-type: none"> - For pure gold/pure platinum jewellery products <ul style="list-style-type: none"> • Standard of Fineness, Weight, Unit Price, Workmanship charges, Commission - For products made of natural diamond of 50 points and above (upon request by customers), the following information are given and indicated on the Receipt/sales memo) <ul style="list-style-type: none"> • Weight, Clarity, Colour, Cut - For Jade products, indicate the classification: <ul style="list-style-type: none"> • A: Jade pieces have not been bleached and dyed • B: Jade pieces have been bleached and polymer exist • C: Jade pieces have been dyed - For Pearl products, indicate place of origin e.g. <ul style="list-style-type: none"> • South Sea Pearl • Tahiti Pearl 	<p>Additional requirement to obtain extra score</p> <ul style="list-style-type: none"> <input type="checkbox"/> Terms and conditions of instalment policy are clearly shown <p>Additional requirement applicable to Jewellery sector to obtain extra score</p> <ul style="list-style-type: none"> <input type="checkbox"/> Price breakdown of non-pure gold/non-pure platinum jewellery products is clearly indicated with the workmanship charges 		

			<p>Additional requirement applicable to Watch sector to achieve passing score</p> <p>- Receipt/sales memo shows the product description i.e. Brand name, model number</p> <p>Additional requirement applicable to AV, photographic equipment and other appliance sectors to achieve passing score</p> <p>- Receipt/sales memo shows the product description i.e. Brand name, model number</p> <p>Additional requirement applicable to AV, Photographic Equipment, Telecom & Electrical Appliances and Watches sectors to achieve passing score</p> <p>- Information on "Parallel Import" goods must be printed on receipt</p>	<p>Additional requirement applicable to Watch sector to obtain extra score</p> <p><input type="checkbox"/> Receipt/sales memo indicates terms and conditions of exchange policy</p> <p>Additional requirement applicable to AV, photographic equipment and other appliance sectors to obtain extra score</p> <p><input type="checkbox"/> Receipt/sales memo indicates terms and conditions of exchange policy</p> <p><input type="checkbox"/> Price and description of additional chargeable accessories (if any) are listed</p>		
d. Channels are in place to collect feedback from customers, which can be used in strategic planning						
e. An effective system exists to facilitate the flow of information between customers and management						
f. Promotion information displayed are truthful						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] ÷ (6 - no. of N/A) x 90 points = _____					

5.3 Pertinent Safety and Emergency Procedures (20 Points)

The shop strictly complies with relevant legal requirements to ensure safety. Procedures are in place to handle emergencies.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Safety and emergency measures are adequate						
b. Sufficient emergency exits are in place and operational, and staff are well aware of escape routes in case of fire						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] ÷ (2 - no. of N/A) x 20 points =					

5.4 Responsive Complaint Handling and Effective Remedial Service (60 Points)

The shop possesses channels and procedures to handle complaints and a well-developed system to empower staff to take remedial action in response to a complaint, so as to regain customers' trust and confidence.

Assessment should be able to demonstrate:	Poor 0%	Unsatisfactory 30%	Satisfactory 60%	Good 80%	Excellent 100%	N/A
a. Channels and clearly documented procedures are available for handling complaints						
b. Clear policy on returns and/or refunds is available						
c. Staff are empowered to take quick and appropriate remedial action in case of accident/complaint						
d. Establishment of Customer Service System to strive for excellence						
Sub-total of Marks	() x 0	() x 0.3	() x 0.6	() x 0.8	() x 1	()
Sub-total of Points	[] ÷ (4 - no. of N/A) x 60 points =					

