



# Business Management and Marketing Strategies 商業管理及市場策略

Secondary School Group  
(Level 2)

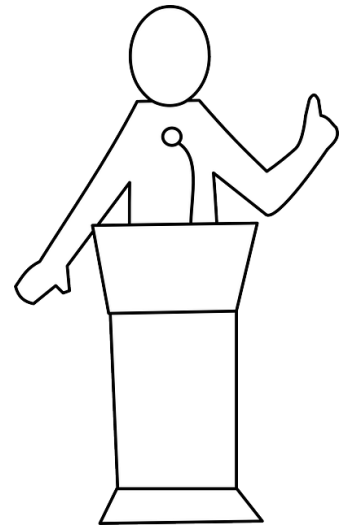
Dora Lee  
29 December 2015

# The Accounting and **Business** **Management** Case Competition 2015-16




# Speaker - Dora Lee

- Doctrine in **Business** Administration (*City University of Hong Kong*)
- Master in **Business** Administration (*Distinction*)
- MSc in Strategic **Marketing Management** (*First Class, Worldwide Best Completion Award*)
- The Chartered **Marketer** (UK): *The Chartered Institute of Marketing*
- Certified Professional **Marketer** (Asia Pacific): *The Federation of Marketing Institute*
- Professional **Marketer** (Hong Kong): *Hong Kong Institute of Marketing*



# Your role

- **Management Consultant** (page 3: Question paper and guideline)
- **Target company: JHC** 

# Your tasks

Prepare a business proposal (商業企劃書) to:

- Part A: Review JHC's overall group financial performance for the past TWO years, for the years ended 30 April 2014 and 2015; and
- Part B: Formulate a **business plan** of **HK\$10 million** for the coming **TWO** years (i.e. for the years ending 30 April 2016 and 2017) to further enhance the performance of **JHC's Hong Kong Operations**.

# JHC Business Proposal

Table of Contents	Mark allocation	Length
A. Executive Summary	5 marks	1 page
B. Introduction	3 marks	1 page
C. Part A – An overall review of JHC’s group financial performance	30 marks	4 pages
D. Part B – Formulate a business plan for JHC’s Hong Kong Operations	10 marks	2 pages
(a) Financial performance of JHC’s Hong Kong operations for the years ended 30 April 2014 and 2015	<b>20 marks</b>	<b>3 pages</b>
<b>(b) Strategic analysis of JHC’s Hong Kong operations [*Non-financial]</b>	<b>30 marks</b>	<b>4 pages</b>
<b>(c) Business plan – promotional project + evaluation</b>		
E. Appendices	2 marks	---

# Agenda

## A. Introduction

1. JHC's mission
2. Current state of business

## B. Non financial analysis

1. External environment
2. Internal capabilities and resources
3. Product portfolio
4. Competitive positioning in the industry
5. Key success factors

## C. Business plan formulation

1. Promotional project @ HK\$10 million
2. Marketing expenses budget
3. Implementation plan

## D. Evaluation

1. Projected impact on store sales, average spending per transaction & customer satisfaction level

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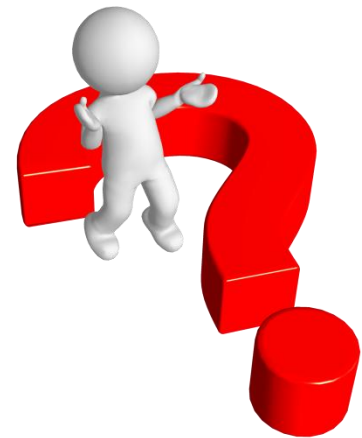
## D. Evaluation

1. Projected impact on store sales, average spending per transaction & customer satisfaction level



# Strategic planning approach

**Question:** Why it is important to understand JHC's mission?



# Strategic planning approach



## A.1 JHC mission

Provide **Value, Quality, Variety** and **Convenience** to our customers

為顧客提供**物有所值**、**高品質**、**多元化**  
的**商品**及**便利的服務**

(Annual Report 2014, 2015)

# 產品類別

廚具

餐桌用品

布藝及寢室用品

浴室用品

清潔及家務用品

塑膠及收納用品

電子產品

五金用品

個人護理用品

文具精品

## A.2 Current state of business

- 1. Problem identification**
- 2. Current management priority issues**
- 3. Current state of retail business in Hong Kong**
- 4. *etc.***

# A.1 Problem identification

- The first step in the problem solving & decision making process is to identify & define the problem.
- A problem can be regarded as a difference between the *actual state* & the *desired state*.

# A.1 Problem identification (2013)

**Example:** “JHC now specialising in housewares hopes to move into **products for men** [*\*desired state*] after its planned initial public offering.”

“...with 235 shops in HK, JHC is planning to sell more upscale (高檔的) products & open additional stores after its IPO.”

(Source: SCMP, 13 September 2013.)

# A.1 Problem identification (2015)

To launch a promotional project to **improve JHC's Hong Kong operations** for the years ending 30 April 2016 and 2017 [\*desired state] in terms of:

- ✓ store sales
- ✓ average spending per transaction
- ✓ customer satisfaction level



