

**SME Development Fund**  
**Final Report of Approved Project**

Project Title : Enhancing SME Retailers' Development and  
(Reference No.) Competitiveness in Hong Kong (D09 002 011)  
Period covered : From 01/01/2010 to 31/12/2010  
(dd/mm/yy) (dd/mm/yy)

## 1. Project Details

Please mark with "\*" if any of the following project details is different from that in the project proposal appended to the project agreement.

### **Project Reference and Title**

D09'002 011 Enhancing SME Retailers' Development and Competitiveness in Hong Kong

### **Project Summary** (in not more than 150 words)

The first SDF project launched by the Association was completed with results exceeding the targets.

We assisted over 1,000 SME retailers to improve their customer service standard through core programmes of Mystery Shoppers Programme (501 participants) and Management Workshop (504 participants).

Supplementary programmes including the SME Retailers Open Day (a one-day event featuring exhibition, seminars and consultations on various themes of retail operations with over 500 participants) and 5 study tours were effective for sharing latest development and best practices of retail trade. The SME Retailers Portal can also share 20 success cases with SMEs who did not participate in the programmes.

Encouraged by the positive feedback, the Association will carry on its strive to support SMEs, and apply for the second SME development fund to facilitate them to compete and succeed in this sophisticated market place.

### **Project Objective(s)** (in not more than 80 words)

#### Overall Objective

To enhance the knowledge and professionalism of SME retailers, hence increasing their competitiveness and contributing to the long-term development of Hong Kong's retail industry.

#### Programme Objectives

- To uplift customer service standard of SME retailers through on-field assessment and management workshop.
- To share market knowledge, business insights, management wisdoms and the latest solutions and services for the growth and development of SME retailers in Hong Kong.

### **Recipient/Collaborating/Implementation Organisation**

Recipient Organisation : Hong Kong Retail Management Association (HKRMA)

Collaborating Organisation(s) : N.A.

Implementation Agent(s) : N.A.

## Key Personnel

	<u>Name</u>	<u>Company/Organisation</u>	<u>Tel No. &amp; Fax No.</u>
Project Co-ordinator	: <u>Ms. Ruth Yu</u>	<u>HKRMA</u>	<u>Tel: 2866 8311 Fax: 2866 8380</u>
Deputy Project Co-ordinator	: <u>Ms. Hydde Chan</u>	<u>HKRMA</u>	<u>Tel: 2528 9963 Fax: 2866 8380</u>
Project Officer	: <u>Ms. Fiona Fong</u>	<u>HKRMA</u>	<u>Tel: 2179 9400 Fax: 2866 8380</u>

## Project Period

	<u>Commencement Date (day/month/year)</u>	<u>Completion Date (day/month/year)</u>	<u>Project Duration (No. of months)</u>
As stated in project agreement	<u>01/01/2010</u>	<u>31/12/2010</u>	<u>12</u>
Revised (if applicable)	<u>N.A.</u>	<u>N.A.</u>	<u>N.A.</u>

## Methodology Employed

1. Mystery Shoppers Programme – On-site visits, assessment & reports on frontline customer service standard
2. Training Workshop – Full day Management Workshop on “Total Customer Satisfaction in Retail”
3. Open Day – One-day SME event comprising of exhibition, consultations and seminars
4. Study Tour – Half-day visits to retail technology centre and energy efficient store.
5. Web Portal – Sharing of case studies, project news and enrolment forms on public platform.

## 2. Summary of Project Results

### Project Deliverables

Please list out the targeted project deliverables as stated in the project proposal appended to the project agreement and provide details of actual result achieved, including beneficiaries, for each of them.

Project Deliverable	Target Result	Actual Result	Beneficiaries
Mystery Shoppers Programme	500 SME retailers	501 SME retailers received the services	SME Retailers
Management Workshop	500 SME retailers	504 SME retailers attended the full-day workshop titled "Total Customer Satisfaction in Retail"	SME Retailers
SME Retailers Open Day	150 visitors	Over 500 visitors attended the Open Day covering: <ul style="list-style-type: none"> <li>• 10 seminars</li> <li>• 24 exhibitions</li> <li>• 30 consultation sessions</li> </ul>	SME Retailers
SME Retailers Study Tour	50 SME retailers in one tour	58 SME retailers from 32 companies enrolled in 5 tours. (3 to RFID Centre, a retail technology centre; and 2 to CLP Eco Home, an energy -efficient showcase store)	SME Retailers
SME Retailers Web Portal	N.A.	Web portal <a href="http://sme.hkrma.org">http://sme.hkrma.org</a> was developed covering SME programmes, activities and enrolment forms for public access, as well as 20 case studies.	Public
Cases Sharing	20 cases	Interviewed with 20 participating SMEs and uploaded their cases to SME Retailers Web Portal for sharing with the public.	Public

### Actual Benefits to SMEs

Please indicate *in clear, specific, tangible and quantifiable terms* the benefits of the project and its contribution to enhancing the competitiveness of Hong Kong's SMEs in general or SMEs in specific sectors, in not more than 400 words.