SUMMARY OF POINTS – RETAIL SHOPS

Contributors	Assessment Elements	Points
1. Environment (130 points)	1.1 Ease of access and clear identity (30 points)	
	1.2 Cleanliness, tidiness and maintenance (40 points)	
	1.3 Customer care facilities (60 points)	
	Sub-total:	
2. Products (260 points)	2.1 Appealing presentation and reasonable variety/range of products (60 points)	
	2.2 Satisfying quality (60 points)	
	2.3 Refund, exchange and warranty policy (140 points)	
	Sub-total:	
3. Processes (130 points)	3.1 Clear and sufficient information (100 points)	
	3.2 Appropriate and adequate facilities (30 points)	
	Sub-total:	
4. People (280 points)	4.1 Positive attitude (50 points)	
	4.2 Pleasant presentation (40 points)	
	4.3 Competent serving skills and adequate product knowledge (70 points)	
	4.4 Service performance (120 points)	
	Sub-total:	
5. Systems (200 points)	5.1 Quality assurance (30 points)	
	5.2 Effective communication and user-friendly servicing procedures (90 points)	
	5.3 Pertinent safety and emergency procedures (20 points)	
	5.4 Responsive complaint handling and effective remedial service (60 points)	
	Sub-total:	
Total Points:		

Note: Add all sub-total of points for each "Assessment Element" to obtain the Total Points.

What is operation management?

Online shops and online shopping have become more and more popular in recent years, and many people's shopping habits have been changed accordingly, which has brought a great impact on traditional tailoring shops. The traditional bespoke tailoring industry has to face the pressure of rising rents and operating costs, and the SMEs challenges are self-evident. It is the most important part of the bespoke tailoring industry to enhance the operational efficiency and quality of the shop, in order to maintain a competitive edge in the market. The main contents of shop operation including : shop environment and design, display mode, delivery service of production, handling and amendment of finished production, prevention of theft, so as to ensure the effective operation of shops and meet customer expectations and needs.



What is operation management?

Section One : Guidelines for Industry Operation Management

1. Shop Environment and Design

- Shop environment should focus on cleanliness and good maintenance.

Employees should be taught the concept of regulation and self-discipline, so that they understand the importance of maintaining a clean and hygienic retail environment for the image and business of the tailoring shop. Maintaining a smooth and clean corridor will help attract customers and create a good shopping atmosphere, stimulate consumer desire, and enable customers to choose products without a sense of pressure.

- The overall design of shops can bring unique service experience to customers.

In the short term, the environment and atmosphere can attract and stimulate customers desire; and in the long term, it will help to establish long-term and closer relationships with customers, and make it a habit for customers to shop.

Shop design needs to be integrated into marketing, consumer psychology, interior design and other specialized knowledge. The shop design needs to develop a theme for target customers, and use space, environment and other elements to create a unique shopping atmosphere in different customer contact points, so as to stimulate consumer desire.



Shop color design, lighting, background music, odor and other factors may affect the customer's senses to create a cordial, harmonious, bright, comfortable shopping environment. In-store lighting should be mastered the characteristics of brighter far light, softer front light. The selection of the shop background music and scent should combine the characteristics of the shop and the customers to form a unique style and provide customers with a comfortable environment.

What is operation management?



· Attractive Window Decoration

Window design is the soul of the shop. A successful window decoration can reflect the brand's personality and style, it is more likely to enhance the customer's confidence in tailoring crafts, and advertising. It is especially important for clothing brands. A well-decorated window can attract pedestrians in just a few seconds and convince customers to visit the shop. The net effect of window decoration is more convincing and realistic than advertising of television and graphic media.

There are a series of factors of considerations for tailoring shop window decoration such as the most fashionable and popular finished production in tailoring market, the interactive relationship between evaluation design solution and business turnover, the time needed to renew the window decoration, the cost and safety measures of wiring, lighting, placement and so on.



Attractive window design is the soul pen of the shop.

What is operation management?

2. Display setup

- Display setup of products needs to be conscious and pretty.

Generally speaking, there should not be too many ready-made clothing in the tailor shop for display. On the other hand, product display will directly affect the customer's shopping desire, the tailor shop needs to spend a little thought on the display. Under the principle of convenient for customers' reference and selections. The cloth must displayed orderly in a specific way and convenient for customers to find suitable designs.

Tailoring shops can also use cross-selling methods to place ties or other accessories next to their shirts, which can attract customers to inadvertently purchase some extra products and stimulate customers' shopping desire.