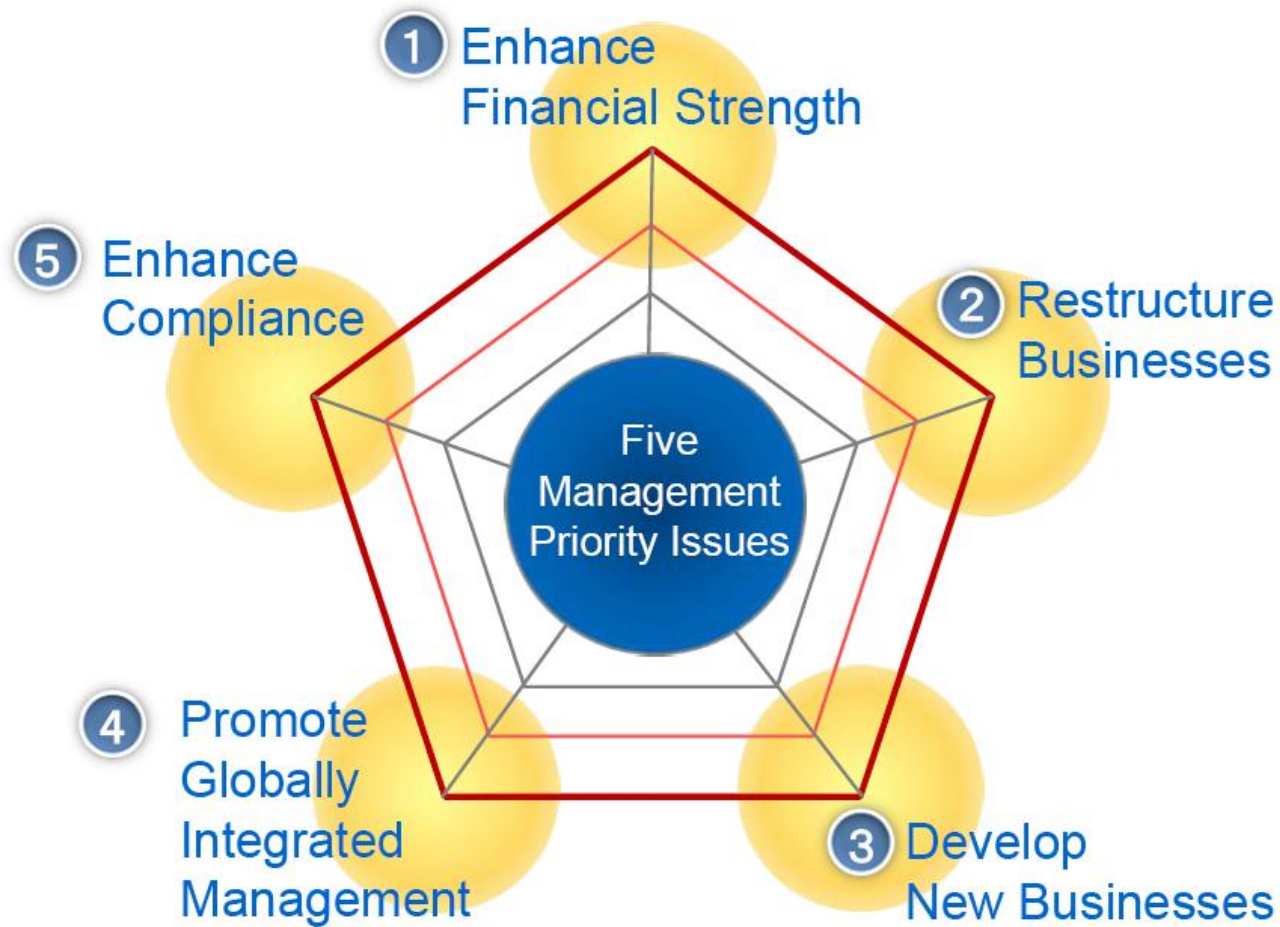
# A.1 Problem identification (2015)

**Question:** What is the **current state**?

- ✓ store sales
- ✓ average spending per transaction
- ✓ customer satisfaction level



# A.2 Current management priority issues



# A.3 Current state of retail business in HK

- Hong Kong's economy expanded by 2.5% year-on-year in real terms in the first three quarters of 2015. For 2015 as a whole, the **economy** is **forecast to grow by 2.4%**.
- A slower growth in tourist arrivals and weaker tourist spending, **the value of retail sales**, in nominal terms, **dropped 2.7%** in the first nine months of 2015.

Source: HKTDC (2015)

Major Economic Indicators	2012	2013	2014	Forecast/Latest
Population, Mid-year (million)	7.15	7.19	7.24	7.30 <sup>a</sup>
Gross Domestic Product (US\$billion)	261.2	274.2	289.2	296.4-302.2 <sup>b</sup>
GDP Per Capita (US\$)	36,500	38,100	39,900	40,600-41,400 <sup>b</sup>
Real GDP Growth (%)	+1.7	+3.1	+2.5	+2.4 <sup>b</sup>
Inflation (% Change in Composite CPI)	+4.1	+4.3	+4.4	+3.3 <sup>c</sup>
Unemployment Rate (%)	3.3	3.4	3.2	3.3 <sup>d</sup>
Retail Sales Growth (%)	+9.8	+11.0	-0.2	-2.7 <sup>c</sup>
Visitor Arrival Growth (%)	+16.0	+11.7	+12.0	-0.5 <sup>c</sup>

<sup>a</sup> 2015; <sup>b</sup> government forecast for 2015; <sup>c</sup> year-on-year change in January-September 2015; <sup>d</sup> seasonally adjusted, July-September 2015

## A.3 Current state of retail business in HK

- In **2014**, a total of 60.8 million visitors, equivalent to 8.4 times of the size of Hong Kong's local population, were recorded, with those from the **Chinese mainland** accounting for **78% of the total**.
- In **January-September 2015**, visitor arrivals to Hong Kong dropped 0.5% year-on-year, while those from the **Chinese mainland** saw a small year-on-year **increase of 0.3%**.

Source: HKTDC (2015)

## A.3 Current state of retail business in HK

- **Expansion** plans are put **on hold** by most retailers : Hong Kong retailing rental prices have continued to soar.
- **Private label** is gaining popularity among consumers.
- A **positive performance** is expected from retailing.

Source: Euromonitor International (April 2015)

# A.3 Current state of JHC business

- The **analysis** you have performed
- Its **key findings**
- Main **conclusion**
- Key **recommendations** of your business plan



**Executive summary**

# JHC: History of development

- 2000年:日本城成功收購了日之城發展有限公司，其全線分店同時突破了100間。
- 2001年: 其發展策略作出了主要的改變，由原先的「均一特賣場」（十元均一店）改變為「家居專門店」。
- 至2002年，其自家品牌的商品已拓展至千多款，日本城集團也開始以Franchise方式拓展海外市場。
- 2004年，日本城成功獲得多個獎項，如「超級品牌」，「優質服務商標」，「亞太500大連鎖店」，對其在香港家庭用品界的地位增進了不少。



~~Executive summary~~

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# B.1 External environment – Macro/ micro (外圍環境 - 宏觀/ 微觀)

## 1. Macro (宏觀):

- **P**olitical (政治)
- **E**conomic (經濟)
- **S**ocio-cultural (社會)
- **T**echnological (科技)

## 2. Micro (微觀):

- **Structure of market/ competitors (市場結構/競爭者)**
- **Consumer needs (消費者需要)**
- **Trends of the market (市場趨勢)**
- **Stakeholders (持份者)**
- **etc.**

(Source: Vrontics, Kogetsidis and Stavrou, 2008.)