**Mystery Shoppers Programme (MSP) Report Revealing Business Truth** – Every participating SME received a customized “MSP Report” showing detailed analysis and findings during the assessment period, including 28 questions based on 9 assessment criteria and individual visits' comments, as well as their gap against the average and best performing SME in the same assessment period. A total of 501 reports were delivered to 501 participating SMEs.

After reading the reports, the SMEs could better understand service standard in the market and they were keen to take actions to improve their customer service based on the report findings.

**Management Workshop Bringing Insights** – 504 SME retail practitioners attended the SME Management Workshop on “Total Customer Satisfaction in Retail”, who found the workshops useful, practical and inspiring, as reflected from the 367 evaluation forms collected:

90% of the participants are satisfied with the workshop overall.

- Reasons for their satisfaction include:
  - ♦ Useful & rich content
  - ♦ Trainer is very experienced
  - ♦ Reasonable and convincing concepts
  - ♦ Thorough explanation
- 96% said they will apply the knowledge gained in the workshop into their businesses.
- 90% said the workshop was useful in enhancing their competitiveness.

**Open Day Sharing Last Retail Development** – The Open Day held on 22 June 2010 enabled SMEs to brush up retail knowledge and latest market developments on various topics including branding & design, information technology, finance, merchandising and other retail operations knowhow.

A summary of the 119 evaluation forms collected from SME Retailers Open Day were listed as follows:

*(Original information in Chinese)*

		非常滿意 及 滿意
第一部份	「研討會」	
	1) 零售業倉存管理	93.27%
	2) 有效利用科技改善零售營運效率	90.76%
	3) 品牌空間「Brandscape」	89.76%
	4) 管理有道、融資有方	81.52%
	5) 零成本開拓網上零售全球商機	78.15%
	6) 針對中小企零售商的已流動應用方案及保安問題	75.63%

	7) 零售業採購	63.03%
	8) 店鋪保安須知-偵察、預防、拘捕程序和相關法例	58.83%
	9) 如何辨別人民幣及港幣偽鈔	51.27%
第二部份	「展覽會」	
	1) 地點及環境	89.08%
	2) 展覽內容	89.08%
第三部份	「一對一顧問服務」	
	諮詢範圍-市場推廣及營銷	
	1) 顧問能針對問題、作有效分析及建議	78.15%
	2) 顧問意見對你的工作/業務的實用性	75.63%

**Study Tour Enlightening Latest Trends and Best Practcie** - 58 SME retailers attended 5 study tours at RFID Centre of Science Park and EcoHome of CLP. Participants were able to see the latest RFID applications in retail and energy efficiency solutions for use in retail shop operations.

**SME Retailers Web Portal** – The SME Retailers Portal serves as a project website to provide (a) updated programmes and activities information and; (b) a public platform for sharing SME success stories, and helping SMEs to apply their learning into actual businesses, for example, paying more attention to service quality, boosting staff morale and improving internal communications.

In sum, participating SME retailers showed great interest in all the facets of the programmes launched and were eager to have further opportunities to know more and take part in future initiatives for SME retailers.

**Milestones (in chronological order)**

# Please indicate if the milestone is completed (C), deferred (D) or not achieved (N). If it is deferred, please indicate the revised completion date. For those milestones which are deferred or not achieved, please also provide the reasons under item 2.4.

<u>Milestone</u> (as set out in the project proposal appended to the project agreement)	<u>Original target completion date</u>	<u>Revised target completion date</u> (if applicable)	<u>Status</u> (C/D/N) #
(a) Commencement of Project	1 Jan 2010	N.A.	C
(b) Web portal development	Dec 2010	N.A.	C
(c) Mystery Shoppers Programme (MSP) – briefing sessions and MSP visits	Dec 2010	N.A.	C
(d) Management Workshop	Dec 2010	N.A.	C
(e) Open Day	Aug 2010	N.A.	C
(f) Study Tour	Sep 2010	N.A.	C
(g) End of Project	Dec 2010	N.A.	C

### Marketing/Dissemination Activities (in chronological order)

Please provide details of all completed and on-going promotional and/or dissemination activities for each of the project deliverables. Such activities may include advertisements, seminars, workshops, etc.

