

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

(covering from 16 May 2011 to 15 May 2012)

Project Title : Enhancing SME Retailers' Development and
(Reference No.) Competitiveness in Hong Kong (Part II)
(Ref.: D10 004 011)

Period covered : From 16 May 2011 to 15 May 2012
(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

Enhancing SME Retailers' Development and Competitiveness in Hong Kong (Part II)

Ref No.: D10 004 011

Project Summary (in not more than 150 words)

Encouraged by the positive responses and with reference to participating SME's feedback in project (Part I), HKRMA further proceed with part II of its programmes with greater elaboration on the content and support level to SME retailers so as to assist them competing and succeeding in the sophisticated market place. Project deliverables include Retail Workshops, Mystery Shoppers Programme (MSP), SME Retail Conference, SME Retailers Open Day, Guidebook Publication, Newspaper Articles and SME Retailers Portal.

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

- To strengthen the frontline skills and management knowledge of SME retailers from wider perspectives and with more in-depth support.
- To share the best practices and experiences with a greater SME population in the retail trade.

Recipient/Collaborating/Implementation Organisation

Recipient Organisation : Hong Kong Retail Management Association

Collaborating Organisation(s) : N.A.

Implementation Agent(s) : N.A.

Key Personnel

	<u>Name</u>	<u>Company/Organisation</u>	<u>Tel No. & Fax No.</u>
Project Co-ordinator	: <u>Ms. Ruth Yu</u>	<u>Hong Kong Retail Management Association</u>	<u>Tel: 2866 8311 Fax: 2866 8380</u>
Deputy Project Co-ordinator	: <u>Ms. Veronica Fan</u>	<u>Hong Kong Retail Management Association</u>	<u>Tel: 2866 8311 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>16 May 2011</u>	<u>15 May 2012</u>	<u>12 months</u>
Revised (if applicable)	<u></u>	<u></u>	<u></u>

Methodology Employed

a. Workshop

A total of 20 workshops covering different perspectives of retail operations and management for about 400 SME participants were arranged. The topics covered:

Workshops on Frontline Techniques:

- Sales & Communication Skill
- Handling Customer Complaints
- Team Building & Staff Coaching

Workshops on Backend Operation:

- Inventory Management
- Retail Design
- Retail Technology

b. Mystery Shoppers Programme (MSP)

i/ 6 – 15 mystery shoppers visits during a 2-month assessment period for each of the 100 participating SMEs.

ii/ *Mystery Assessment Report* for every participating SME.

iii/ Individual Counselling

- About 120 hours consultation service for about 80 SMEs.
- Explanation of MSP reports' facts and findings directly to SMEs by retail business consultants.
- Tailor-made advice and suggestions to SMEs based on their specific problems, operating conditions and business nature.
- A consultation report covering key concerned areas and recommendations were given to each SME.

2. HIGHLIGHT EVENTS

a. Kick-off Event - SME Retail Conference

- Half-day conference for about 100 SME practitioners.
- Several speakers from retail industry, such as renowned retailers, professional consultants, were invited to share insights, market development, successful experiences and growth drivers in retail management.
- There was a briefing session to introduce the content and registration procedures of the SME programmes.

b. Closing Event - SME Retailers Open Day

- A one-day event covering retail seminars and exhibition from SME perspectives. The Open Day was served as a one-stop venue for about 400 visitors to acquire handy and useful information closely related to their daily operations and business development.
- 6 seminars were arranged with Q&A session to enable direct interaction between speakers and attendees.
- There were exhibitions from various retail service and solution providers, who demonstrated their products and services.
- Visitors were able to enhance their knowledge in different aspects of retail SME operations.