## B.1.1 PEST Analysis

- **P**olitical (政治)
- **E**conomic (經濟)
- **S**ocio-cultural (社會)
- **T**echnological (科技)

# B.1.1 PEST Analysis

- **P**olitical (政治)
- Economic
- Socio-cultural
- Technological

# B.1.1 PEST Analysis

- **Individual Visit Scheme**
- Any existing ordinance to supervise **manufacturing and marketing** of the (*private label*) products?
- Trade Descriptions Ordinance (商品説明條例):

Chapter:	362	Trade Descriptions Ordinance	Gazette Number	Version Date
		Long title	L.N. 72 of 2013	19/07/2013

To prohibit false trade descriptions, false, misleading or incomplete information, false marks and misstatements in respect of goods provided in the course of trade or suppliers of such goods; to confer power to require information or instruction relating to goods to be marked on or to accompany the goods or to be included in advertisements; to restate the law relating to forgery of trade marks; to prohibit certain unfair trade practices; to prohibit false trade descriptions in respect of services supplied by traders; to confer power to require any services to be accompanied by information or instruction relating to the services or an advertisement of any services to contain or refer to information relating to the services; and for purposes connected therewith.

(Amended 65 of 2000 s. 3; 19 of 2008 s. 3; 25 of 2012 s. 32)

[1 April 1981] L.N. 64 of 1981



# B.1.1 PEST Analysis

- Political
- **Economic (經濟)**
- Socio-cultural
- Technological

## B.1.1 Economic

- Weak global economy.....
- Increases in rental expenses.....
- “Given the products offered are recession-proof necessity products, JHC is relatively **neutral** to **macroeconomic cycles**”.

(Source: Retail in Asia, December 2014.)

# B.1.1 PEST Analysis

- Political
- Economic
- **Socio-cultural (社會)**
- Technological

## B.1.1 Socio-cultural

- “JHC’s underlying market is driven by the development of the general economy and private consumption in the relevant economies”.

(Source: Retail in Asia, December 2014.)



# B.1.1 PEST Analysis

- Political
- Economic
- Social
- **Technological (科技)**

## B.1.1 Technology

- Offered more than 20,000 distinct products (in 2013) and enjoyed high margins on its custom-made goods. Gross profit margin on these lines has been at about 55% for the past 3 years.....

**Question: Mass production efficiency?**

(Source: SCMP, 13 September 2013.)

- New houseware production technology for value-for-money products?
- Research and development capabilities?

## B.1.2 Micro (微觀) analysis

- **Structure of market/ competitors (市場結構/ 競爭者)**
- **Consumer needs (消費者需要)– “P-E-Social-T”** refers
- **Trends of the market (市場趨勢) ??**
- **Stakeholders (持份者)– Government (政府), customers (顧客), employees (員工), .....**
- **etc.**

## B.2 Internal capabilities and resources

**Question:** The **internal capabilities** of an organisation include ALL of the following **EXCEPT**:

- A. its products
- B. its manufacturing processes.
- C. its talents.
- D. its customers.



## B.3 Product portfolio 產品組合

### [ Why have a range of products? ]

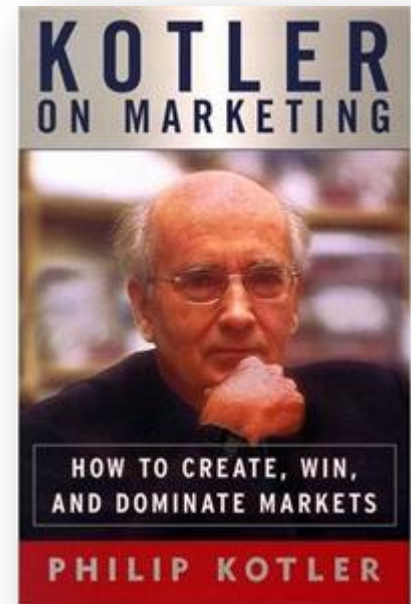
- Target different markets
- Meet customers' differing needs
- Spread the risk
- To help maximise sales and profits

The benefits of having a *wide product portfolio*

A large range of products = an **extensive product portfolio**

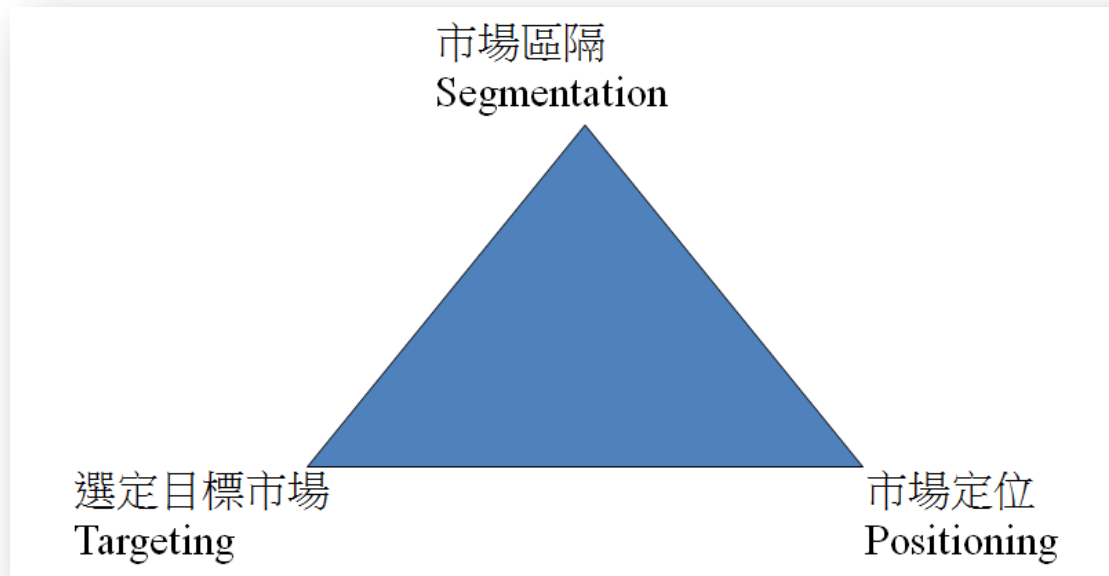
## B.4 Competitive positioning in the industry

- A firm can be the **product leader** (產品領導者), the **operationally excellent firm** (營運卓越的公司), or the **customer intimate firm** (對顧客貼心的公司) (Kotler, 2007).
  - Some customers favour the firm that is advancing technological frontier (**product leadership**).
  - Another customer group wants highly reliable and dependable performance (**operational excellence**).
  - A final customer group prefers the firm that is most responsive and flexible in meeting their **individual needs** (**customer intimacy**).



## B.4 Competitive positioning in the industry

# Segmentation, Targeting and Positioning Strategies



# Hong Kong Demographic Segmentation (April 2015 estimated)

- At mid 2014, there were 858 males per 1000 females.
- The median age of the total population was **42.8**.

