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RETAILERS

Spring 2019



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2019 Retail Summit



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Silver Award



Silver Award



Category Award



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Top 1



Top 2



Top 3



About Hong Kong Retail Management Association 香港零售管理協會

The Hong Kong Retail Management Association (HKRMA) was founded in 1983 by a group of visionary retailers with a long-term mission to present a unified voice for Hong Kong's retail industry. For 36 years the Association has played a vital role in addressing the many issues affecting retailers and by promoting our retail industry through awards, education and training.

Today, the HKRMA is the major retail association in Hong Kong. Our members represent more than 9,000 retail outlets employing over half of the local retail workforce. Members organizations cover various types of retail businesses ranging from beauty products and cosmetics to catering and food, supermarkets, department stores, convenience stores, drug stores, watches and jewellery, fashion and accessories, furniture and home accessories, electronic and electrical appliances, telecommunications, retail (services), and specialty stores, as well as suppliers, wholesalers and industry related service organizations.

The HKRMA is one of the founding members of the Federation of Asia-Pacific Retailers Associations (FAPRA) established in 1989. Currently, members of FAPRA cover 19 countries/regions in the Asia Pacific with each being represented by the key retail association.

香港零售管理協會於1983年由一班高瞻遠矚的零售商共同創辦，他們肩負著任重道遠的使命，代表香港零售業發表一致意見。協會成立36年來，處理眾多對零售商有切身影響的事宜，亦透過獎項、教育及培訓推廣零售業。時至今日，協會已成為香港主要的零售商會，會員公司的零售店舖逾9,000間，會員公司的僱員數目佔本港總零售僱員逾半。

協會的會員公司網羅各種類型的零售業務，涵蓋美容及化粧品、餐飲、超級市場、百貨公司、便利店、藥房、鐘錶及珠寶、時裝飾物、家具及居家用品、電子及電器用品、電訊、零售（服務）、專門店，以及供應商、批發商，以及與業界相關的服務機構。

香港零售管理協會是亞太零售商協會聯盟（FAPRA）的創會會員之一。該聯盟於1989年成立，目前其會員遍及19個亞太區國家／地區，每個會員均由主要零售協會擔任代表。

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Message from the Chairman of HKRMA 香港零售管理協會主席之話

Mrs. Annie Yau Tse
謝邱安儀女士

Entering the second half of 2019, the global economic growth began to further slacken mainly due to the protracted US-China trade conflicts and other headwinds. In the first quarter of 2019, Hong Kong's GDP growth was at 0.6%, which is slower than its growth of 1.2% in the preceding quarter, reflecting cautious local economic sentiment amid a challenging external environment. Although the Government maintained its forecast real GDP growth of 2-3% for 2019 in the latest round of review announced in May, the Hong Kong economy would inevitably face greater downward pressure with a high level of uncertainty on the near-term economic outlook.

Looking into Hong Kong's retail market, the total sales value decreased by 1.2% year-on-year for the first quarter of 2019. In the past few months, mild growth in sales values was observed during festivals and holidays, reflecting a depressed market atmosphere and prudent consumer spending on normal days. We foresee that this pattern would persist especially under the continued uncertainties in the external environment. At the moment, we maintain our forecast of a flat to low single-digit growth in retail sales value for 2019 as a whole. However, if the recent political issue of Hong Kong lingered, this forecast would have to be revised in due course.

On the other hand, it is evident that Hong Kong's retail sales performance is no longer linked to visitor growth. Despite a strong growth of 16.6% in visitor arrivals in January and February, the retail market still remained sluggish. According to the Hong Kong Tourism Board's latest report, mainland visitors now spend less in shopping, but are more interested in sightseeing and gaining new traveling experience.

In addition, the shopping pattern of visitors has also changed from focusing on high-ticket items to mainly shopping for daily necessities. In order to capitalize on the current travel industry's development and the increasing use of technology by customers, retailers must transform their business and formulate innovative strategies to stimulating customers' spending and staying competitive.

Manpower shortage is still one of the top challenges that Hong Kong retailers are facing. The Government announced that the latest unemployment rate stood at 2.8%. In particular, due to the sustained expansion on inbound tourism, the unemployment rate of the retail, accommodation and food services sectors declined even further. Although retailers are keen to adopt technologies to reduce manpower dependence, the talent shortage problem is still extremely serious. In order to understand the industry's future talent development and demand, the Association will soon release a report with KPMG, suggesting possible solutions to tackle the situation.

踏入2019年下半年，由於中美貿易衝突持續，加上各種阻力，全球經濟增長開始進一步放緩。本港今年首季的本地生產總值增長為0.6%，落後上一季的1.2%增長，反映在嚴峻的外圍環境下，本地經濟氣氛一直保持審慎。儘管政府於5月公佈的最新一輪預測中，維持全年實質本地生產總值增長為2%至3%的預測，但短期經濟前景充滿變數，香港經濟難免會承受更大的下行壓力。

觀乎本港零售市場，今年首季的銷售總額按年下跌1.2%，而在過去數個節日及假期，零售銷售額僅錄得輕微增長，反映市場氣氛低迷，消費者對平日的消費更加謹慎。由於外圍環境仍然充滿不確定性，協會暫時保持對全年銷售額持平或低單位數增長的預測。然而，若本港近日的政治問題遲遲未能解決，此預測將會有必要作修訂。

另一方面，香港零售銷售表現顯然不再與旅客增長掛鈎，雖然1月及2月的訪港旅客大幅增長16.6%，但零售市場卻仍然疲弱。根據香港旅遊發展局最新的報告，內地旅客現時已減少購物，反而對觀光及嶄新的旅遊體驗更感興趣。

此外，旅客的購物模式亦出現重大轉變，由以往主要購買奢侈品，改為以日用品為主。要把握現今旅遊業的發展及科技普及帶來的機遇，零售商必須推陳出新，以創新策略去吸引消費者，同時保持競爭力。

人手短缺仍然是香港零售商的一大難題。政府最新公佈的本港失業率為2.8%，而受惠於訪港旅客持續增加，零售、酒店及飲食服務業的失業率亦進一步下降。雖然零售商樂於採用科技以減少對勞動力的依賴，但人才短缺的問題仍然非常嚴重。有見及此，協會與畢馬威正進行相關研究，了解零售業未來的人才發展及需求，同時建議可行的對策。研究報告將於短期內發表。

The Association has been working hard to drive smart retail transformation in Hong Kong. In order to allow members to grasp the latest market development, our e-newsletter has started a new feature section on "Smart Retailing" from this April onwards on a quarterly basis. Also, the Association has invited members of our E-Commerce Advisory Panel and other renowned service providers in e-tailing to contribute articles and reports on market insights and best practices for our newly designated section on our website. With all these endeavours, we believe it can strengthen knowledge sharing and foster stronger connections among fellow retailers in this rapidly evolving e-tailing ecosystem.

As the major retail trade association in Hong Kong, we are counting on our member companies' support to enhance our services and to drive the development of the industry together. And it is a major task for us to expand our membership base and introduce relevant services and networking opportunities to our members. On 11 June, partnering with Savills (Hong Kong) Limited we have organized a CEO luncheon alongside a visit tour to HKTVmall. We are very delighted to have over 30 C-level executives from international retail brands joining us and mingled with our members. Taking this opportunity, I would like to especially thank Mr. Nick Bradstreet, Managing Director of Savills (Hong Kong) Limited, for sharing with us some success examples of innovative customer experiences and social media strategies at the luncheon.

Lastly, our annual Hong Kong Retail Summit ended on a high note on 17 May, with the participation of over 700 retailers. Twenty-two heavyweight speakers and moderators shared their keys to success on retail transformation. You may find the highlights on the Retail Summit in this issue of newsletter.

Summer is in full swing when you are reading this, may I wish you and your family good health, and enjoy a joyous season.

協會亦積極推動本港零售商的轉型，以把握智能零售的機遇。協會由4月開始，在每季的電子通訊中新增「智能零售」專題，與會員分享相關的最新市場資訊。與此同時，協會也邀請電子商貿顧問團的成員，及其他在不同電子零售範疇知名的服務供應商，就市場見解及最佳經營模式撰寫文章及報告，然後在協會網站的專頁發佈。面對變化急促的電子零售環境，相信此平台能鼓勵零售商與電子商貿專家交流知識，並建立更緊密的連繫。

作為香港主要的零售行業商會，協會致力透過與各會員公司通力合作，推動業界發展。因此，協會以擴大會員基礎為首要任務，並透過各類交流活動，讓會員了解協會最新的動向。於6月11日，我們與第一太平戴維斯合辦CEO交流午宴及參觀香港HKTVmall，共有逾30位來自國際零售品牌的高級行政人員參與，令人鼓舞。協會謹藉此機會感謝第一太平戴維斯董事總經理黎達志先生於午宴上分享創新的消費體驗及社交媒體策略。

最後，協會的年度盛事，香港零售高峰會已於5月17日圓滿結束，共有逾700人參與，並有22位重量級講者及主持分享零售轉型的成功之道。大家可於今期通訊重溫活動的精彩花絮。

祝各位與家人身體安康，好好享受盛夏。



A visit tour to HKTVmall
HKTVmall參觀交流



HKRMA Chairman thanks Mr. Nick Bradstreet,
Managing Director of Savills (Hong Kong) Limited
協會主席向第一太平戴維斯董事總經理黎達志先生致謝



Message from Legislative Councillor (Functional Constituency Representative for Wholesale & Retail) 立法會議員之話 批發及零售界功能組別代表

Hon. Peter Shiu
邵家輝先生

Urgent need for foreign labour to address manpower shortage

The performance of the retail sector in Hong Kong has declined in recent months and there have been worrying dips in a number of key economic indicators, reflecting the impact of factors such as the trade conflict between China and the US, the depreciation of Renminbi, and slowing economic growth in the Mainland. There is no question Hong Kong economy is small and vulnerable to external economic and political events over which it has no control. Nevertheless, the SAR Government can certainly do more to address long-running problems that have hampered our development, one of most pressing of which is insufficient manpower.