In addition, the display of the clothing should be aesthetic, and the display area should keep clean. The dust-prone cloth should not be placed on the display rack, which will affect the product exhibition. Display shelves inside the shop should be regularly cleaned.



To use cross-selling methods to place ties or other accessories next to their shirts, which can stimulate customers' shopping desire.

What is operation management?



· Easy exhibition and selectivity of display

The tailoring shop should take into account the easy exhibition of the products, so that employees and customers can clearly spot where the product is placed for purchase. Tailoring shop can be divided into different series of products to display, so as to shorten the time of product selection. For example, seasonal products are placed in the same display area, and related products are displayed together for centralized sales.

· Safety of display

The tailoring shop should pay attention to the safety of the product display to ensure the

stability of the product on the display shelves, and will not fall easily, so as to avoid accidentally injuring the customers or the employees.

3. Delivery service of finished products

At present, the tailoring shop common practice of delivery is having customers either collect clothes at the shop or mailing clothes to customers. For the latter, the tailoring shop should establish a clear delivery procedures and guidelines, so that all the products deliver to the customers destination properly and on time. The tailoring shop should group customer products in order with attaching clear customer information labels and guidance for subsequent transportation process. Moreover, the tailoring shop must verify the delivery of the products, the timetable and the delivery time correctly before mailing the products, so as to avoid mistakes and damage the customer's impression of the tailoring shop.

What is operation management?

4. Handling and amendment of finished products

The tailoring shop should properly handle the customer's amendments of the finished product for various reasons, and be able to make the customer's satisfaction while making the amendments. When the tailoring shop receives a customer's request to amend the finished product, it should first check the status of the finished product and the details of the amendments. Then, the employee is required to submit accurate information to the amended tailor. The corresponding employees are required to update the relevant production data within the system as soon as possible. Whenever the finished product is passing over to the workshop or dedicated tailor, it should be attached with clear labels and instruction.

5. Prevention of theft

The tailoring shop should be well equipped and effectively prevent theft inside the tailoring shop in order to protect the shop's interest.

For example, the anti-theft label is attached to the finished products, and the anti-theft equipment (video camera) is used to monitor whether the property in the store is safe. In addition, employees can pay attention to individual suspicious individuals without hindering customers.



Tools for Operation Management

Section One : SWOT Analysis

In order to attract customers' attention, the first step is to understand yourself, take advantage of the opportunity exert one's strength, use the "SWOT analysis" to measure market and self-study analysis, so as to thoroughly understand the market situation of the bespoke tailoring industry and its own strengths and weaknesses, and making appropriate adjustments.

By evaluating the strengths and weaknesses of tailoring shop, opportunities and threats in competitive markets, you can understand your strengths can capture new opportunities in the market and prepare the market threats.

Step of SWOT Analysis

Step 1 : Goal setting

Goal setting is the first step in SWOT analysis. Understanding what customers wanted and what are the expectation achievement. After goal setting, the subsequent analysis can be smooth.



Step 2 : Listing of strengths, weaknesses, opportunities and threats of tailoring shop

Listing out strengths, weaknesses, opportunities, threats, the more comprehensive and more clear the better, exhibit with examples, as a supplementary verification.

Tools for Operation Management

SWOT Analysis of tailoring industry in Hong Kong

Strengths

- Setup reputation
- Highly skillful tailoring
- Convenient geographical location
- Connection of new trend and technology
- Cost effectiveness: materials, labor

Weaknesses

- A Lack of new generation for production
- A Lack of high quality skilled labor
- Poor information technology skill
- The industry operates under an old fashion way
- Operate as family business
- Traditional craftsmanship system, lack of systematic education system which make it difficult to pass on skill set
- Lower threshold entering the industry

Market Opportunities

- China's labour market is favorable for production
- Tailored skill is being emphasized
- New comers bringing in new production methods

Market Threats

- Reputation of bespoke tailoring industry in Hong Kong is not as good as before.
- Consumers got more choices
- Clothing brands can provide tailoring services



Tools for Operation Management

Step 3 : Strategy setup

Before tailoring shop setup a strategy, there are conditions for consideration :
in terms of strengths, new strategies can play role in enhancing the lead, make good use of strength and creating new advantages.