<i>Age Group</i>	<i>Male</i>		<i>Female</i>	
	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>
0–14	415 200	5.7	389 200	5.4
15–24	421 400	5.8	413 800	5.7
25–34	457 200	6.3	639 800	8.8
35–44	466 500	6.4	673 000	9.3
45–54	568 500	7.9	679 600	9.4
55–64	519 300	7.2	532 300	7.4
65 and over	497 000	6.9	568 900	7.9
<b>Total</b>	<b>3 345 100</b>	<b>46.2</b>	<b>3 896 600</b>	<b>53.8</b>

Source: <http://www.gov.hk/en/about/abouthk/factsheets/docs/population.pdf> April 2015  
(accessed on: 1 November 2015)



# Hong Kong Demographic Segmentation (April 2015 estimated)

- The median monthly domestic household income for 2014 was **HK\$23,500** (vs for 2013 **HK\$22,400**).

<i>Monthly household income (\$)</i>	<i>% of total domestic households</i>
Under 4,000	5.4
4,000–5,999	5.3
6,000–7,999	4.8
8,000–9,999	4.9
10,000–14,999	11.3
15,000–19,999	10.6
20,000–24,999	9.9
25,000–29,999	7.7
30,000–34,999	7.3
35,000–39,999	5.4
40,000–44,999	4.6
45,000–49,999	3.5
50,000–59,999	5.5
60,000–79,999	6.1
80,000–99,999	2.9
100,000 and over	4.7
<b>Total</b>	<b>100.0</b>

Source: <http://www.gov.hk/en/about/abouthk/factsheets/docs/population.pdf> April 2015  
(accessed on: 1 November 2015)

# Current targeting strategies

- “JHC customers are middle-class **housewives**.....”

(Source: SCMP, 13 September 2013.)

- “JHC targets the **mass market** with plasticware and housekeeping products as its signature categories”.

(Source: Retail in Asia, December 2014.)

# Targeting Strategies

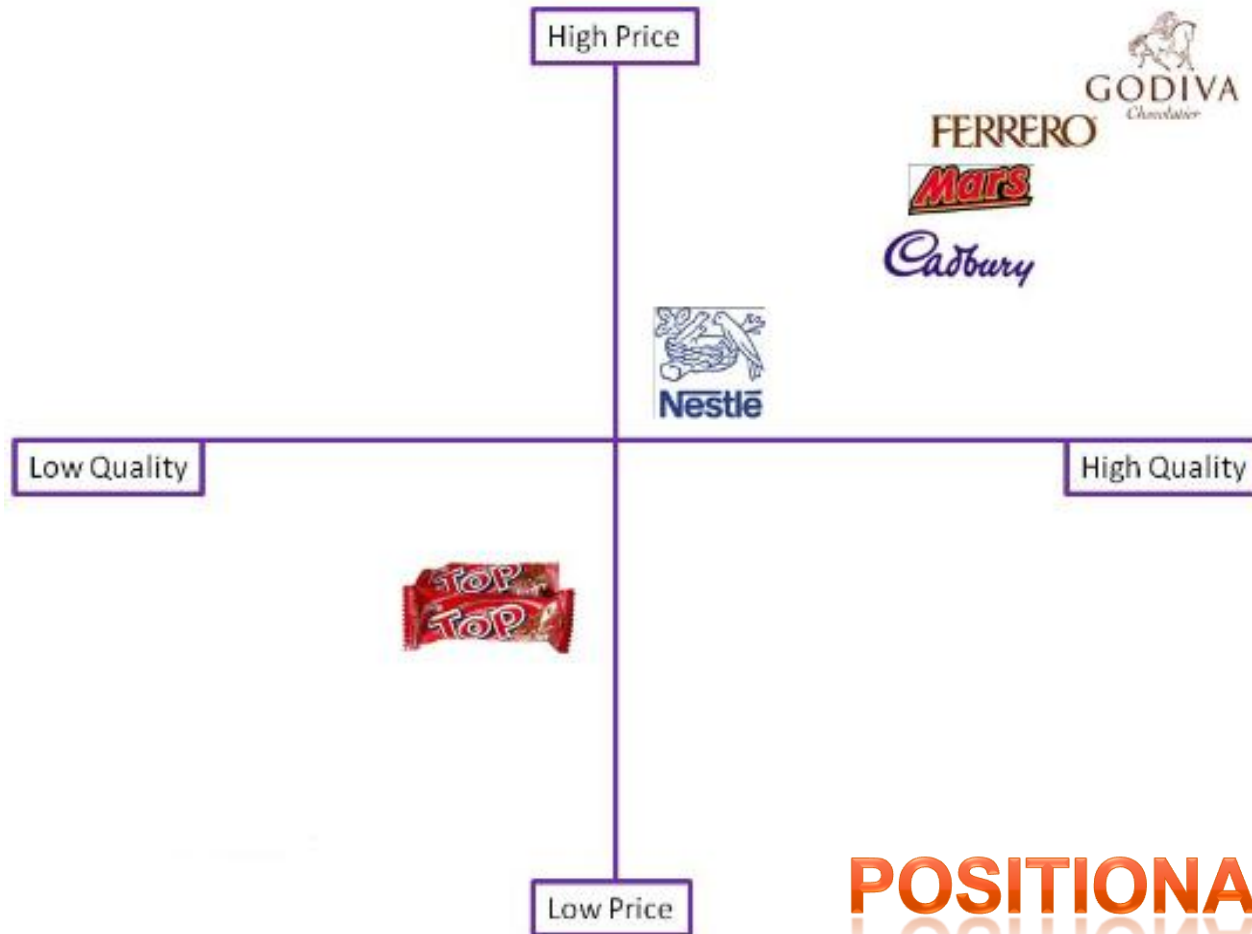
## Mass Marketing (**Un**differentiated Strategy)

- **Ignore** market segment differences and target the **whole market** with one product/ offer
- What is **common** in consumers' needs rather than on what is different