The shortfall in our labour force is an indisputable reality. Unemployment has been bumping along at 2.8% for a prolonged period, indicating a situation of near-full employment. As a result, many industries including retail, transport, catering, construction, and elderly services are suffering manpower shortages. In the long run, shortage of this essential resource will not only affect the development and quality of our industries: It will also lead to wage rises that damage Hong Kong's business environment and competitiveness and trigger inflation as businesses are to increase price in order to cover rising labour costs. For smaller companies operating on low profit margins, these increasing costs and inflation will be enough to force them to the wall, and we risk seeing a rising tide of business closures.

The statistics are stark. The retail sector registered more than 70,000 vacancies with the Labour Department's job fairs last year, according to the Audit Commission, but only 8,000 interviews were arranged by the department, and only 1,800 applicants were actually hired. Combined with the catering and construction sectors, a total of 170,000 vacancies were registered but only 3,000 people were hired – that is around two hires for every 100 vacancies, reflecting a growing chasm between manpower demand and supply.

引進外援解人手荒

近月本港零售業及多項經濟數據持續下行，反映中美貿易戰、人民幣貶值、內地經濟增長放緩等因素的影響逐漸浮現。當然，香港只是一個細小的外向型經濟體，就外圍環境變化可做的事不多，但是對於本地一些不利發展的老問題，特區政府顯然可做得更多，其中之一就是解決人手不足問題。

本地勞工短缺已是不爭的事實，失業率長期維持在2.8%低水平，顯示社會幾近全民就業，因此各行各業包括零售、交通運輸、飲食、建造、安老院舍等紛紛鬧人手荒。長此下去，人手短缺不但影響不同業界的發展和服務質素，而且人力資源如「塘水滾塘魚」，工資水平定必進一步上漲，大增的成本開支不免損害香港的營商環境和競爭力。而各行各業靠加價來補貼，又會推高通脹。至於一些盈利較低的行業，則很可能因入不敷出，只能關門離場，形成結業潮。

數字最能說明一切，據審計署蒐集的資料，零售業去年於勞工處招聘會登記了七萬多個空缺，惟經轉介面試的僅有八千多人，最終聘請到的亦只有一千八百多人；連同飲食和建造業去看，三個行業的總空缺多達十七萬個，受聘的卻只有三千人，佔前者僅僅百分之二，反映出人手供求差距之大。

As Hong Kong's population continues to age, the shortfall will become more acute. The Government recently released the main findings of its 'Manpower Projection to 2027' which predicted an overall manpower shortage of 170,000 by 2027. Government projections have a track record of being overly-conservative and far short of reality. The same report in 2012 projected a shortfall of only 14,000 in 2018 when in fact there is currently a deficit of at least 78,000, according to the Census and Statistics Department – more than five times the number anticipated by the Government. We can therefore expect the situation in 2027 to be significantly worse than our official statisticians anticipate.

Disturbingly, rather than confront the issue, the Government has been making excuses to avoid it, shrinking from the pressure of labour unions and claiming that AI – artificial intelligence – will one day somehow overcome the need for manpower. This attitude is like relying on optimism and a single bucket of water to fight a forest fire. Technology may be advancing rapidly but it cannot bring us instant or total solutions, and it will be a long time before we can replace the humans missing from our labour market with robots.

To confront the growing crisis in our labour market, we need action, and we need it now. We need to follow the example of countries and territories like Japan, Singapore, and Macau and import labour. In Singapore, excluding foreign domestic helpers, there are 1.13 million of foreign employees in a total working population of 3.7 million. 70% of the employees are blue-collar workers. In Macau, there are currently 150,000 non-professional foreign workers, accounting for around 30% of the total 400,000-strong working population. Both Singapore and Macau have registered healthy economic and social development in recent years, and the positive impact of imported labour has undoubtedly played a major part in that development.

Japan, like Hong Kong, has an ageing population. In response, the law on the import of foreign workers was broadened at the end of last year to allow 14 industries to fill vacancies with overseas employees to address the declining domestic labour force. Japan expects to add 350,000 overseas workers to its current stock of one million over the next five years.

In Hong Kong, by contrast, there are only 6,000 workers brought in through the ineffective Supplementary Labour Scheme in an overall workforce of 3.98 million, accounting for a mere 0.2% of our working population. We are falling badly behind the economies in the region and our inadequate labour importation policy is not fit to meet the needs of our social and economic development.

The Government has buried its head in the sand on this issue for far too long and the fire we have to fight is raging out of control. We must act now, without further delay, and overhaul our labour importation policies to provide the workers we urgently need in all business sectors. Hong Kong's economic future depends upon it.

事實上，隨著人口老化，情況只會更差，不會更好。政府近月就公布了「2027年人力資源推算」報告，指香港於2027年的整體人力將短缺十七萬人。可是，政府估算向來保守，估錯數時有發生，就像在2012年發表的同類報告推算2018年只欠14,000人，但現時即使根據統計處的局部調查，全港空缺至少也有78,000個，兩者落差超過五倍。所以，政府估算2027年欠十七萬人之數，到時再翻幾番也不為奇。

可惜，面對長期出現的人手短缺問題，政府一直怯於工會壓力而未敢正視，只推說可以應用人工智能來代替人手，好比用遠水來救近火。要知道，科技創新固然是好，廣泛運用人工智能亦是全球大勢所趨，可是，這畢竟不是一時三刻可成的事，現今科技再進步，也距離大幅度取代人手需求的日子尚遠。

歸根究底，要立時應對問題，一如新加坡、澳門、日本等地，輸入外勞確有實際需要。在新加坡的近370萬勞動人口當中，不計外傭就已有113萬名外地僱員，其中七成是從事勞務工作的「藍領」。澳門也有15萬個非專業的外地工人，佔整體40萬勞動人口的三成左右。近年兩地的社會和經濟發展勢頭甚佳，實與其輸入外援政策不無關係。

同樣正經歷人口老化的日本，上年底亦通過法例放寬在14個行業輸入外勞，以填補因國內人口老化及勞動力減少而出現的職位空缺，估計未來5年在目前過百萬外勞之外可再增多35萬人手。

反觀香港勞動人口約有398萬人，依賴那個行之無效的「補充勞工計劃」輸入的六千名勞工，僅佔勞動人口0.2%。與鄰近地區相比，香港的輸入外勞措施明顯不濟，使我們未能有足夠的勞動力支持社會和經濟持續發展所需。故此，政府不應再抱殘守缺，猶豫不決，該盡快擴大輸入外勞，以解各行各業的燃眉之急。

Highlights of 2019 Hong Kong Retail Summit 香港零售高峰會 2019

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匯聚業界翹楚 分享變革新零售
國際及本地的新思維與視野

The Hong Kong Retail Management Association, being a representative and pioneer of the industry, organises the "Hong Kong Retail Summit" annually to introduce new ideas to the industry.

The Summit of this year was held on 17 May 2019 at the Hong Kong Convention and Exhibition Centre, featuring a full-day session carrying the theme "Retail Reinvention: Success in the Disruptive Age". It has attracted more than 800 middle-ranking and senior managers. The Association is honored to have invited Dr. Bernard Chan Pak-li, JP, Under Secretary for Commerce and Economic Development, as the guest of honor.

科技發展引發劃時代轉變，各行業面臨顛覆轉型，零售業作為本港經濟支柱，正處變革關鍵期。香港零售管理協會作為業界代表和先驅，每年舉辦「香港零售高峰會」，為業界注入新思維，今年匯聚22位業界翹楚創新經驗和智慧，為香港零售獻計，助業界開創「零售科技」新里程。

香港零售高峰會，是零售業界每年一度重頭戲，今年高峰會於5月17日假灣仔會展中心舉行，大會主題為「變革新零售 共創成功路」的全日峰會，吸引逾800位業界中高層管理人員參加，並邀得商務及經濟發展局副局長陳百里博士擔任主禮嘉賓。

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New Opportunities in Retailing with Smart City Development

Mrs. Annie Yau Tse, Chairman of the Hong Kong Retail Management Association, pointed out that the development of retail technology in Hong Kong is relatively lagging behind due to various factors, while the territory's future development depends very much on the industry staying relevant with technology. She viewed that it is a goal of Hong Kong to build a smart city and develop itself into a leading city in the Greater Bay Area. Working in line with this goal and by capturing opportunities in the region, the retail industry must stay relevant to the development, find breakthroughs and catch up with the new pace of retailing.

Mrs. Annie Yau Tse also expressed that the retail industry has long been plagued by manpower shortages, and it is thus of paramount importance to attract young recruits through the application of technology innovation and the establishment of a new retailing environment. Following its celebration of the 35th anniversary last year, the Association has been advocating the development of smart retailing, and unreservedly assisting the industry in establishing an international e-commerce ecosystem. On the occasion, she pledged the Government to step up its support and help the industry intensify its application of technology and artificial intelligence facilities.

Retail Industry is Supported by "B.E.S.T." Concept

Dr. Bernard Chan Pak-li, JP, Under Secretary for Commerce and Economic Development, shared in his speech that the Government supports the retail industry's development through various measures, which can be abridged as "B.E.S.T."

"B" refers to Branding. The Government has been helping SMEs build their brands with its dedicated BUD Fund, which is scheduled to further expand its geographical scope and funding ceiling this year.

"E" means Emerging Opportunities. The Bureau is committed to promoting innovation and technology development. Working in line with the development of the Greater Bay Area, it has invested \$100 billion over the past two years in optimizing its relevant facilities and training. For the retail industry, it also supports businesses to enhance their productivity through technology application by introducing the "Retail Technology Adoption Assistance Scheme for Manpower Demand Management".

As for "S", it refers to Spending. The Bureau has attracted high value-added visitors to Hong Kong through various channels.

Finally, "T" signifies Talents. Government agencies such as the Employees Retraining Board and the VTC have offered training in relation to the industry's need for talents, including emerging courses in online store management.