3. ON-GOING SHARING

a. Guidebook Publication

- Based on the findings and recommendations of about 80 SME counselling offered in the Mystery Shoppers Programme, the consulting firm analyzed common problems of SME retailers, and consolidate the key findings with recommendations and best practices, leading to the production of a SME Retailers Guidebook.
- About 2,000 copies of guidebook were published and disseminated to a large base of SME retailers.

b. Newspaper Articles

- Compilation and write-up of featured articles, which covered case studies, business strategies or useful tips. The articles were placed on major newspaper for sharing with the public in different months of the year.

c. SME Retailers Portal

- Enhancement of project website with an on-line registration tool.

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 Deliverables	Target Result	Actual Result	Beneficiaries
(a) Retail Workshop	20 workshops 400 SME participants	20 workshops 539 SME participants <i>(Please refer to Appendix A for details)</i>	SME retailers
(b) Mystery Shoppers Programme (MSP)	100 participating SMEs and MSP reports 80 consultation sessions and consultation reports	100 participating SMEs and MSP reports 80 consultation sessions and consultation reports	SME retailers
(c) SME Retail Conference	100 participants	184 participants <i>(Please refer to Appendix B for details)</i>	SME retailers
(d) SME Retailers Open Day	400 visitors 5 seminars & exhibition	Over 500 visitors 6 seminars 6 exhibitions <i>(Please refer to Appendix C for details)</i>	SME retailers
(e) Guidebook	2,000 pc.	2,000 pc. published on 20 March 2012, and distributed to Part I & II SME participants, Open Day and other events of HKRMA.	SME retailers
(f) Newspaper Advertorial	5 articles covering tips and case studies	6 articles covering tips and case studies were released on: 11 April 2012 16 April 2012 20 April 2012 24 April 2012 30 April 2012 4 May 2012 Newspaper: AM730	Public
(g) SME Retailer Portal	Website enhancement with on-line registration	Web portal http://sme.hkrma.org enhanced with on-line registration and update of SME activities	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.

Management Workshop Bringing Inspirations – 539 SME retail practitioners attended the SME Management Workshop, who found the workshops useful, practical and inspiring.

Mystery Shoppers Programme (MSP) Report and Consultation Revealing Business Truth and Providing Useful Recommendations – The feedback was overwhelming as quota of 100 was taken up quickly. The participating SMEs received individual MSP report showing the service gap against average and best performing SME as well as shoppers' comments which helped them understand their business weaknesses and strengths.

After MSP visits, face-to-face consultation services were provided to 80 SME retailers explaining the findings and providing tailor-made recommendations based on their specific problems, operating conditions and business nature. A consultation report covering key concerns and recommendations were given to each SME.

Guidebook and Newspaper Articles Sharing Best Practices – 2,000 copies were disseminated to SME retailers and other retail practitioners. The guidebook consolidated 12 cases which shared common problems faced by SME retailers, with solutions and best practices for SMEs' on-going reference. Six cases were shared in newspaper AM 730 from April to May 2012, which generated substantial publicity and awareness.

Retail Conference Bringing Insights – As a kick-off event, three prominent speakers shared their successful cases and experiences in digital marketing, branding and customer services with 185 SME retail practitioners.

Open Day Sharing The Latest Retail Development – A total of 505 retail practitioners attended the Open Day which included seminars and exhibition. The event enabled SMEs to brush up retail knowledge and latest market developments on customer services, digital marketing, staff recruitment and retention, visual merchandising, corporate social responsibilities and branding.

SME Retailers Web Portal – The web portal was enhanced with online registration service to improve registration efficiency.

In sum, participating SME retailers showed high satisfaction rate and found the services were useful:

Services	No. of participants	No. of evaluation forms received	% of participants satisfied with the service	% of participants will apply the knowledge gained in the service	% of participants indicated the services were useful in enhancing their competitiveness
Workshop	539	455	83%	94%	83%
MSP	100	18	100%	100%	100%
Consultation	80	13	100%	85%	100%
Retail Conference	185	100	86%	94%	77%
Open Day	505	42	89%	95%	76%

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	16 May 2011	N.A.	C
(b) Workshops	Apr 2012	N.A.	C
(c) Mystery Shoppers Programme	Apr 2012	N.A.	C
(d) Guidebook Publication	Apr 2012	N.A.	C
(e) Newspaper Articles	Apr 2012	N.A.	C
(f) SME Retailers Portal	Apr 2012	N.A.	C
(g) SME Retail Conference	Jul 2011	N.A.	C
(h) SME Retailers Open Day	Mar 2012	N.A.	C
(i) End of Project	15 May 2012	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.