**Other options?**

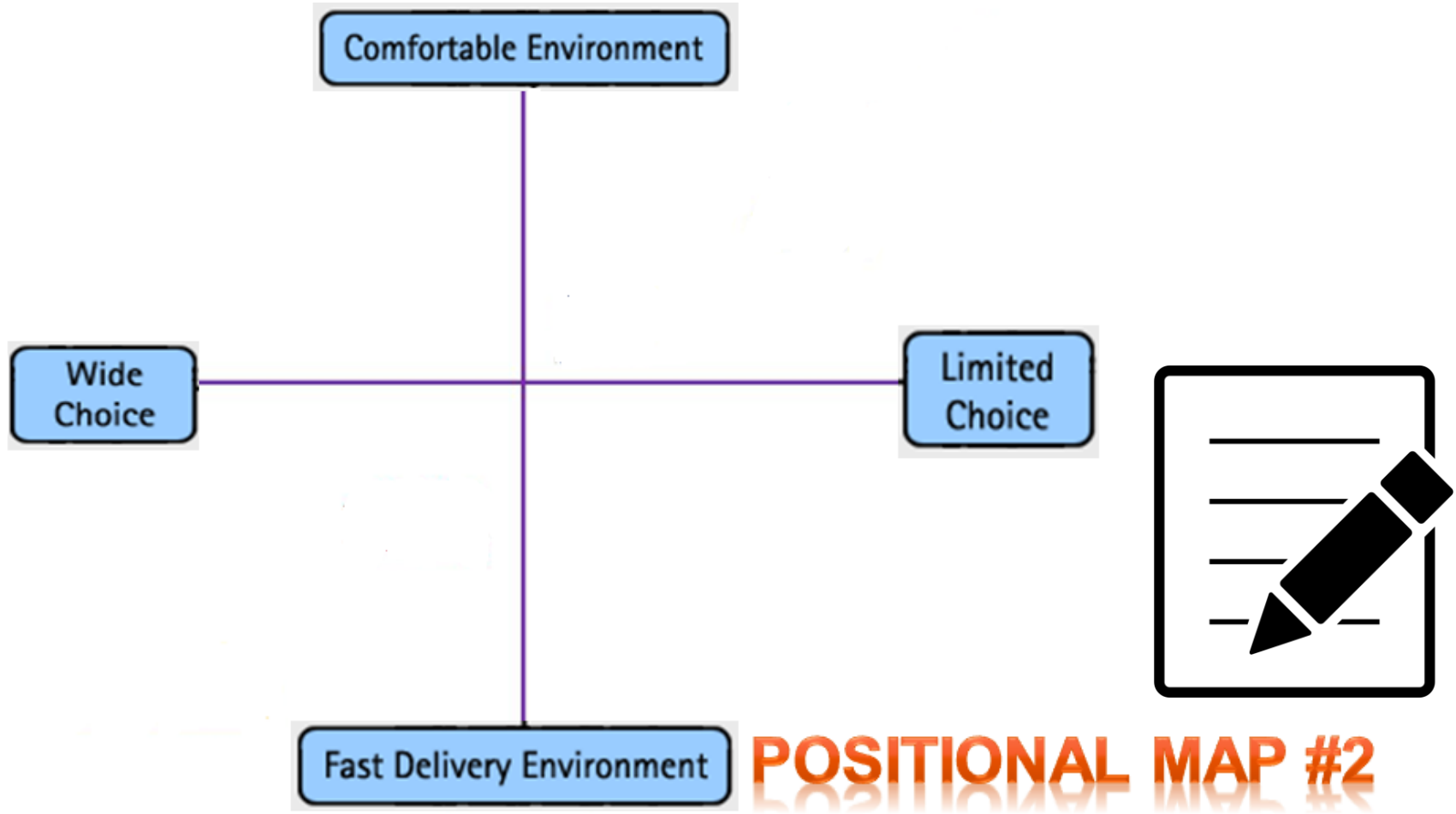


# Current competitive positioning



**POSITIONAL MAP #1**

# Current competitive positioning



# Current competitive positioning

- “JHC main rivals are supermarkets or small family owned shops with a limited product range.”
- “The real competitor JHC has is Living Plaza by Aeon, but it is slightly difference because [Living Plaza] sells mostly HK\$12 fixed-price products. JHC has a full range of categories.”
- “JHC has higher-value products from different brands. IKEA is just one brand.”
- “JHC plans to offer men’s personal and health care products and more upscale housewares could position it against Watsons, Mannings and even Lane Crawford.”

(Source: SCMP, 13 September 2013.)

# B.5 Key success factors

- Retaining customers
- Product development
- Cash management
- etc.



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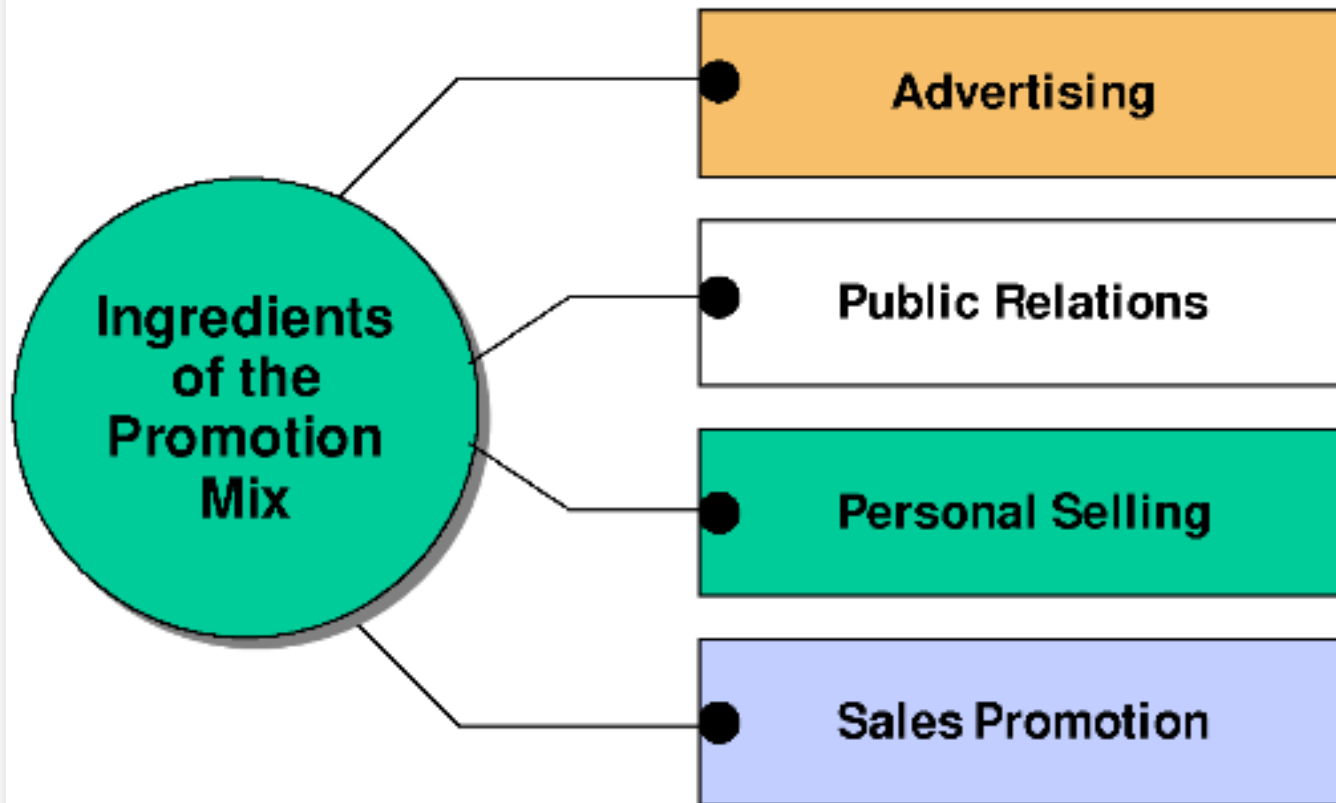
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# C.1 Promotional project @ HK\$10 million

## Elements of the Promotion Mix



# C.1 Advertising Campaign - Four steps

**Plan**

**Media**

**Creative**

**Budget**

# Plan

- The advertising plan describes **how** to put that strategy into practice.
- Example: ***To build brand awareness***: the plan may include a recommendation for a series of advertisements in newspapers, on radio stations, etc.
- Example: ***To position the brand***: the plan may call for a creative approach that suggests high quality and an association with the Hong Kong lifestyle.