Looking ahead, Dr. Chan said that the Government will work out more short, medium and long-term measures to tie in with the development of the industry.

Luncheon Keynote: TVB Anywhere: Transformation Story from One to Many

Guest Speaker: Mr. Cheong Shin Keong, Executive Director and General Manager, Television Broadcast Ltd.

Moderator: Ms. Randy Lai, CEO, McDonald's Hong Kong

While all sectors are subject to disruptive changes brought about by technology, TV media, which are closely related to the retail industry, have also embarked on its road of digital innovation. Mr. Cheong Shin Keong shared his experience at the luncheon session of the Retail Summit on TVB's transformation with his remarks on "Transformation Story from One to Many".



配合智慧城市 把握零售新機遇

香港零售管理協會主席謝邱安儀在大會致辭時指出業界轉型挑戰和高峰會意義。她說，自十多年前首部智能手機面世，人們生活起了莫大變化，網上購物加速發展，衝擊傳統零售模式，但基於種種因素，本港發展零售科技相對落後，而業界緊貼科技關乎香港未來發展。「配合香港建立智慧城市目標，並成為大灣區龍頭城市，把握區內機遇，零售業須與時並進，尋找突破，追上新零售步伐。是次高峰會邀請22位業界翹楚，分享創新經驗和致勝要訣，旨在激發業界新思維。」

謝邱安儀續稱，零售業一直面對人手短缺問題，業界應用科技創新，建立新零售工作環境，亦是吸引年輕人入行關鍵。協會自去年成立35周年起，一直提倡智慧零售發展，全力協助業界建立與國際接軌電子商貿生態，推出一系列活動，扶助中小企開拓線上線下業務。「協會亦希望政府加強支援，助業界加快應用科技和人工智能設施，協會未來將與多家電子商務巨頭建立伙伴關係，並提供有系統培訓。」



「B.E.S.T.」概念支援零售業界

商務及經濟發展局副局長陳百里博士致辭時指出，香港零售管理協會今年踏入36周年，一直憑堅毅和創新精神，克服挑戰，迎接機遇。而政府亦透過不同措施支援業界發展，它們可歸納為「B.E.S.T.」。

B 即是 Branding (品牌)，政府設有 BUD 專項基金，助中小企建立品牌，基金今年將進一步擴大資助地域和金額。E 是 Emerging Opportunities (新興產業和機遇)，當局致力推動創科，並配合大灣區發展，過去兩年投入 1,000 億元，優化創科設施和培訓，而針對零售業需要，亦推出「零售業人力需求管理科技應用支援計劃」，支援企業應用科技提升生產力。至於 S 則是 Spending (消費)，當局透過多種渠道，吸引高增值旅客訪港消費。最後 T 則是 Talent (人才)，僱員再培訓局和職訓局等，配合業界人才需要提供培訓，當中包括新興的網店管理課程。「展望未來，不明朗因素雖多，但仍機遇處處，政府將制訂更多短、中、長期措施，配合業界發展。」



午餐交流會： TVB Anywhere：由傳統電視台轉型為多頻道 網絡平台

主講嘉賓：電視廣播有限公司 執行董事及總經理 鄭善強

主持人：香港麥當勞 首席執行官 黎韋詩

科技為各行業帶來顛覆性的變化，與零售業息息相關的電視媒體，也藉轉型踏上數碼創新之路。鄭善強以「由傳統電視台轉型為多頻道網上平台」為題，分享 TVB 轉型之道。



From left: Ms. Randy Lai, Mr. Cheong Shin Keong
左起：黎韋詩女士，鄭善強先生



Session A: Retail Pioneers - A Look at the New Retail Frontiers

New Retail Emphasizes on One-To-One Customer Relations

Speaker: Mr. Dennis van Oossanen, Vice President and General Manager, Nike Direct Greater China

Mr. Dennis van Oossanen shared that the key to sustain under the fast-changing era is to build a new customer experience with leading-edge digital technology and physical stores. Nike has set up an all-embracing digital ecosystem featuring platforms such as Nike app, Nike Run ClubApp, and SNKRS App to provide personalized services to customers. This has thus created a two-way bridge in the new retail frontline.

Have Fun by Bridging Digital and Physical Experiences

Speaker: Mr. Troy Taylor, General Manager, LEGO Hong Kong, Macau & Taiwan

How can LEGO make its brand last forever in the era of digital disruption, and deliver fun in an innovative way when customers play the toys? Mr. Troy Taylor pointed out that LEGO is keen on listening to children's voices, whose creativity and imagination are often the source of brand innovation. While bricks are the core of the brand business, anyone playing with LEGO can combine digital experience with physical one in the wake of technology development, and this facilitate interactive creativity.

Panel discussion

Key to Continuous Innovation

Moderator: Ms. Janis Tam, Vice Chairman, HKRMA / Managing Director, Swire Resources Ltd.

Today, the market and technology are developing at a high speed. Moderator Ms. Janis Tam raised that how can retailers keep on innovating in response to the rapid market pace.

Mr. Dennis van Oossanen of Nike viewed that in addition to having a proper attitude towards innovation, one must also make tangible R&D investment. Nike has put in place a dedicated team in Greater China to develop a variety of digital platforms that are able to respond quickly to market and customer needs. Mr. Troy Taylor of LEGO pointed out that in order to remain creative, one should pay attention to new development of other retail brands, which may inspire their creativity, in addition to gaining insight into new industry trends.



From left: Mr. Dennis van Oossanen, Mr. Troy Taylor, Ms. Janis Tam
左起: 范歐盛先生, Mr. Troy Taylor, 譚錦儀女士



第1節：零售先驅：探索新零售時代最前線

新零售強調與客戶建立一對一關係

主講：耐克大中華區 副總裁及直營零售部總經理 范歐盛

在網絡時代，如何與每位顧客建立緊密關係，是品牌致勝關鍵。范歐盛分享耐克（Nike）成功經驗。他說Nike 55年前創立時，顧客主要是田徑運動員，公司了解他們個人需要，建立一對一關係，提供最合適產品服務，而到了今天瞬息萬變時代，這一承諾仍然兌現。如何做到？關鍵是以領先數碼科技配合實體店，建立全新顧客體驗。他說公司建立完善數碼生態系統，設有不同平台如Nike app、Nike Run ClubApp、SNKRS App等，配合NIKEPLUS會員計劃，為顧客提供個人化服務。他舉例說：「客戶用了我們的NRC進行跑步比賽訓練，讓我們可了解他的跑步路線習慣，為他預備合適尺寸的跑鞋。他只要用手機按一下，便可立即購買，貨物24小時內可送到家中。」至於實體店也加入眾多新元素，如位於上海的旗艦店「House of Innovation」，便集數碼和線下服務於一身，顧客還可透過耐克微信小程序預約店內種種特色服務。在新零售前線，打造出一道雙向橋樑：「讓每位顧客知道，品牌愛他們，正如他們愛品牌一樣。」

玩樂體驗結合數碼與實體

主講：樂高集團 香港、澳門及台灣 區域總經理 Troy Taylor

有86年歷史的丹麥玩具品牌樂高（LEGO），如何在數碼顛覆時代，創新玩樂體驗，令品牌歷久常新？Troy Taylor說，樂高著重聆聽兒童心聲，他們的創意和想象力往往是品牌創新源頭。積木顆粒（Bricks）是品牌業務核心，而隨著科技發展，玩樂體驗可結合數碼與實體，實踐互動創意。他指出，公司推出「LEGO BOOST」系列產品，讓孩子不僅拼砌LEGO，還可學習編碼，再透過智能裝置程式控制玩具完成不同任務。此外科技也可造就顧客互動新模式，樂高推出「LEGO Life」應用程式，讓小朋友發揮創意拼砌作品，再拍照上傳與人分享。孩子還可用樂高專屬Emoji回應並給予鼓勵。除了網上互動，上海旗艦店也採用各種新科技元素，而香港太古城店則有一個以LEGO砌成的警察模型，能以流利廣東話與客人溝通互動。

討論環節

持續創新的要訣

主持：香港零售管理協會 副主席 / 太古資源有限公司 董事總經理 譚錦儀

現今市場和科技高速發展，主持人譚錦儀提出一個重要問題：企業如何因應市場快速步伐不斷創新？Nike范歐盛認為，創新不單要有正確心態，更要作出實際研發投資。Nike在大中華地區設有專門團隊開發各種數碼平台，能快速回應市場和顧客需求。代表LEGO的Troy Taylor指出，若要保持創意，除要洞察行業新趨勢，也可留意其他零售品牌新發展，啟發創意靈感。



Session B: Recreating Retail Ecosystem

▶ New Retail Ecosystem Accelerates the Development of Faster Payment System

Speaker: Mr. Howard Lee, Deputy Chief Executive, Hong Kong Monetary Authority

Mr. Howard Lee pointed out that businesses in Hong Kong, an international city, are offering an array of payment options. In the wake of rapid development of electronic payment service in Hong Kong, the HKMA launched last year the Faster Payment System as a key infrastructure. Operating 24 hours a day and 7 days a week, the system connects banks and Stored-Value Facility operators with full access on the same platform. It enables the public to make speedy retail transfers and payment using their mobile phone numbers or email addresses as the payee identification code.



Panel discussion

Challenges and Opportunities of Creating a New Look for Retailing

Speakers: Dr. Guy Look, Chief Financial Officer & ED, Sa Sa International Holdings Ltd.

Mr. Reeve Kwan, Co-Founder, GOGO VAN

Ms. Jennifer Tan, Chief Executive, Alipay Payment Services (HK) Ltd.

Moderator: Mr. Kenneth Kwok, Managing Director, Beehive Strategy

Mr. Kenneth Kwok asked speakers for insights on the challenges and opportunities when retailers recreate the retail ecosystem by adopting technology. Dr. Guy Look of Sa Sa said that when adopting technology for innovation, the challenges are mainly related to integration of the existing architecture, as well as division of labour and processes. As a platform supported by logistics technology, Mr. Reeve Kwan of GOGO VAN viewed that they need to continuously make service improvement through data analysis. Ms. Jennifer Tan of Alipay said that E-wallet has opened up a new consumption module. It is also a means for merchants dealing with their trading partners, and the relevant data may be used to dovetail with merchants' initiatives to carry out promotional activities.