- Enhancing the lead : Tailoring shop with the advantage should think of ways to maintain the lead with a safely gap between competitors.
- Make good use of the advantages : extended the advantages into other related areas.
- Create new strengths : Create new strengths and enhancing tailoring shop value.

Tailoring shop is under disadvantages in some respects, may consider searching alternatives, neutralize weaknesses, cooperate other complements reducing weakness impacts.

- Search alternatives : Look for other ways as an alternative replacement for those limited resources area.
- Neutralize weaknesses: turn disadvantages into less impact conditions
- Cooperate complementarily : through complementary cooperation with other tailoring shops, the alliance can get complementary resources.
- Reducing weaknesses : learning from case study can improve weakness

Based on market opportunities, tailoring shop should discover and grasp opportunities earlier than other competitors, fully utilize self-advantages to grasp new opportunities.

- Discover and grasp opportunities earlier than competitors : ability to exploit market opportunities before other competitors in order to gain benefits.
- Make fully utilize self-advantages to grasp new opportunities : Tailoring shop constantly evaluate its own strengths, whenever new opportunities created, it can seize those opportunities and creating benefits.

Under market threats, tailoring shop can avoid threats, take risk-off measures to avoid unfavorable developments.

- Avoid threats: stay away directly from disadvantageous.
- Take risk-off measures

Tools for Operation Management

Section Two : Flowchart Analysis

A flowchart is a tool using for recording every single step involved within a particular process. Flowchart can be used as diagnostic tools to assist decision-making and let managers know where the tailoring shop is having issues and plan for right solutions.

Method of creating flowchart

The whole creation of flowchart can be divided into three stages.

Stage 1 : Preparation stage

This stage includes picking subjects and data collection.

Picking subjects Determines the flow chart process and flowchart type.

Data collection Collecting related information.

Stage 2 : Identification stage

This stage includes confirming the target, confirming department, confirming starting and ending points, confirming the input/output.

Confirming target Clear flowchart design, or enhanced target.

Confirming department Identify all departments or positions involved within the process.

Confirming starting and ending points locating the starting and ending points.

Confirming input/output Identify input/output data at each nodes, determine input and output data types.

Tools for Operation Management

Stage 3 : Creating stage

This stage includes creating a draft, adding exhibits, modification and verification, and finalize flowchart.

Drafting Start up the flowchart, fill in corresponding exhibits.

Adding exhibits Easy reading and understanding flowchart contents.

Modification and verification Repeatedly collecting inquiring, comments between parties, modifying and eliminating all possible errors.










The flowchart finalization After numinous collecting data and comments from different parties, under the final approval by relevant managers, a flowchart is finalized.

The flowchart can set as a tool helping users effectively analyze and solve problems. Therefore, the flowchart is tailor-made for its own style and purpose.



Tools for Operation Management

Flowchart Symbol Description Table

Symbol	Labels	Descriptions
	Start	Beginning of the flow
	Process	Processing stage
	Decision	Decision making
	End	Ending of the flow
	Path	Path direction
	Document	Input/Output of data
	Predefined Process	Predefined stage
	Connector	Logical connections
	Comment	Additional notes