Date/ Period	Description	No. of beneficiaries (Please specify whether they are SMEs or not.)	
		Total	SMEs
(1) Promotion through HKRMA Channels			
Jun-Sep 2011	(a) eDM – 4 blasts to HKRMA SME retailers databases	600	600
	(b) Trade Publication Featured articles in HKRMA newsletters “Retailers” (circulation of 1,300 to retailers & retail-related organizations)	1,300	N.A.
	(c) Websites Posting at www.hkrma.org and sme.hkrma.org		
(2) Joint Promotion			
Jun-Sep 2011	(a) Shopping Malls Distribution to tenants via The Link and Sun Hung Kai Properties.	~15,000	N.A.
	(b) SME-related Association Message dissemination (eDM/ website posting/ leaflet placement) through associations, including: - HK Chamber of SME Business - HK Council of Social Service - SUCCESS - The Cosmetic & Perfumery Association of HK	N.A. N.A. 30,000 N.A.	N.A. N.A. 30,000 N.A.
(3) Media Partnership			
Jul 2011	Media partnership with Job Market for SME Retail Conference and SME Retailers Open Day - eDM to Job Market database - Pre-event website banner advertisement - Post-event coverage	N.A.	N.A.
(4) Promotion			
Jun-Jul 2011	Tele-marketing for SME Retail Conference	N.A.	N.A.
Jul-Aug 2011	Advertisement at Capital Entrepreneur (Aug & Sep 2011)	60,000	N.A.

Jul-Aug 2011	Tele-marketing for Mystery Shoppers Programme	N.A.	N.A.
Jun & Aug 2011	eDM services for SME Retail Workshop	140,000	N.A.
Oct 2011 -Feb 2012	eDM – About 5 blasts to HKRMA SME retailers databases	600	600
Mar-Apr 2012	Media partnership with Job Market for SME Retailers Open Day - eDM to Job Market database - Pre-event website banner advertisement - Post-event coverage	N.A.	N.A.
Mar-Apr 2012	Tele-marketing for SME Retailers Open Day	N.A.	N.A.
Apr 2012	eDM services for SME Retailers Open Day	140,000	N.A.
Apr 2012	On-line advertisement – Guru & Yahoo	N.A.	N.A.
Apr 2012	Trade Publication - Featured articles in HKRMA newsletters “Retailers” (circulation of 1,300 to retailers & retail-related organizations)	1,300	N.A.
(5) Dissemination of Activities			
Jul 2011– Feb 2012	SME Retail Workshops	539	539
Aug – Oct 2011	Mystery Shoppers Programme	100	100
21 Jul 2011	SME Retail Conference	184	184
Mar 2012	Guidebook	2,000	600
Apr-May 2012	Newspaper articles	N.A.	N.A.
26 Apr 2012	SME Retailers Open Day	500	500
May 2011-May 2012	SME retailers portal	N.A.	N.A.

Total no. of beneficiaries - no. of SMEs : Over 392,123

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

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

Future Plan for Promoting the Project Deliverables

The SME Retail Guidebook were posted on SME Retailers Portal for on-going sharing with SME retailers in Hong Kong

The SME cases are being published in HKRMA quarterly newsletter in 2012 for sharing with the trade. Each issue of the newsletter has a circulation of 1,300 as well as an e-version on HKRMA website.

To sustain the support of SME retailers, the Association has been applying for a new SME Development Fund to enhance the competitiveness of SMEs in Hong Kong.