From left: Ms. Jennifer Tan, Mr. Reeve Kwan, Dr. Guy Look, Mr. Kenneth Kwok
左起: 陳婉真女士, 關俊文先生, 陸楷博士, 郭嘉俊先生



第2節：重建零售生態系統

▶ 新零售生態推動電子支付快速發展

主講：香港金融管理局 副總裁 李達志

近年電子支付模式湧現，為新零售建立重要基礎。李達志指出，香港作為國際城市，商戶提供多元化支付模式，有助展現好客之道，進一步開拓機遇。本港電子支付正快速發展，金管局去年推出快速支付系統「轉數快」，是重要的基建設施。系統每日24小時全天候運作，提供平台全面接通不同銀行及儲值支付工具營運商。市民用手機或電郵地址作為收款人識別代號便可使用服務，令零售轉賬和支付可快速進行。轉數快去年9月推出至今，已有逾280萬登記用戶，而過去6個月使用量增長6成。李達志稱，該系統不單方便消費者，也便利商戶。金管局推出零售支付共用二維碼和相關應用程式，可讓商戶利用相同二維碼接受不同支付方式。

討論環節

塑造零售新面貌 挑戰和機遇

講者：莎莎國際控股有限公司 首席財務總監及執行董事 陸楷

GOGO VAN 聯合創辦人 關俊文

Alipay Payment Services (HK) Ltd. 行政總裁 陳婉真

主持：Beehive Strategy 董事總經理 郭嘉俊

主持人郭嘉俊提出業界關心的問題：企業以科技重建零售生態系統，當中有哪些挑戰和機遇？莎莎陸楷指出，企業利用科技創新，挑戰在於要整合現有架構、分工和流程，這些範疇皆有現行軟硬件設施，企業如何配合科技而作出改變是成功關鍵。GOGO VAN關俊文說，隨著零售科技進步，物流也要相應增值，尤其顧客在網上購物，期望企業可即日送貨。GOGO VAN作為物流科技平台，亦要透過數據分析不斷提升服務。Alipay陳婉真說，電子支付已成為顧客體驗重要一環，電子錢包開創新消費模式，既是顧客消費重要平台，也是商戶處理交易合作伙伴，可利用數據配合商戶進行各種促銷活動。





Session C: Reshaping Customer Experience in the Digital Age

Customer-Orientation, Swift Innovation

Speaker: Ms. Diane Cheung, Managing Director, Watsons Hong Kong

Ms. Diane Cheung shared that Watsons has rolled out pilot schemes and tested new technologies in some of its stores. For instance, new services and experiences included self-service checkout counters, and Scan & Go option supported by RFID technology. All these must be customer-oriented and speed-oriented, while offering innovative experience through technology.

Product Concept Yields Innovative Service Experience

Speaker: Mr. Carthen Lam, General Manager, Zoff Hong Kong

Mr. Carthen Lam of Zoff pointed out that glasses are not only devices for vision correction, but also an important part of stylish fashion apparel. The company has been insisting on adopting up-to-dated technology from Japan, launching new products twice a month, and introducing its 30-minute fast optician service. The concept has thus ushered in a new era of spectacle consultation service.

Technology Presents Both Challenges and Opportunities

Speaker: Dr. Stanley Kan, Consultant, Hong Kong Airlines

Dr. Stanley Kan of Hong Kong Airlines viewed that technology has greatly strengthened the link between operators and customers in terms of touch points such as websites and social media, operators need to invest more in terms of resources so as to respond promptly to customer demands. Yet, at the same time, this allows operators to better understand customer needs and make their service more personal.

Good Humanity Brings the Power of Internet into Full Play

Speaker and Moderator: Mr. Vincent Tsui, Founder & CEO, Toast Communications Ltd.

In the digital world, any harm done can be amplified unceasingly, and by the same token, good deeds may be heard over a great distance. Mr. Vincent Tsui shared, a retail store in the United Kingdom was selling a "tiger bread" when the store manager received a letter from a 3-year-old child who said that the bread should be called "giraffe bread" because its stripes looked more like a giraffe. The store manager carefully wrote back and then renamed the bread according to the child's view. The incident sparked a frantic circulation on the Internet, and many Internet users spoke highly of the store manager.

Panel
discussion

Managers Should Lead the Transformation with Their Team

Moderator Mr. Vincent Tsui pointed out that the management may encounter resistance when it renovates its service, and asked the speakers how to motivate their subordinates. Ms. Diane Cheung of Watsons viewed that the management should share its views with its staff members, examine the "pain points" and issues in relation to the service with a positive attitude, and turn them into a driver for improvement and innovation. Mr. Carthen Lam of Zoff noted that managers should go to the front line and lead by example. Dr. Stanley Kan of Hong Kong Airlines said that the management should create a fair and pleasant working environment and motivate employees to move forward.



第3節：重塑數碼時代下的顧客體驗

以客為先 快速創新

主講：香港屈臣氏 董事總經理 張慧屏

企業發展新零售，需利用科技和數據，為顧客創造獨特體驗。張慧屏說，屈臣氏在部分店舖率先試用新科技，例如引入「美圖魔鏡」，採用人工智能和人脸识别技術，提供虛擬試妝服務；其他服務新體驗包括自助付款處、RFID無人收銀技術等。「既要以客為先，也講求速度，以科技創新體驗。至於管理層則要身體力行，令公司創新理念貫徹到前線。」

產品理念創新服務體驗

主講：Zoff 香港 總經理 林琳

產品理念的革新，也可造就不一樣的服務。日本快速時尚眼鏡品牌Zoff為顧客引入嶄新配眼鏡體驗。Zoff 林琳指出，眼鏡不單是矯正視力產品，更是配襯時尚潮流服飾的重要一環，公司堅持採用日本先進技術，每月兩次推出全新產品，同時開創30分鐘快速配鏡服務，憑著這嶄新理念開創眼鏡新時代。

科技機遇和挑戰並存

主講：香港航空 顧問 簡浩賢

科技既可創新服務，亦帶來挑戰。香港航空簡浩賢認為，科技令企業和顧客的接觸點大增，當中包括網站和社交媒體等，企業需投入更多資源，快速回應顧客訴求。但企業亦可同時更了解客戶需要，令服務更個人化。「未來服務可配合人工智能，減少人手辦理手續，令企業可深化與客戶互動交流。」

以良善人性 發揮網絡威力

主講及主持人：Toast Communications Ltd. 創辦人及行政總裁 徐緣

在數碼世界，壞事可不斷放大，但好事也可傳千里。徐緣舉例說，英國一家零售店售賣一款「老虎麵包」，有位3歲小朋友寫信給店長，說麵包條紋像長頸鹿，所以應叫長頸鹿麵包，後來店長認真地回信，還按小朋友意見為麵包改名。事件在網上瘋傳，網民紛紛激讚店長。徐緣說，企業發揮網絡正面力量，要回到人性層面，容許員工做好事，像有酒店下放權力給員工，讓他們為顧客創造驚喜。

討論環節

管理人上下一心 引領革新

主持人徐緣指出，管理層革新服務，或會面對阻力，如何帶領下屬一同向前？屈臣氏張慧屏認為管理層要與員工一同分享，以正面態度看待服務上的「痛點」和問題，將之化為改進動力一起創新。Zoff 林琳稱，管理人要走在前線，以身作則帶頭示範。香港航空簡浩賢說，管理層要營造公平愉快的工作環境，激發員工向前動力。



From left: Dr. Stanley Kan, Mr. Carthen Lam, Ms. Diane Cheung, Mr. Tsui Yuen
左起：簡浩賢博士，林琳先生，張慧屏女士，徐緣先生



Session D: Be My Guest - The Passing of Baton - Reinventing Retail Family Business

While it is not an easy task for a company to find a successor, how does a new generation of managers embark on the road of family inheritance, and what challenges will they embrace? In this session, Mr. Stephen Chan, renowned talk show host and Chief Advisor of Commercial Radio Hong Kong, interviewed, and had a casual discussion with, management representatives of three major local brands, namely Yue Hwa Chinese Products Emporium Ltd., Fairwood Holdings Ltd. and Tse Sui Luen Jewellery (International) Ltd.

Yue Hwa Chinese Products Emporium Ltd. (Uncle and Nephew)

Mr. PC Yu, Director & General Manager
Mr. Andrew Yu, Director

Mr. PC Yu recalled his memories when he took up obligation of his family business and assumed duty in the company decades ago. He introduced a number of innovative measures such as barcode cashier, computerization and enterprise management, and embraced many challenges during the process. It was a new concept for the staff and the company had to train them at a slow pace, and arranged visits to Japan for them to learn more about new technologies.

Mr. Andrew Yu, nephew of Mr PC Yu, expressed that during the process of business innovation, the management should go hand in hand with its staff members and slowly help them change their mindset. Take the company's rebranding project as an example. The company had worked out long-term plans, and allowed room to build up its brand image. The management team deliberately took visual merchandising classes with its staff, so as to let them understand the concepts involved.

Fairwood Holdings Ltd. (Father and Son)

Mr. Dennis Lo, Executive Chairman
Mr. Francis Lo, Executive Director

Mr. Dennis Lo viewed that it was not a problem when he assumed the work of family business at the start till the company encountered business ebb. He had to rejuvenate the brand and establish a new corporate culture and optimize the operating procedures and the food menu, so as to bring new experience to the customers. It was a tough time for him and he finally had succeeded to set the company's business to a new milestone.

Mr. Francis Lo said he often discuss with his father (Dennis Lo) when it comes to business innovation. He viewed that technology is a key driver in social development. He believed that the catering industry has to think out of the box, to be good at data analysis, to enhance operational efficiency, and to make better decisions in order to meet the future challenges.