Tools for Operation Management

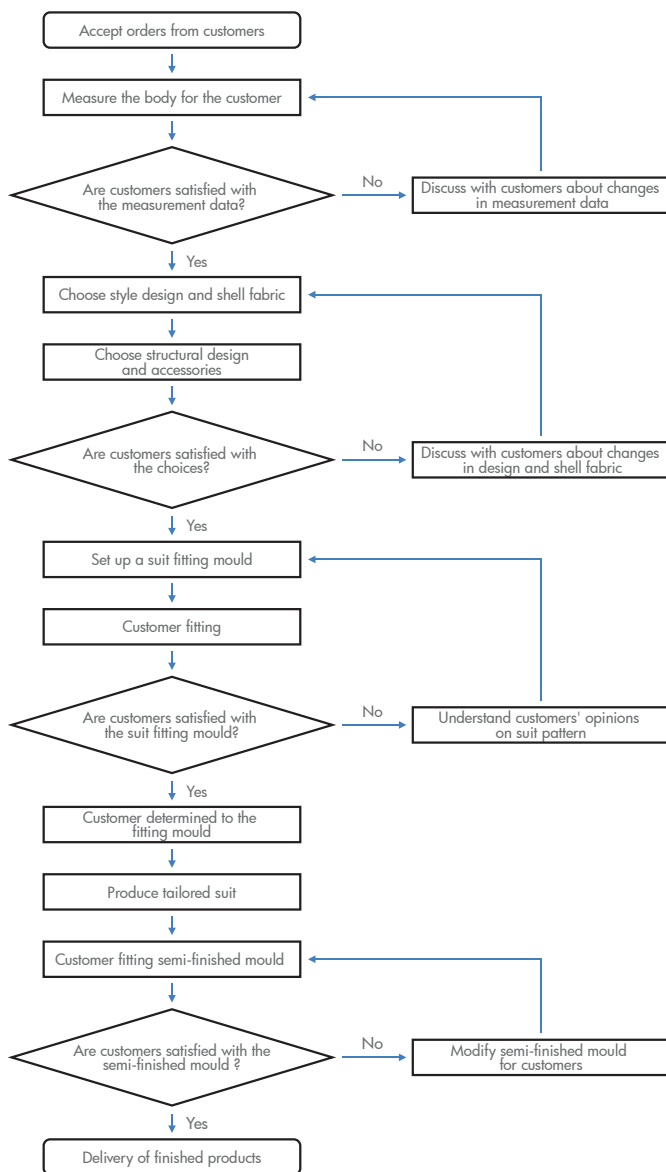


Reminders for Flowchart Creation

- Flowchart constructed with main logical nodes and supplement annotation. Within each logical nodes, it is better to add more descriptions and keywords; supplement annotation with simplified notes limited under two lines only.
- The chart flow in the order from top to bottom, left to right.
- The structure of the flowchart should be completed, in addition to tabular graphics, an accurate title, author, date, descriptions, page numbers and codes.
- Easy reading.

Tools for Operation Management

Bespoke Tailoring Shop General Flowchart



Section Three : Brainstorming



Brainstorming method can be done by one person or a group of team members. Participants are freely expressing ideas related to the topic. By collecting ideas, a new idea or method can be stimulated. Finally, reorganize ideas and views for new integration. During the process, other participants should not interrupt and criticize, the main purpose is generating different new ideas and problem-solving methods to achieve innovative thinking.

- Deferred Comment

No matter how wild the idea is, please don't rush to interrupt and criticize, because interesting ideas may never been considered before. A rush to comment will only limited the participants' thoughts. Participants should focus on putting efforts on proposing ideas, expanding assumptions, and leaving opinions to the critical stage later.

Old Industry, New Ideas



Stepping into CUFFS, the eye-catching store decoration is different from traditional tailoring shop. You may wonder staying in a fashion shop or a tailoring shop?

An Engineer joining the tailoring industry to "modernize" suits tailoring

The founder of CUFFS, Ian Fong, is changing people's view that suits tailoring is no longer a patent by older generation; instead, a trendy by new generation. Ever since Ian still a college student, wished to start up a business. After his graduations, he came back Hong Kong as a marketing promoter for a coffee chain store, hoped to gain entrepreneurial experience. Because catering industry in Hong Kong is tough, a high rental cost with low coffee profit margins. Although Ian owned a business startup mind, with no directional path; he started looking for inspiration from his daily life; finally, decided to join the bespoke tailoring industry.