<u>Date/ Period</u>	<u>Description</u>	<u>No. of beneficiaries (Please specify whether they are SMEs or not)</u>	
		<b>Total</b>	<b>SMEs</b>
	<b>(1) Promotion through HKRMA Channels</b>		
Jan – Nov 2010	<u>DM/ eDM</u> 8 blasts to HKRMA SME retailers databases (months, 2010)	600	600
Jan - May 2010	<u>Project Briefing</u> 5 briefing sessions were held, including briefing organized by HRKMA and jointly organized with SME organizations.  <ul style="list-style-type: none"> <li>• Briefing to HKRMA members and non-members (26/1/2010 &amp; 13/4/2010)</li> <li>• Speaking slot at SME sharing session of HK Wireless Technology and Industry Association (12/3/2010)</li> <li>• Briefing to members of SME Global Alliance and HKRMA (18/3/2010)</li> <li>• Briefing to members of HK Chamber of SME Business (10/5/2010)</li> </ul>	123	123
Jan – Dec 2010	<u>Outbound Calls</u> <ul style="list-style-type: none"> <li>• Monthly outbound calls to SME retailers, with the purpose to invite: <ul style="list-style-type: none"> <li>◆ SME participation in MSP assessment;</li> <li>◆ Enrolment and reminders for management workshop;</li> <li>◆ Attendance at Open Day, Study Tours</li> <li>◆ Participation in cases studies and interview arrangements.</li> </ul> </li> </ul>	600	600
Apr, Jul & Nov 2010	<u>Trade Publication</u> Featured articles in HKRMA newsletters “Retailers” (circulation of 1300 to retailers & retail-related organizations)	1,300	N.A.
Jan – Sep 2010	<u>Events</u> Distribution of project leaflets at various HKRMA events.	N.A.	N.A.
Jan – current	<u>Websites</u> <ul style="list-style-type: none"> <li>• www.hkrma.org</li> <li>• sme.hkrma.org</li> </ul>	N.A.	N.A.
23 Feb & 22 Jun 2010	<u>Press Release</u> <ul style="list-style-type: none"> <li>• Press Release on project launch – news article in Headline Daily on 23/2/2010 (Circulation: 786,200)</li> <li>• Press Release on SME Retailers Open Day – news articles in Hong Kong Economic Times (Circulation: 90,842) and Job Market on 22/6/2010 (Circulation: 138,797).</li> </ul>	1,015,8 39	N.A.



<b>(2) Joint Promotion</b>		<b>Total</b>	<b>SMEs</b>
	<u>Shopping Malls</u>		
Jan, May & Jul 2010	<ul style="list-style-type: none"> <li>The Link – distribution to tenants of The Link’s shopping malls</li> </ul>	~15,000	N.A.
Mar, May & Jul 2010	<ul style="list-style-type: none"> <li>Sun Hung Kai Properties – distribution to tenants of shopping malls under Sun Hung Kai Properties Management.</li> </ul>	N.A.	N.A.
	<u>SME-related Associations</u>		
Feb 2010	Hong Kong (SME) Economic and Trade Promotional Association (e-blast x 1)	70	70
Mar 2010	HK Chamber of SME Business (website posting)	N.A.	N.A.
May 2010	HK Council of Social Service (e-blast x 1)	218	218
Jan 2010, Apr – Jun 2010	SUCCESS <ul style="list-style-type: none"> <li>e-blast x 1</li> <li>take-one leaflet placement at SUCCESS Centre</li> <li>Website posting</li> </ul>	30,000 N.A. N.A.	30,000 N.A. N.A.
	<u>Banks</u>		
21 Jan 2010	BOC Credit Card (e-blast to SME merchants x 1)	50	50
2 Jun 2010	Hang Seng Bank (e-blast to SME merchants x 1)	3,000	3,000
	<u>Trade Associations</u>		
Jan 2010	Chartered Institute of Marketing (website posting)	N.A.	N.A.
May 2010	Diamond Federation of Hong Kong (e-blast x 1)	N.A.	N.A.
Jul 2010	HK Federation of Restaurants & Related Trades (e-blast x 1)	N.A.	N.A.
Feb 2010	GS1 (website posting)	N.A.	N.A.
Feb 2010	Hong Kong Retail Technology Industry Association (e-blast x 1)	N.A.	N.A.
Jul 2010	Lan Kwai Fong Association (e-blast x 1)	N.A.	N.A.
Apr 2010	The Cosmetic & Perfumery Association of HK (e-blast x 1)	~3,800	N.A.
<b>(3) Other Promotion Channels</b>		<b>Total</b>	<b>SMEs</b>
Aug 2010	Diversified Events (e-blast x 1)	N.A.	N.A.
Jun 2010	Job Market (e-blast x 1)	~10,000	N.A.
Jan-Sep 2010	Free posting at Yahoo! SME page	N.A.	N.A.

Total no. of beneficiaries - no. of SMEs : At least 34,443

no. of companies which are not SMEs : N.A.

Remarks: “NA” represents figures not disclosed by promotion partners or not countable specifically.

## **Future Plan for Promoting the Project Deliverables**

20 case studies about customer service and retail management were posted on SME Retailers Portal for on-going sharing with SME retailers in Hong Kong.

The 20 SME success stories are also being published in 8-10 issues of HKRMA Newsletter for sharing with the trade. Each issue of HKRMA Newsletter has a circulation of about 1,300.

A Retail Handbook incorporating the above mentioned 20 case studies as well as retail best practices will be published for distribution to retail practitioners at various events of the Association.

To expand the reach of beneficiaries and strengthen impact of the project in greater breadth and depth, HKRMA has been applying for the second SME Development Fund as Part II of the programme.