Tse Sui Luen Jewellery (International) Ltd. (Husband and Wife)

Mr. Tommy Tse, Deputy CEO
Mrs. Annie Yau Tse, Chairman & CEO

Mr. Tommy Tse thanked to the training offered by his father (Mr. Tse Sui Luen) when he was a kid. He said he often have his own ideas when he was young, and sometimes did not share his father's views. For instance, he did not agree on the development of a franchise business in the Mainland as suggested by his father. It was not until recently that he changed his mind when he understands that franchise business model is an appropriate approach for business management in such a huge market in the Mainland.

Mrs. Annie Yau Tse shared that technology application plays a crucial role in retail innovation. This is particularly true for the younger generation who leads a different lifestyle. She cited her kids as an example. Her son loves playing online games, while her daughter is fond of online shopping. Hence, innovation is very important for the retail industry if it intends to attract more young customers. She believes retailers can improve operational efficiency by integrating technology with physical stores.



第4節：志雲會客室：零售家族傳承

企業尋找接班人不容易，新一代管理人是如何踏上家族傳承之路，箇中有何挑戰？此環節邀請名咀主持商業電台 首席智囊陳志雲訪問三大品牌管理層：裕華國產百貨有限公司、大快活集團有限公司及謝瑞麟珠寶（國際）有限公司，輕鬆趣談。



From left: Mr. Francis Lo, Mr. Dennis Lo, Mr. Tommy Tse, Mrs. Annie Yau Tse, Mr. PC Yu, Mr. Andrew Yu, Mr. Stephen Chan
左起：羅輝承先生，羅開揚先生，謝達峰先生，謝邱安儀女士，余鵬春先生，余偉傑先生，陳志雲先生

裕華國產百貨有限公司（叔侄關係）

董事總經理 余鵬春
董事總監 余偉傑

董事總經理余鵬春：我自小在澳洲讀書，大學畢業後準備加入國際會計師樓。後來有一晚，爸爸（裕華創辦人余連慶）說：阿鵬，屋企生意你要幫手……既然爸爸開口，我沒得拒絕，於是回公司和哥哥（裕華董事長余國春）一同管理業務。我們實行不少革新措施，如採用barcode收銀、實行電腦化和企業化管理等，期間遇到不少挑戰，像當時電腦只有英文版本，不少同事看不懂，我們要慢慢培訓，並帶他們去日本考察，了解新技術。

董事總監余偉傑：我本從事金融業，後來答應父親（裕華董事長余國春）加入公司。創新業務過程中，管理層要與同事同行，慢慢讓他們改變思維，像公司數年前裝修，已同步作長遠規劃，預留空間建立品牌形象特色，並特意和同事一起上visual merchandising課堂，讓他們明白當中概念。此外我們也發展了網購業務，並開設中式婚嫁品牌，未來將開拓更多創新項目。

大快活集團有限公司（父子關係）

主席 羅開揚
執行董事 羅輝承

主席羅開揚：當年在美國讀美術設計，本想在紐約開新派中餐廳，後來聽二哥（羅開福，大快活創辦人之一）的建議，回港加入大快活。起步時沒太大問題，但後來公司業務遇上低潮，我需帶領同事革新品牌，建立新的企業文化，優化營運程序和餐牌食物，為顧客帶來新體驗。大家努力下，我們成功了，令公司業務踏上新里程。

執行董事羅輝承：業務創新方面，我和父親有商有量。我認為科技是社會發展大趨勢，未來餐飲業挑戰，在於要以靈活思維，善用數據分析，提升營運效率，作出更佳決策。我們正從事這方面的研究。

謝瑞麟珠寶（國際）有限公司（夫婦關係）

副行政總裁 謝達峰
主席及行政總裁 謝邱安儀

副行政總裁謝達峰：我從小受爸爸（謝瑞麟）培養薰陶，很早立志從事珠寶業，不斷學習打好基礎，加入公司協助父親打理業務。作為後輩，總有自己的想法，有時會和爸爸意見不太相同，但慢慢沉澱後，會發覺爸爸想法是對的。像爸爸很早已覺得可在內地發展加盟店，但我一直不太同意，直至近幾年我開始改變想法，因中國市場太大，加盟店模式是合適的。

主席及行政總裁謝邱安儀：應用科技是零售創新重要一步，尤其年輕一代生活模式很不同，像我們兒子喜歡在網上打機，女兒則愛網上購物，所以零售業如要吸引更多年輕人，革新很重要，以實體店配合科技，提升營運效率。

HKRMA Launched Smart Retailing Designated Webpage 協會增設「智能零售」網站專頁

The global retail market is transforming at an unprecedentedly fast pace, driven by ever-evolving technology and innovation. The Association works hard on all fronts to assist members to speed up their digital transformation, make advances in omni-channel retailing, and expand their businesses on e-marketplaces.

The Association has launched a designated webpage on "Smart Retailing" in this April. It serves to update members and fellow retailers on latest e-tailing trends and provide insights on grasping the e-commerce and omni-channel opportunities.

More than 20 articles and reports in relation to five topics on e-tailing have been uploaded to the webpage. New articles will be added regularly. Check it out from our website!

在瞬息萬變的創科發展推動下，全球零售市場正以前所未有的速度急速轉型。協會在各方面不遺餘力，協助會員加快數碼轉型，推進全渠道零售，擴展其電子商貿業務。

今年4月，協會於網站開設「智能零售」專頁，並邀請在電子零售不同範疇的專家撰寫文章及報告，為會員定期提供零售新科技的資訊以及分享最佳作業模式，幫助會員抓緊電子商貿及全渠道銷售的機遇。

現時已有20多篇，與五個智能零售相關主題的文章及報告上載了專頁供參閱。協會亦將定期更新內容及上載更多文章分享。



Basics on E-tailing
電子商務基礎知識



Latest E-tailing Trends
電子商務最新趨勢



Customer Experience
顧客體驗



Internet Security and Payment
網絡安全及付款



Digital Marketing
碼營銷

The Association has scheduled a series of workshops on smart retailing, members can check out from our website for the upcoming events.

協會計劃了一系列以智能零售為主題的工作坊，會員可瀏覽協會網站以獲取詳情：

<https://www.hkrma.org/en/events/events.php>

Enquiry:

2866 8311 / event@hkrma.org

View the full paragraph
瀏覽文章全文



www.hkrma.org

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認證網店信譽及安全性
加強消費者購物信心



2019-2020
「正版正貨承諾」會籍
推廣正版正貨
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按此申請

HKRMA

2019-2020
HKRMA會員會籍
傳承香港優質服務文化

備註：

- 只適用於設有1-2間店舖的零售商或網上零售商
- 認證網店必須每年續期一次，否則不可在其網店頁面、廣告及宣傳品上使用逾期的「優網店」及「正版正貨」標誌

詳情：冼小姐 21799407 qeshop@hkrma.org

RETAILERS 零售廣告預訂表格

Advertisement Order Form

季刊廣告預訂表格

As a quarterly newsletter of Hong Kong Retail Management Association, "RETAILERS" serves to update HKRMA member companies and fellow retailers about news related to the retail industry, and provide a platform for members to exchange ideas on matters of common concern.

《零售商》是香港零售管理協會出版的季刊，每期報導協會和零售業內的最新活動和發展，內容極具參考性，接觸的層面亦非常廣泛。

Circulation and Readership 發行量及讀者

"RETAILERS" publishes 2,000 copies per issue. Complimentary copies are distributed to all HKRMA members, fellow retailers, members of the Federation of Asia-Pacific Retailers Association, key government officials and departments, related organizations, consulates as well as local and overseas business contacts.

《零售商》每期發行2,000本，讀者包括協會會員公司及零售商的管理層、泛亞太區零售商協會聯盟成員、各政府部門及重要官員、相關機構、領事館、本地及海外工商團體。

To: **HONG KONG RETAIL MANAGEMENT ASSOCIATION 香港零售管理協會**
7/F., First Commercial Building, 33-35 Leighton Road, Causeway Bay, Hong Kong 香港銅鑼灣禮頓道33-35號7樓
Tel 電話: 2866 8311 Fax 傳真: 2866 8380 Website 網址: www.hkrma.org

We confirm our order to place advertisement in the following issue(s) of "RETAILERS".

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					Member 會員	Non-Member 非會員
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				中央雙頁 Centre Spread	HK\$ 12,100	HK\$ 15,700
				雙頁 Spread	HK\$ 9,900	HK\$ 12,800
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				封面內頁+內頁第1頁 Inside Front Cover + Next to Inside Front	HK\$ 14,000	HK\$ 18,100
				全版 Full Page	HK\$ 5,500	HK\$ 7,150
				客戶供稿(全版專題) Full Page Advertorial	HK\$ 3,000	HK\$ 4,000
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				插頁(少於30克) Loose Inserts <30g	HK\$ 3.00/pc	HK\$ 3.50/pc

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Companies which make reservations of advertising space for **two, three or four** consecutive issues will enjoy a discount of **5% / 10% / 15%** respectively.

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Please send this Order Form and cheque (made payable to the "Hong Kong Retail Management Association") to the Association. 請填妥此表格連同劃線支票(支票抬頭是「香港零售管理協會」)寄給本協會。

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Enquiry: Ms. Ng 2866 8311
Email: event@hkrma.org

Monthly e-Newsletter 每月電子通訊

Contents 內容: Government policies and legislations, industry news, upcoming events of HKRMA 零售業相關政策及業界最新資訊、協會活動

Readers 讀者: HKRMA members, key Government officials and departments, trade associations, educational institutions and a diverse portfolio of business sectors, including retailing, banking, catering, wholesale and various service providers. 協會會員、主要政府官員、商會、教育機構，及來自零售、銀行、飲食、批發及不同專業服務的公司。

No. of Contacts 接收者數目: over 8,000

Bottom Banner 橫幅廣告	尺寸 Specification : 739(W) X 90(H) pixels
Position A 位置 A	會員 Member \$4,000 per issue 非會員 Non-member \$8,000 per issue
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Specification 格式	檔案格式 Format : JPEG / GIF 檔案大小 File Size : 40KB 截稿日期 Artwork deadline : 10 th of each month

(A) : Under New Members
每月新會員下方
(B) : Under Upcoming Events
最新活動欄下方



Mystery Shopper Programme Facilitates Culture of Appreciation and Improves Staff Morale

神秘顧客計劃 推動欣賞文化 提升員工士氣

In the face of a high turnover rate, it has become more perceptible that managers have to maintain the service quality of their staff and achieve their business goals without dampening staff morale. More and more retailers have thus turned to approaches to boosting staff morale and creating an amiable workplace by adopting the culture of appreciation, while advocating quality service and retaining talents in the long run.