Ian got a wide shoulders, most of the American and European brands could not fit his stature. he decided to get fist piece of tailor suit in his life time. "I don't know which tailor shop is better, just pick a tailor shop in Wan Chai." He said. The tailored suits, though perfectly fit, was not the style he wanted most. During the measurement process, tailor showed him over a thousand samples with the various fabric but limited patterns. He was just a newbie at that time, was confused. Finally, tailor picked the selection for him. After such experience, Ian felt that Hong Kong's tailoring industry got a "value". A matter of how to adapt the traditional skill for the current trend, changing the youngsters tailor industry mindset from "classic", "expensive" and not part of their life.

Put new ideas into an old industry

Ian said: "Maybe I studied engineering, I like things with clear and systemic steps." He was inspired by the coffee shop's menu. He designed a (suit bar and shirt bar) menu for CUFFS in order to simplify the tailoring process. Shirt Bar and Suit Bar clearly exhibited the entire process of tailoring. Customers followed the "menu" instructions to pick fabrics, collars, sleeves, buttons, fly with final body measurement. A suit can be accomplished.



Establish a brand's "soul"

Ian pointed out that a clear positioning was very important for tailoring shop, which is the "soul" of tailoring shop. "It's like a restaurant. It's a failure, in 30 seconds, customer still doesn't know the restaurant is serving Chinese, Western or other dishes." Therefore, it is necessary to clearly define the position of the tailoring shop and what is unique for the tailoring shop to attract customers. With additional, including the shop's decoration design, finished product design and promotion are centered on positioning. The position of CUFFS is to focus on youngster market, offering stylish and trendy products. CUFFS has done a lot of marketing activities in recent years, cooperating with GOD crossover and K-11 setting up pop up stores. Positioning CUFFS as a fashionable brand.

Successful Transforming due to unwillingness to Be Invariable



Paul Lee, the founder of the Tai Pan Tailor, joined the industry for nearly half of a century, gone through all the changes of the Hong Kong bespoke tailoring industry. Although the rise of online shopping and fast-food fashion impacting business environment of the bespoke tailoring industry, Tai Pan Tailor stands firm, and set up a second line brand also.

Business environment is very different.

Paul started Tai Pan Tailor in 1978. He said that the business environment at that year was much better than nowadays. There were fewer options for customers at that time. At that time, there were fewer options for customers, either expensive famous imported brand, or lower price dressing; fewer mid-range clothings. Customers had to tailor-made their suits. Moreover, rental and operating costs were relatively cheaper. Paul enjoyed the tailoring business in those years. However, there were more selections today, with the rise of online store and fast fashion, most people dropped tailoring, nor paid attention to tailor-made suits. High operating costs and costs of living, the tailor-made suit inevitably had to adjust that make it difficult to compete directly with online store and fast fashion.

Self Changing to match with the business environment

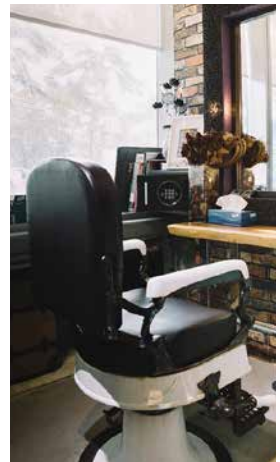
Living under business environment changes, Tai Pan Tailor refused immutable; instead, seeking new changes. Paul said that in old days, customer profiles and order details were recorded manually. As time changes, it was important to organize customer databases systemically. Bespoke tailoring industry used to be passive, mostly waiting for loyal customers' repeat orders. With a keen competition by online store and fast fashion situation, Paul said, "We now regularly contact our loyal customers, letting them know new arrival of fabrics and designs in order to maintain a longer-term relationship with them."

Create vice-line and open up new markets

Paul established a second-line brand - Flaneur Tailor, which was mainly aimed for developing youngster market segment. Paul believed that Tai Pan Tailor had been established for 20 years. Basically, the customers base was matured and mostly were well financed, such as lawyers, accountants, doctors, etc.,. It was difficult to attract younger customers. "Youngster and the middle-aged customers are different in their pursuit of tailoring suits. Youngster are more likely to pursue styles and pricing rather than fabrics and tailoring. On the contrary, middle-aged customers pay more attention to quality, style and pricing is not their biggest consideration." Therefore, the finished products in the shop would be more focused on the fashion. The boutique culture getting popular, In order to cater for the tastes of the youngster, they crossed over hair stylist in the shop. Paul revealed that the café element would be added later in the store to provide a relaxing environment for youngster to "hang-out" and to promote a tailored suit culture.