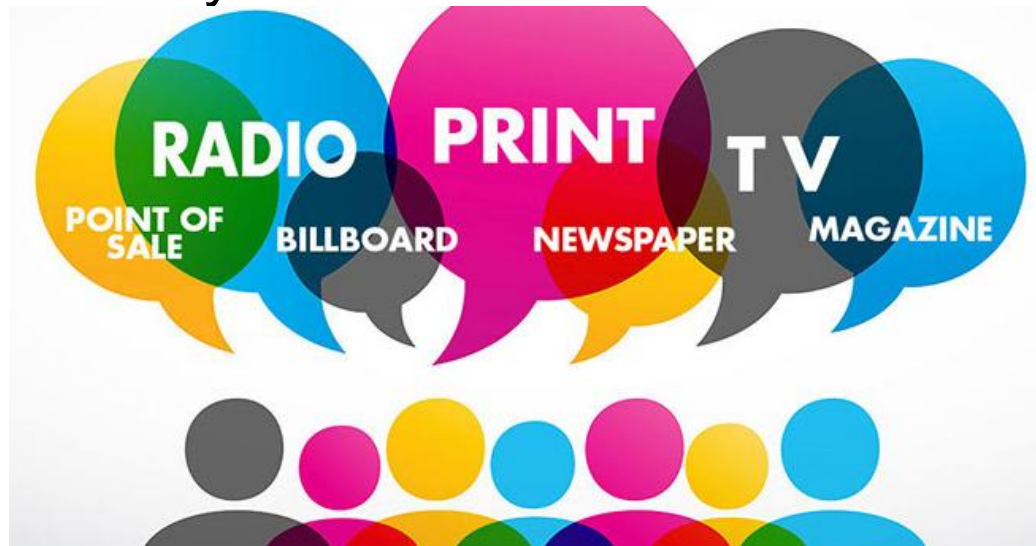
# Media

The advertising plan sets out the media for the campaign, with details of :

- **target audience**
- number of **advertisements** & their **cost**
- the **size** of press advertisements & the running time for **TV/ radio commercials**, etc.
- how **frequently** advertisements will appear & the time span for the complete campaign

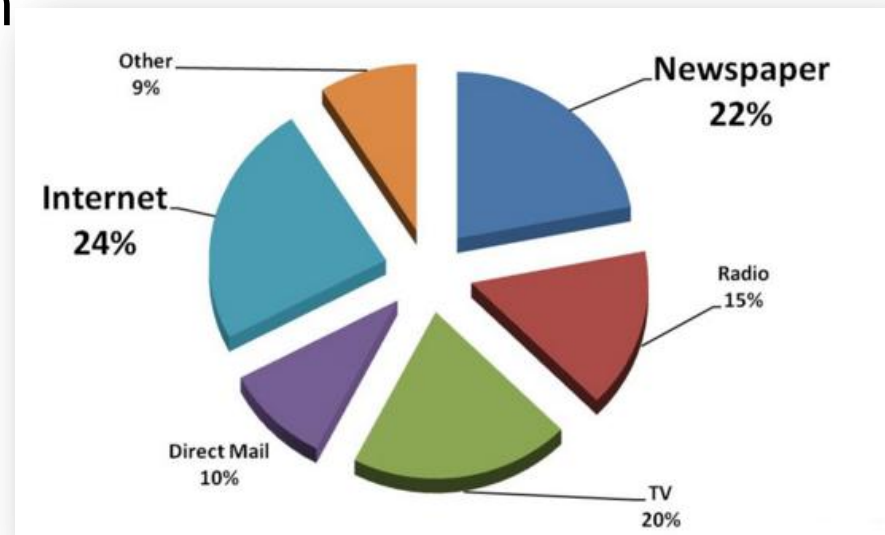
# Creative

The creative proposals in the advertising plan describe the **important messages** that each advertisement will **convey** and the techniques used to **attract attention** and communicate the messages clearly.



# Budget

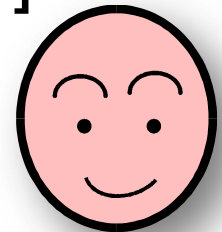
- The plan should include a **detailed budget**, setting out all the **costs** for the campaign and indicating **when** the costs will fall.
- The campaign is designed to meet **measurable objectives**, so the plan should indicate how JHC will **measure** the campaign



# Example

For example:

- Win through product innovation/ improvement (產品創新), lower prices (降低價格), better distributions, **attractive promotion** (有效的宣傳推廣)....., or
- Win through **exceeding customer expectations** (超越顧客期望) [\* Survey questionnaire and results, if required]



# Examples





# Promotion tactics

- **Promotion:** advertising, spokesman, TV programme title sponsorship, internet advertising, etc



- 新聞報導
- 企業專訪區
- 媒體聯絡

香港經濟日報 - 25-9-2013

## 開心shopping盡在日本城？

「開心shopping盡在日本城」曾是我們的回憶，現在上市喇，抽唔抽新股呢？日本城為一...



2013 news only?!