It is the Mystery Shopper Programme that plays a crucial role when implementing the culture of appreciation. The value of the process centres on how to positively encourage employees through appreciation and, on the other hand, help them understand and make up for their shortcomings through suggestions and advices.

The customized assessment service offered by the Hong Kong Retail Management Association under its Mystery Shopper Programme helps retailers achieve the following goals:

1. Understand customer needs

- Retailers may apprehend from the assessment reports the genuine feelings and expectations of their customers when they experience the service.
- It helps retailers learn how their frontliners implement their service standards.

2. Create a positive and amiable workplace by praising outstanding employees/shops

- It facilitates to implement impartially employee rewards programmes through regular assessment reports.
- Retailers may also reward outlets delivering outstanding performance by way of benign competition and benchmarking among them.

3. Understand staff capabilities, and promote employees for their excellent performance

- Retailers may pick out and promote employees for their excellent performance by assessing their target employees.

面對員工流失率高，管理人員如何保持員工的服務質素，達到公司的目標，而又不會打擊員工士氣呢！越來越多公司採用欣賞文化，去提高員工士氣及工作氛圍，長遠推動優質服務及挽留人才。

管理人員在推行讚賞文化的進程中，神秘顧客探訪正發揮大大的效用。其價值重點在於如何從正面思維，透過讚賞去鼓勵員工，另一方面透過建議，讓員工了解不足之處而作出改善。

香港零售管理協會度身訂造的神秘顧客評估服務，可幫助公司達至下列目標：

1. 了解顧客需要

- 公司可從評審報告中了解顧客在體驗服務時的真實感受及期望。
- 可掌握前線員工如何執行公司的服務標準。

2. 讚賞傑出員工/店舖 建立正能量工作氛圍

- 透過定期的評審報告來客觀地執行員工獎勵計劃。
- 公司亦可透過店舖之間的良性競爭和比較，嘉許表現傑出的店舖。

3. 了解員工能力 揀選精英晉升

- 公司可通過對目標員工評估，揀選精英員工推介晉升。

4. Genuine cases facilitate staff training

- Assessment reports or audio clips offer genuine cases that help managers in terms of staff training. These reports and clips may illustrate outlets' or employees' service that deserve recognition, as well as areas that needs improvement in terms of service provision.
- Retailers may also strengthen their staff service level and teamwork by making use of the Association's professional consultation service.

4. 真實個案 有助員工培訓

- 評審報告或錄音片段，提供了店舖或員工在服務過程中有哪些值得讚賞及有待改善之處的例子，為管理人員提供真實個案作員工培訓。
- 公司更可採用協會提供的專業顧問服務，加強員工的服務水平和團隊合作。



讚賞點部份節錄



店舖
028

欣賞店員因應客人實際需要提供購物選擇及建議，亦仔細說明每種產品獨特之處，及懂得運用社交平台的人氣作為宣傳點。另外，欣賞店員會提問多條問題引導客人選擇產品類型。(產品介紹)



店舖
005

職員對產品的了解十分深入，表現專業。除了會向客人重申產品的好處及賣點外，他亦有站在客人的利益著想，建議客人購買較實惠的產品。(產品介紹)



店舖
023

一名店員正走向貨倉，經過見到一名promoter正搬運貨物，特意停下了解是否需要幫忙，又著對方小心，表現團體合作的精神。(團隊精神)



店舖
018

站門口店員有禮充滿笑容向客人打招呼，並跟客人有眼神接觸，讓客人感到受重視。(打招呼)

新一年的獎項現已接受報名，請即參加競逐殊榮！

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Enquiry 查詢：2179 9407 (Ms. Sin 冼小姐) / Email 電郵：msp@hkrma.org



香港零售管理協會「神秘顧客計劃」2019年1月至3季度評核結果
 是次季度共分為23個零售組別，參與零售機構達115間，代表1,910間零售店舖。
 香港零售管理協會謹此恭賀以下各服務卓越的零售機構！



行業服務領袖

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組別服務領袖

汽車組別 	化粧品店組別 	百貨公司組別 	電子及電器店組別
時裝飾物店組別 	高級時裝組別 	運動及戶外用品組別 	
快餐店/餐廳及酒樓組別 	鞋類組別 	傢俱及居室用品組別 	健康產品組別
個人護理產品組別 	嬰兒及兒童商品組別 	高雅·時尚生活品味組別 	優質家居生活組別
零售(服務)組別 	商場組別 	專門店-體健及視光產品組別 	專門店-內衣及家居服組別
鐘錶及珠寶店組別 	健康生活產品組別 	電訊產品組別 	鐘錶及珠寶店組別

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2019 HKRMA AGM Luncheon 協會 2019 年會員午餐交流會

Date 日期 : 11 October 2019 (Friday) 2019年10月11日(星期五)
 Time 時間 : 12:30pm - 2:15pm 下午12時30分 - 2時15分
 Venue 地點 : Ballroom, Level 3, JW Marriott Hong Kong 香港萬豪酒店三樓宴會廳(香港金鐘道88號太古廣場)
 Language 語言 : English 活動以英語進行



Prominent Guest Speaker 嘉賓講者

Mr. Paul Chan, GBM, GBS, MH, JP
 Financial Secretary, HKSAR Government
 香港特區政府財政司司長
 陳茂波, GBM, GBS, MH, JP

Under the escalating US and China trade disputes, the business environment is more challenging than ever.

On the occasion, Mr Chan will share his valuable insights on the latest economic outlook and the Government's strategy for the development of Hong Kong, and its implications to the retail industry.

Signature Event for Networking

Attending by some 200 prominent guests from the retail industry and business community, the AGM Luncheon has been a signature event for guests to build new connections and to learn the latest market information.

面對中美貿易磨擦持續影響，香港的營商環境變得更多變及更具挑戰。

協會今年榮幸邀請了財政司司長陳茂波先生擔任主講嘉賓，向我們分享當前最新的經濟情況和政府的發展方向，讓企業及零售商可從中獲得示和商機。

年度交流盛會

協會每年均舉辦會員周年大會暨午餐會，吸引二百多位來自會員公司的代表以及商界領袖參與，讓大家能趁此機會聚首一堂、互相交流，及分享業界最新發展。

Participation Fee 參與費用

	Per Person 每人	Per Half Table (5 pax.) 每半席 (5人)	Per Table (10 pax.) 每席 (10人)
HKRMA Members 協會會員	HK\$1,250	HK\$6,000	HK\$11,500
Non-members 非會員	HK\$1,500	HK\$7,200	HK\$13,800

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Highlight the diversification of retailing Boost the industry's professional image

推廣零售工作多元化 提升業界專業形象

Earn & Learn Pilot Scheme for Retail Industry - Company Visits

The scope of retailing is so diversified that it covers more than 20 categories. Each of the categories is unique and suitable for young people pursuing different goals and preferences.

Between this April and June, the Association joined forces with Vocational Training Council and organized three company visits. Through exchanges and sharing sessions, school principals, teachers, career masters, social workers and parents gained first-hand experience in terms of frontline retailing and logistics at retail outlets, in addition to learning about the latest development of the industry. The visits have helped them expound to the young people better on retailing, while advocating the Earn & Learn Pilot Scheme for Retail Industry.

零售業「職」學創前路先導計劃 - 公司參觀

零售工作多元化，並且涵蓋20多個類別，每一類別的工作都有其獨特之處，適合不同要求及喜好的年青人。

協會聯同職業訓練局於今年4月至6月舉辦了三場公司參觀。透過交流分享，讓中學校長、老師、職業輔導主任、社工，以及家長可親身體驗零售店前線及後勤的工作環境，了解零售業的最新發展，以便他們向青少年介紹零售工作，並推廣零售業「職」學創前路先導計劃。

Circle K Convenience Stores (HK) Limited OK 便利店有限公司 Sophisticated Skills of Retailing 全面體驗店舖工作

Though occupying little space, a convenience store offers a great variety of goods for sale. Circle K representatives briefed the participants on the operations and features of the chain store. Through the visit, the participants gained an in-depth knowledge about the outlet's operations as well as its sophisticated skills of retailing. Moreover, they learned that they would become skilled at running a small business when they were familiar with the store operation.

便利店佔地雖小，但店內貨品種類繁多，琳琅滿目。OK便利店介紹了便利店運作及營運特色，讓參加者了解到便利店工作的學問及高深的技巧，熟悉了店舖運作，就如懂得營運一門小生意。



A.S. Watsons Group 屈臣氏集團 Shopping Concept Store 購物概念店

Representatives of A.S. Watsons Group talked about the latest development of retail industry in Hong Kong, especially the prevailing trend of retail technology adoption. By visiting A.S. Watsons Group's concept store CKC18, which features themed sections including "food le parc", "WatsonsLab" and "TechLife by FORTRESS", the participants got in-person experiences in the cutting-edge retail technology, and were familiar with the new shopping concept. The visit also showcased the industry's diversification and creativity.



屈臣氏代表介紹了香港零售業的最新發展，尤其是現時業界採用零售科技的趨勢。透過參觀集團CKC18的環球美食專區、美妝及健康專區、電玩潮流區，參加者體驗了最先進的零售科技，認識到零售業的嶄新購物概念，展現了零售工作多元化及具創意的一面。

Sa Sa Cosmetics Company Limited 莎莎化粧品有限公司 Professional Service Showcase 專業服務體驗

Sa Sa Cosmetics Company Limited representatives introduced the retailer's career path, and explained how it has put in place its training strategies to help its employees develop continuously. During the session, its shop staff also shared how they would understand the genuine customer needs by communicating with them before making appropriate recommendations. The session has thus fully demonstrated the professional skills required for retailing.