Warm-blooded encouraging youngster

Another reason setting up a second line bard, Paul wished to attract youngster to join the bespoke tailoring industry by providing an excellent environment for nurturing new generation and adhering to Hong Kong's traditional craftsmanship. Paul also mentioned that there were youngsters who were interested in tailoring business in recent years. The senior provided advises to youngster not only to focus on selling themselves, but also focus on fundamentals, such as pattern making, shirt structure and body measurement. They could effectively communicate with the senior master to maintain the quality of finished products.



Inheriting the Ancestral Industry, Breaking the Framework



As the third-generation heir of HondsYork Limited, Hayman Chan decided to take over the ancestral industry after graduation from university, not only guarding the company's "Golden Signature Signboard", but also to lead the company successfully break out from Hong Kong.

Inherit ancestral industry and break out from framework

An old Idiom saying "Keeping is harder than winning" ; Hayman believes "innovation is even harder". Bespoke tailoring industry, as an old industry with a long history, is basically difficult to link with the word "changes". Hayman recalled that the first thing he needed to do when he came home after his overseas graduation a few years ago, was trying to restore himself down to a place where he got all kinds of constraints by an old industry. It is conceivable that great perseverance and courage are needed to inherit the family business. Hayman needed to keep the family's goodwill while opening up new opportunities and markets for the company. Hayman thinks that "it is very limited creativity to draw on painted picture painted by the last two generations. The key is to know how to keep the valuable experience to match with modern time."

Be prepared for danger in times of safety and rushed out of Hong Kong

Hayman is not satisfied with the status quo, but to extent company's business. During the process of business development, he tried to develop B2B (Business to Business), and thus found out huge demand of tailoring orders from overseas market. As a result, he started up different oversea markets, such as the United States and Australia. With the help of his selling skilled learnt during his overseas studies, he collected oversea orders. Taking the advantages of Hong Kong's craftsmanship and import and export channels, coupled with the reasonable and perfect industrial production in Shenzhen, gradually put his B2B business on track. Hayman said that he particularly interested in mainland China market. He believes that the mainland market is still in its embryonic stage for making suit and has great potential for future development. "China is not fully mature with European styled clothing culture."

However, in recent years, more and more youngster get to know tailoring suits through different channels, perhaps through working channel, or studying abroad. At this stage, domestic consumer groups still need some time to cultivate a culture of tailoring suits." He believed that in the near future, the demand for tailoring suits in the Mainland would become bigger.

Research and development system and perfect tailoring industry

Many people think that the bespoke tailoring industry was one of the sunset industries; however, Hayman thought that the so-called sunset, was just a fail term. For him, the main reason for the elimination of the tailoring industry was not the times, but the self-elimination. Because in the lack of manpower and high operation cost, the tailor-made suit was forced to fight the price war of clothing, and eventually died out of resources. Hayman said, "only the transformation then we have the opportunity to turn up, every jeopardy is another opportunity, the key is how to overcome the production bottle neck." In order to plug the loopholes in the bespoke tailoring industry, his company developed a system by themselves. Hayman explains that the system was similar to the industry's supply chain, designed to connect upstream and downstream of bespoke tailoring industry, from retailers to designers to SMEs. He hoped that the system would lead the flow of people network, solving the artificial loopholes, improve production efficiency, reduce the threshold of business startup and break the time and space issues. Hayman believed that computers could operating 24 hours a day, and only systems could be accurate. Only technology could help improving the bespoke tailoring industry. And he wished that in the coming future, the tailoring industry would be able to integrate with scientific research and cooperate big data to collect human data, so as to improve productivity and competitiveness.



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香港裁縫業



行業指南

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