# Brand building

Source: Sky Post (17 Nov 2015)

**生活 Life**

## 學校獻策環保 巨額捐款支持

**GREEN SCHOOL PROGRAM**  
育 | 德 | 智 | 體  
軟 | 硬 | 新 | 穎

**2014-15年度傑出項目(排名不分先後)**

**翠濠庭小學：植樹造林綠校園**  
翠濠庭小學自成立以來，一直積極推行環保及綠化校園，積極參與各項環保活動，成績斐然。

**翠濠庭小學：愛物惜物節約能源**  
翠濠庭小學一直積極推行環保及綠化校園，積極參與各項環保活動，成績斐然。

# C.2 Marketing expenses budget



# TVB Rate Card #49



File Edit View Favorites Tools Help

[Printer Friendly Version]

Jade

HD Jade

Pearl

J2

iNews

Network Vision

TV Advertising

Terms & Conditions

Terms & Conditions (NV)

Rate Card No. 48

Time Class Table

Preemption Structure

Volume Rebate Table

Airtime Package

Kung Hei Fat Choy Package

Sales Contact

E-Newsletter

## Rate Card No. 49 (Effective January 1, 2015) Basic Spot Announcement Rates (In Hong Kong Dollars)

J7 1855-2255 (Mon-Fri)																						(HK\$)	
	RB	FB	F1	F2	F3	F3A	F4	F4A	F5	F5A	F6	F6A	F7	F7A	F8	F8A	F9	F10	F11	F12	F13	F14	F15
30-Second	123000	193680	222720	256140	294540	316620	338700	364140	389520	418740	447960	481560	515160	553800	592440	636900	681300	783480	901020	1036200	1191660	1370400	1575960
25-Second	102500	161400	185600	213450	245450	263850	282250	303450	324600	348950	373300	401300	429300	461500	493700	530750	567750	652900	750850	863500	993050	1142000	1313300
20-Second	82000	129120	148480	170760	196360	211080	225800	242760	259680	279160	298640	321040	343440	369200	394960	424600	454200	522320	600680	690800	794440	913600	1050640
15-Second	61500	96840	111360	128070	147270	158310	169350	182070	194760	209370	223980	240780	257580	276900	296220	318450	340650	391740	450510	518100	595830	685200	787980
10-Second	41000	64560	74240	85380	98180	105540	112900	121380	129840	139580	149320	160520	171720	184600	197480	212300	227100	261160	300340	345400	397220	456800	525320
5-Second	20500	32280	37120	42690	49090	52770	56450	60690	64920	69790	74660	80260	85860	92300	98740	106150	113550	130580	150170	172700	198610	228400	262660
J6 1855-2225 (Sat-Sun)																						(HK\$)	
	RB	FB	F1	F2	F3	F3A	F4	F4A	F5	F5A	F6	F6A	F7	F7A	F8	F8A	F9	F10	F11	F12	F13	F14	F15
30-Second	102600	161640	185880	213780	245820	264300	282720	303960	325140	349560	373920	402000	430020	462300	494520	531600	568680	654000	752100	864900	994620	1143840	1315440
25-Second	85500	134700	154900	178150	204850	220250	235600	253300	270950	291300	311600	335000	358350	385250	412100	443000	473900	545000	626750	720750	828850	953200	1096200
20-	68400	107760	123920	142520	163880	176200	188480	202640	216760	233040	249280	268000	286680	308200	329680	354400	379120	436000	504400	576600	663080	762660	876960

# Magazine Rate Card

明報周刊

RATE CARD No.36

## Advertising Rates

Ming Pao Weekly Book A (Main Book)

Effective Date: 1st Jan 2014

PRIME POSITION	Position	Size/4C	Rate (HK\$)
PRIME POSITION	Back Cover	Full Page	\$ 273,000
	Inside Front Cover	Full Page	\$ 210,000
	Inside Front Cover Spread	Double Page Spread	\$ 420,000
	1st Spread after Inside Front	Double Page Spread	\$ 388,800
	2nd Spread after Inside Front	Double Page Spread	\$ 378,800
	3rd Spread after Inside Front	Double Page Spread	\$ 368,800
	Inside Back	Full Page	\$ 173,000
	Inside Back Spread	Double Page Spread	\$ 346,000
	Table of Contents	Full Page	\$ 173,000
	Center Spread	Double Page Spread	\$ 330,000
R.O.P.	Front Section - (Artpaper)	Full Page	\$ 150,000
		Junior Page	\$ 92,400
		Half Page (V/H)	\$ 75,600
		Quarter Page	\$ 57,700
	Before Centre Section (Mechanical Artpaper)	Full Page	\$ 140,000
		Half Page (V/H)	\$ 70,000
		Quarter Page	\$ 52,500
	Back Section - (Artpaper & Mechanical Artpaper)	Full Page	\$ 110,000
		Junior Page*	\$ 78,700

# Digital Advertisements Rate Card



## Apple Daily Digital Platforms Advertising Rate Card (Effective 1 Jan, 2015)

Website

nextmedia.com

Page Name	Ad Type	Dimension (W x H)	Max Expansion	File Size	Gross Rate HK\$	Unit
	Head Banner	970x90	n/a	<50KB	\$200	Per 1,000 Views
	Super Head Banner	970x180	n/a	<70KB	\$213	Per 1,000 Views
	Curtain Ad	970x90	970x200	Initial banner <40KB Extended banner <80K	\$380	Per 1,000 Views
	Moving Panel Module Ad (MPM)	640 x 410 & 640 x 480	n/a	<80KB	\$36,630	Per Day Fixed
	1st Large Rectangle	300x250	n/a	<50KB	\$194	Per 1,000 Views
	2nd Large Rectangle	300x250	n/a	<50KB	\$140	Per 1,000 Views
	Expandable Large Rectangle	300x250	470x250	Initial banner <50KB Extended banner <80KB	\$246	Per 1,000 Views
	Video Large Rectangle	300x250	n/a	Initial banner <50KB Video <3MB	\$246	Per 1,000 Views
	Expandable Video Large Rectangle	300x250	470x250	Initial banner <50KB Extended banner <80KB Video <2MB	\$306	Per 1,000 Views
	Big Large Rectangle	300x430	n/a	<70KB	\$380	Per 1,000 Views
		Crazy Ad 970x500		Initial banner <40KB		