莎莎化粧品有限公司代表介紹了員工的事業階梯，以及公司如何定立培訓策略以配合員工持續晉升。店舖員工亦分享如何透過與顧客溝通，了解顧客的真正需要，從而作出適當的建議，充份展示了零售工作所需的專業技能。

The Earn & Learn Pilot Scheme for retail industry is jointly organized by the Government, the Hong Kong Retail Management Association (HKRMA) and the Vocational Training Council (VTC) since 2014 aiming at helping the retail industry develop and retain a dedicated and trained workforce in the long run. The Scheme of 2019 academic year is now open to Form 6 graduates.

It aims at providing systematic classroom learning and on-the-job training for Form 6 graduates. Each week, student-workers attend classes on Diploma of Foundation Studies (Retail) or Higher Diploma in Retail and e-Tail Management at VTC's campus for three days; and then work for three days at a retail workplace designated by the participating employers. Through the approach of integrating classroom learning with on-the-job training, student-workers will acquire retail-related knowledge and technical skills, while receiving a stable income and allowances from their employers and the Government.

零售業「職」學創前路先導計劃自2014年推行，透過政府、職業訓練局及香港零售管理協會三方攜手合作，長遠幫助零售業界培育及挽留專業零售專才。2019學年的計劃現正接受中六DSE學生參加。

參與計劃的學員每星期三天在職業訓練局的校園修讀基礎課程文憑或網店及零售管理高級文憑課程，另外三天在零售僱主的地方工作。透過職學並行的模式，學員既可掌握零售業的相關知識和工作技巧，亦同時享有穩定的薪金收入，並得到政府提供的津貼。



Retail Qualifications Framework (QF) launched SCS-based Training Packages

零售業《能力標準說明》為本教材

The Financial Secretary announced in his 2013-14 Budget to allocate additional resources to Industry Training Advisory Committees (ITACs), set up under the Qualifications Framework (QF), to launch new initiatives to facilitate further development of QF in industries. One of the new initiatives, production of SCS-based Training Packages, aims to encourage more enterprises and course providers to develop courses more closely aligned with the needs of industry.

The Retail ITAC has developed 3 sets of SCS-based training package. In order to facilitate industry practitioners and training providers to know more about the contents of the said training packages, the Qualifications Framework Secretariat organized a "Train-the-trainers" session on 17 May 2019 and invited the respective professional writer to introduce to the participants the features and applications of the training packages. Over 80 representatives from employers, HR departments and education & training providers participated in this event.

SCS-based training packages for the retail industry

零售業《能力標準說明》為本教材套

職能

1. Customer Services 顧客服務
2. Sales and Marketing 銷售及市場推廣
3. Store Operations 店舖營運

The training packages (Chinese version only) could be downloaded at the QF website 教材套可於資歷架構網站下載：

<https://www.hkqf.gov.hk/retail/tc/scs/packages/index.html>

財政司司長於2013-14財政預算案中建議撥款予行業培訓諮詢委員會，開展新措施推動行業參與資歷架構。其中一項新措施，是協助行業開發《能力標準說明》為本的教材套，鼓勵更多企業及培訓機構設計及開辦切合行業需要的培訓課程。

零售業行業培訓諮詢委員會編撰了三份《能力標準說明》為本教材套。為加強業界及培訓機構了解教材套的內容，資歷架構秘書處於2019年5月17日舉辦導師培訓簡介會，並邀請負責編撰教材套的專業撰寫人團隊，向出席人士講解零售業教材套的特點、內容及應用功能。是次活動共有超過80位業界僱主、企業人力資源部門職員以及培訓機構代表參與。



(Advertisement 廣告)

善用影像分析客人行為 將店舖營業額提升20%

九成業績在實體店發生

電商日益蓬勃，讓實體零售業的競爭壓力倍增，但根據市場業者觀察，其實零售業有9成業績還是發生在實體店面裡頭，換言之，實體零售業者的「錢景」依舊有相當高的可看性，實體零售業正在用新零售經營挑戰電商。

對零售業來說，提升業績更是市場生存的必要條件，來自台灣的新創團隊 SkyREC 解決實體零售業最迫切的難題，他們利用人工智慧(AI)設計出一套大數據分析系統，追蹤店內最熱門的區域，以此為根據建議業者產品應該擺放區域，讓產品成為熱門商品，提升銷售率。

品牌使用 A.I. 銷售 增加 2 成營業額

SkyREC 的客戶不乏知名品牌，幾乎跟消費者貼近的行业都是接觸的對象。服飾業有 Uniqlo、阿瘦皮鞋、Timberland 等；商場量販店有特力屋、京東商城等。SkyREC 甚至透過這套大數據分析系統，幫助部分品牌提升了 2 成以上的營業額。

SkyREC 透過影像分析，藉以精準定位顧客在店內的行為軌跡，包括流量多寡、動向路線、熱點分析等，透過雲端運算產生讓業者簡單易瞭的分析報告，讓店家用科學根據來擬定銷售策略，並快速了解銷售策略的成效。

常說人心最難捉摸，面對消費者千變萬化的心理，也常讓業者摸不著頭緒。像是冬天來了，業者應景推出口罩、外套等商品陳列在店門口顯眼的位置吸引消費者，但業者卻發現商店門口的流量雖增加，但商品的購買率卻不見起色，或是進店人數提高，但停留時間卻很短的情況出現。

SkyREC 助掌握消費者行為 並與消費者互動

SkyREC 專案經理何長文認為，業者若無法確切掌握消費者行為，而沒有讓消費行為產生更多互動，是銷售策略的一個敗筆。而 SkyREC 透過大數據分析系統來提升業者對消費行為的掌握，例如告訴店家消費者在哪些區塊的流量與停留時間最多，或是顧客最愛光顧哪些地方，一旦店家掌握整間店內的「聚熱點」，再放上適合的產品類型，便能一

舉擊中顧客的消費心理，進而提升交易量。

調整產品擺放位置 促進銷售

何長文舉例，像是在某百貨商場，就曾透過 SkyREC 的分析系統發現某區域的流量特別少，但該櫃位的停留時間卻是全店最長；而店門口流量最大的區域，商品的觸摸率與停留時間表現卻不甚理想。

究竟為何會有這樣的情況出現？SkyREC 團隊發現，該流量少、停留時間卻高的櫃位擺放的是女鞋，初期團隊推測，是否因為人流少方便試穿，造成停留時間增長？

再經過試驗將其挪移至店門口流量高的區域擺放後，卻發現該櫃位的銷售量不但沒有增長，反而呈現下滑的狀態。SkyREC 團隊進一步分析，認為此現象可能代表著不管消費者的流量、停留時間或觸摸率是否增加，最終消費者仍不願購買。

SkyREC 團隊經過系統分析後得出結論，因此建議店家在店門口的區域可以擺放如香氛產品，或是易於取得的明信片來取代像鞋子這類，需要被體驗的商品，而業者隨後聽取建議更改銷售策略後也發現交易量確實提高。

何長文說明在此案例中，業者聽從 SkyREC 的建議將女鞋擺放的區域旁改擺設男性皮配件用品，因為經由店家觀察，該女鞋櫃位多半是情侶一同前來挑選，而若在旁擺設男性感興趣的產品，當女友挑選鞋產品時，另一半也就不會閒著發愣了。

起初店家的經營策略是將皮配件產品擺放在店內最顯眼的位置，對於業者而言，此類高檔產品理應放在一進店便能看得見的地方，對店家來說，在尚未使用大數據分析前，要將其挪移至較不顯眼的區塊是怎麼也不會想到的策略，但事實上銷量証明了 SkyREC 的洞察是正確的。

查詢：DynaSys Solutions Ltd

電話：+852 3188 9933





19th Asia-Pacific Retailers Convention and Exhibition (APRCE) & International Consumer Goods Fair 第十九屆亞太零售商大會暨國際消費品博覽會

New Retail, New Consumption, New Dynamics - Cooperation and Sharing

5 - 7 September 2019
Chongqing Yuelai International Convention Center,
Chongqing International Expo Center

50,000+ Sq.m	50,000+ Visitors	19+ Countries & Regions	300+ Purchase Groups	1,000+ Brands	300+ Media

The APRCE, comprising conference and exhibition, is the major project of the Federation of Asia-Pacific Retailers Associations (FAPRA: <http://fapra.net>). Held every two years, the event has become the biggest and most influential retail event in the Asia Pacific region since it was first held in 1983.

Conference

The Conference gathers the government leaders in Asia Pacific and the world, the well-known experts and scholars at home and abroad, and numerous outstanding representatives of retailers to discuss the development strategy of the retail industry. Through strengthening exchanges and understanding, and conducting in-depth discussions on cooperation, the retailers will bring huge business opportunities to the development of retail industry in the Asia-Pacific region and across the globe.

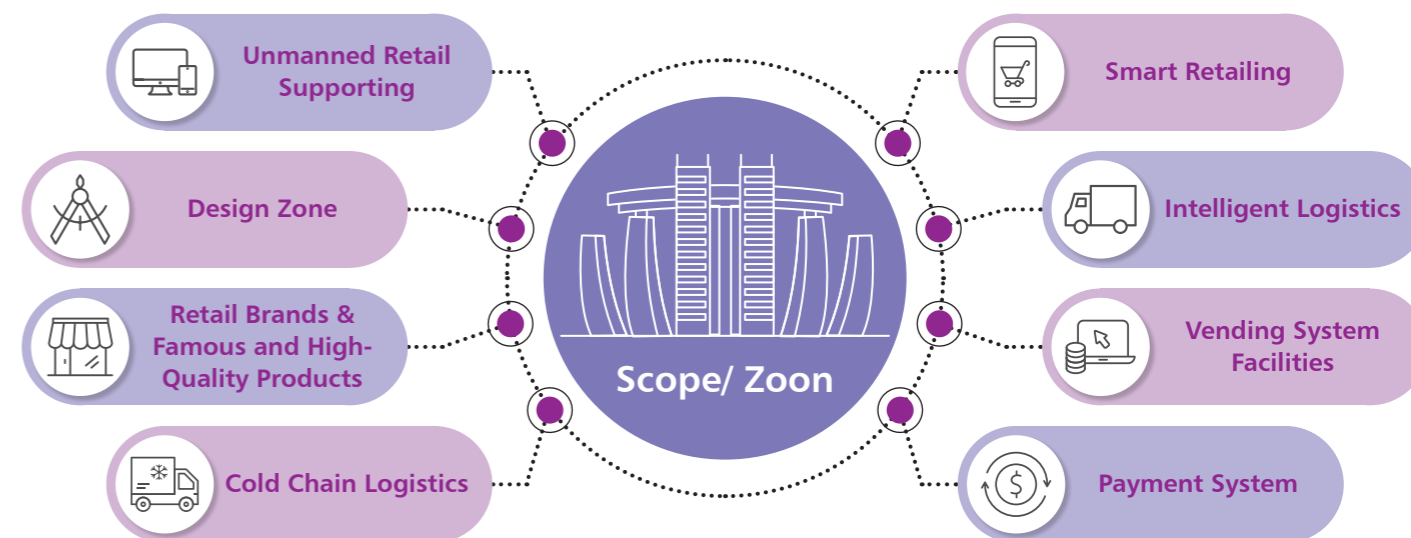
Tentative Agenda of 19th APRCE

Date	Time	Activities
(Day 1) 5 Sep 2019	All-day	Delegates Registration
	Morning	Opening Ceremony of Exhibition
	Evening	Welcoming Dinner
(Day 2) 6 Sep 2019	All-day	Exhibitions & Negotiations
	Morning	Opening Ceremony and Plenary Session one
	Afternoon	Plenary Session Two
	Afternoon	3 Parallel Sessions: Management Innovation of Retail Industry (Part 1) ; Business Innovation and Development; AI Enables New Retail.

Date	Time	Activities
(Day 3) 7 Sep 2019	All-day	Exhibitions & Business Talks
	All-day (morning or afternoon)	10 Parallel Sessions: <ul style="list-style-type: none"> ■ Country/Regional Report; ■ China's Circulation Industry Policy Interpretation and Information Release; ■ Supply Cooperation of Retail Industry and Modern Service Industry Development; ■ Leading Role of Technology in the Transformation and Upgrading of Retail Industry; ■ Retail Industry Integration Development; ■ Supply Chain and Trade Logistics Management; ■ Own Brand Development of Retail Industry; ■ Investment and Financing of Retail Industry; ■ Fresh Business of Retail Industry; ■ Commercial Payment.
	Morning	Management Innovation of Retail Industry (Part 2)
	Afternoon	HOD Meeting (14:30--16:30 tentatively)
	Evening	Closing Ceremony & Farewell Dinner; Awarding and Flag Handover Ceremony

Exhibition

With over 50,000 square meters and 2,500 booths, the exhibition showcases the latest retail solutions and strategies on about ten scopes/ topics. In the same period, several business project promotion meetings and cooperation fairs will be held to promoting the rapid and healthy development of the retail industry in the Asia Pacific region.



Members are encouraged to join the Conference or apply for booth at the Exhibition. For details and enrollment, please visit the APRCE website: <http://en.chinaaprce.com/>

Contact Information

On Exhibition

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On Conference

Mr. Li Shaolong
Tel.: (0086) 13426182783 E-mail: nearlsl@aliyun.com

(第十九屆亞太零售商大會將以英文進行，場內配備即時翻譯。活動的中文資料及介紹，請參閱大會網站：<http://www.chinaaprce.com/>。)

New Members

新會員

The Association welcomes the following new members.
協會歡迎以下公司加入為會員。

FULL MEMBERS 公司會員

- 28 Watches
易發時計
- Cafe & Cigar Limited
- Diamond Experts
精卓鑽石公司
- Dreams International Shopping Limited
夢想國際購物有限公司
- Enmaru Trading Co. Limited
焱丸物產有限公司
- Grand Royal Dispensary Limited
尚御藥房有限公司
- Global Buybuy Limited
全球購買手有限公司
- GROVER
- Love Mia SK Limited
- Purity (International) Company Limited
臻粹雪肌(國際)有限公司
- Quickfine Investments Limited
- Sun Fai Cosmetics and Medicine Limited
新輝藥妝有限公司
- Sun Fai Drug and Cosmetics Limited
新輝藥品化妝有限公司
- Sofour Limited
- Trendy Watch Co
潮流錶行
- Valuable Watch & Jewellery Co Ltd
尊貴鐘錶珠寶有限公司
- Wah Sang Watches Company Ltd
華生錶行有限公司
- Winning International Enterprises Co Limited - VietCom
樂濤國際企業有限公司 - 越點
- Worldtimer Limited
- Berviya Limited
- Brilliant International (HK) Group Limited
輝煌國際(香港)集團有限公司
- D & J Trading Limited
D & J 貿易有限公司
- Global Linking Co.
- Hongkong Smart Centre
港薈城百貨超市
- Japper Company Limited
日系雜貨店有限公司
- Nike Hong Kong Limited
- Ryoyupan Bakery Holdings Limited
糧友麵包控股有限公司
- The Lifewell Group
爾雅貿易有限公司
- W Cellar Limited
尚藤酒業有限公司
- American Beauty Global Limited
美國純美環球有限公司
- Bee's International Group Limited
- Chun Hin Health Care Limited
俊軒保健有限公司
- Global Delight Limited
旭球有限公司
- Headloaf Group Limited
吃樂福集團有限公司
- i.t. apparels limited

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Email: membership@hkrma.org

- Moda Milano
米蘭時尚
- Renaissance Beauty Institute
- Saint Honore Cake Shop Ltd
聖安娜餅屋有限公司
- 365 Watch Limited
365時計鐘錶有限公司
- Europe Shopping Agent (Hong Kong) Limited
歐洲品牌代購(香港)有限公司
- Japan Shop - Shinjuku House Ltd
日本代購店 - 新宿屋有限公司
- J.Rich Golden Horse Limited
正晨有限公司
- J.Profits Golden Horse Limited
正淳有限公司
- Novatrade International Limited
諾華國貿有限公司
- Princess House
公主的家
- W&W Cosmetics Trading Limited
水上水化妝品貿易有限公司

ASSOCIATE MEMBERS 公司聯席會員

- Madcradle Online Limited
廣域度數位行銷有限公司
- Yonyou (Hong Kong) Co Ltd
用友軟件(香港)有限公司
- Beacon College Limited
遵理學校有限公司

Policies & Legislations 政策及法例

This column is to inform members and readers about the various legislative and industry issues that the Association has reflected its views to the Government or relevant entities.

Association's Views

Please find below a list of issues which the Association has contributed position papers and comments in the last quarter. Details can be found in the HKRMA website: www.hkrma.org

- Reflected views on proposed Producer Responsibility Scheme for Plastic Beverage Containers
- Reflected views on Government's proposed Voluntary Phasing Out Scheme on Personal Care and Cosmetic Products Containing Microbeads
- Submission on Government's Consultation on Vocational and Professional Education and Training

HKRMA Functions 活動一覽表

Date 日期	Functions 活動項目	
15/10/2019	2019 Service & Courtesy Award - Winners Announcement Ceremony 2019 傑出服務獎 - 結果發佈會	27/6/2019 Smart Retailing Conference I: ePayment, Security & Fulfillment 智能零售研討會：電子付款、安全及履行交易
11/10/2019	2019 AGM and Luncheon 2019 周年會員大會暨午餐交流會	26/6/2019 Retail Executive Series - Personalized Presentation Skill (2) 零售行政人員個人增值系列 - 演說表達技巧訓練班(二)
19-20/9/2019	2019 Service & Courtesy Award - Interview Assessment 2019 傑出服務獎 - 面見評審	14/6/2019 Retail Workshop - Consultative Selling Skills 零售工作坊 - 顧問式銷售技巧
16/9/2019	2019 Hong Kong Awards for Industries: Customer Service - Final Assessment 2019 香港工商業獎:顧客服務 - 最終評審	14/6/2019 2019 Service & Courtesy Award Orientation 2019 傑出服務獎迎新會
16/8/2019	2019 Hong Kong Awards for Industries: Customer Service - Interview and Presentation Assessment 2019 香港工商業獎:顧客服務 - 面見評審	11/6/2019 Retail CEO Get-Together CEO 交流午餐會
31/7/2019	Retail Executive Series - Personalized Presentation Skill (3) 零售行政人員個人增值系列 - 演說表達技巧訓練班(三)	11/6/2019 Visit Tour to HKTVmall HKTVmall 參觀日
16/7/2019	Smart Retailing Series: Workshops on Online Payment & Security (2) 智能零售系列：網上付款及安全工作坊(二)	5/6/2019 Earn & Learn Pilot Scheme for Retail Industry - Visit to Sa Sa Cosmetics Company Ltd 零售業「職」學創前路先導計劃 - 莎莎化粧品有限公司參觀考察
11/7/2019	Smart Retailing Series: Workshops on Online Payment & Security (1) 智能零售系列：網上付款及安全工作坊(一)	

本欄目是為會員及讀者報道協會就最近與零售業息息相關的議題，向政府或有關團體所發表過的意見。

協會意見

本協會於上季就下列議題提供意見或建議書，詳細內容可參閱本協會網站：www.hkrma.org。

- 就塑膠產品容器生產者責任計劃提供意見
- 就政府建議自願性淘汰含微膠珠的個人護理及化妝品計劃提供意見
- 就推廣職業教育專才教育諮詢提交建議書

For enrollment and further details, please visit www.hkrma.org.
報名及有關詳情，請瀏覽www.hkrma.org。

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