# MTR Advertising

JCDecaux



MTR TV Network

MTR TV



MTR TV Network

# Celebrity

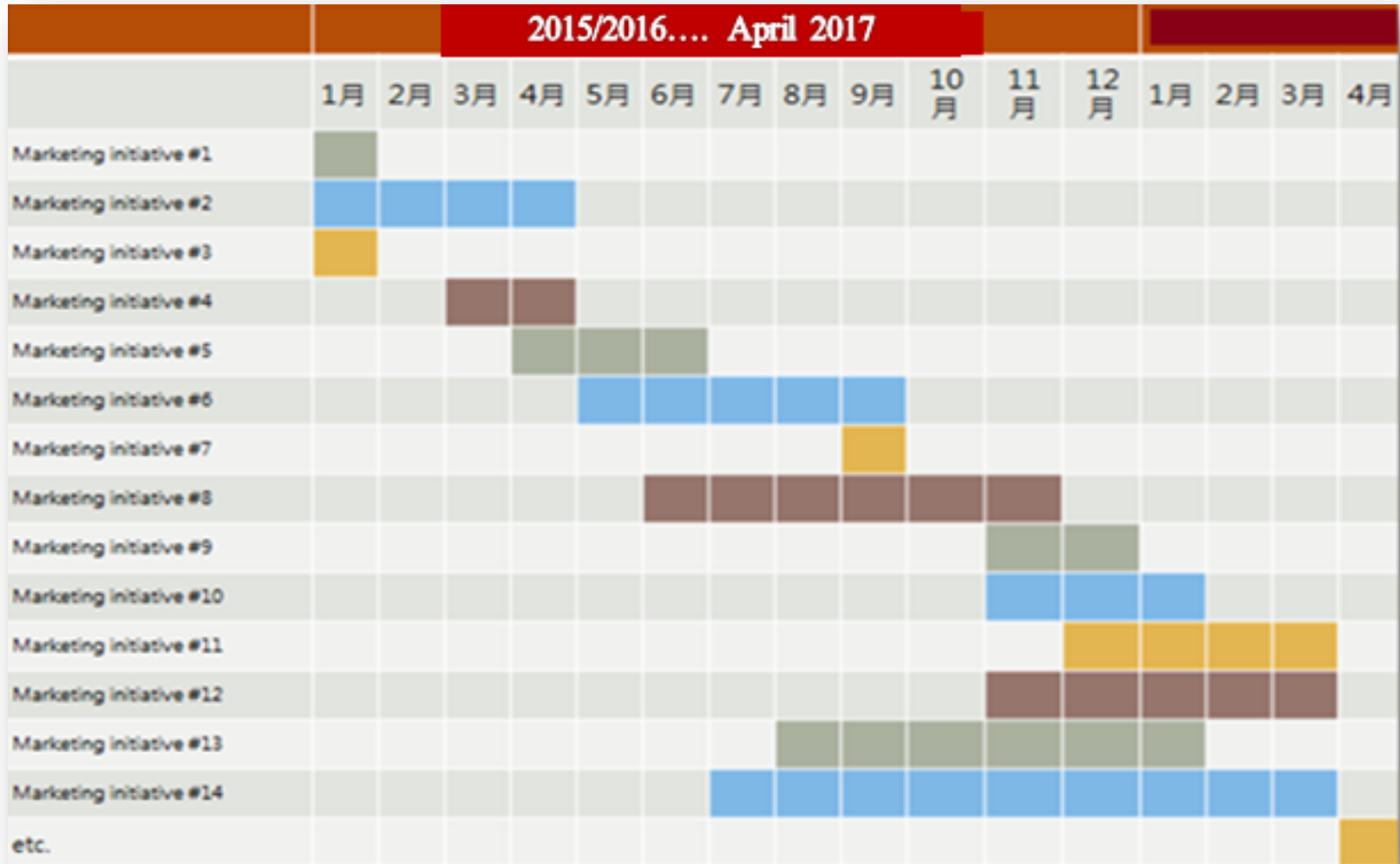




# Marketing expenses budget

<b>Q1 Marketing Expenditures</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>Q1 Totals</b>
Online	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 3,000.00
Catalogs	\$ 2,500.00	\$ 1,500.00	\$ 1,250.00	\$ 5,250.00
Conventions	\$ 1,500.00	\$ 2,500.00	\$ 3,500.00	\$ 7,500.00
Trade shows	\$ 1,000.00	\$ 850.00	\$ 500.00	\$ 2,350.00
Print	\$ 1,000.00	\$ 1,350.00	\$ 1,250.00	\$ 3,600.00
Radio	\$ 500.00	\$ 750.00	\$ 500.00	\$ 1,750.00
Promotions	\$ 500.00	\$ 650.00	\$ 500.00	\$ 1,650.00
Publications	\$ 1,500.00	\$ 2,500.00	\$ 1,500.00	\$ 5,500.00
Sales training	\$ 2,000.00	\$ 1,750.00	\$ 2,000.00	\$ 5,750.00
Magazines	\$ 700.00	\$ 350.00	\$ 700.00	\$ 1,750.00
<b>total spent marketing in Q1</b>	<b>\$ 12,200.00</b>	<b>\$ 13,200.00</b>	<b>\$ 12,700.00</b>	<b>\$ 38,100.00</b>
<b>company sales totals in Q1</b>	<b>\$375,000.00</b>	<b>\$400,000.00</b>	<b>\$425,000.00</b>	<b>\$ 1,200,000.00</b>
<b>marketing as a % of sales</b>	<b>3.253%</b>	<b>3.300%</b>	<b>2.988%</b>	<b>3.175%</b>

# C.3 Implementation plan 實施計劃



# Agenda

## A. Introduction

1. JHC's mission
2. Current state of business

## B. Non financial analysis

1. External environment
2. Internal capabilities and resources
3. Product portfolio
4. Competitive positioning in the industry
5. Key success factors

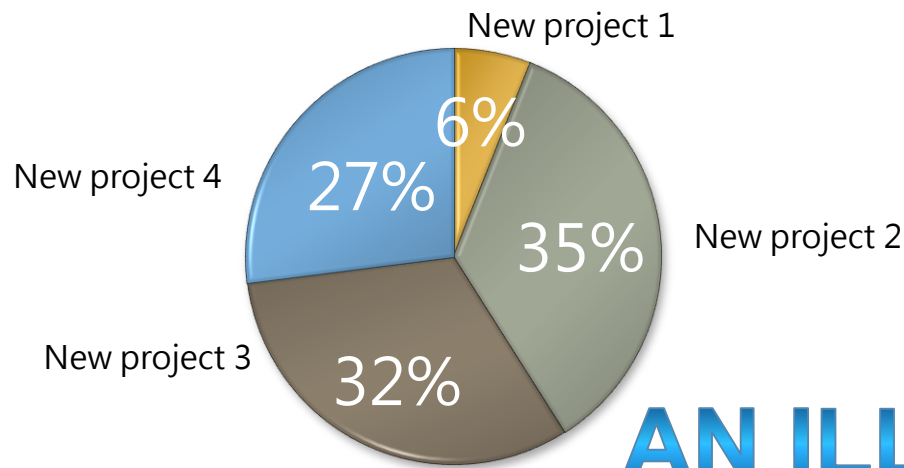
## C. Business plan formulation

1. Promotional project @ HK\$10 million
2. Marketing expenses budget
3. Implementation plan

## D. Evaluation

1. Projected impact on store sales, average spending per transaction & customer satisfaction level

# D.1 Measurement and control (量度及控制)



## AN ILLUSTRATION

Measurement and control against :

- (Marketing and management) Objectives
- Budget allocation (e.g. HK\$10 M)/ financial situations
- Other (non monetary) resources allocation
- Government regulations
- Measurable objectives, etc.

# References

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Thank you

