

零售  
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# HKRMA NEWSLETTER

# RETAILERS

FALL & WINTER 2020

## CEO TALKS

### NAVIGATING BUSINESS THROUGH THE PANDEMIC



Ms. Randy Lai  
CEO, McDonald's Hong Kong



Mr. Andrew Yu  
Director, Yue Hwa Chinese  
Products Emporium Ltd

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'RETAILERS' is a quarterly newsletter of the Hong Kong Retail Management Association. Complimentary copies are distributed to all HKRMA members, members of the Federation of Asia-Pacific Retailers Associations (FAPRA - encompassing 18 Asian Pacific economies), key Government officials and departments, related organizations as well as local and overseas business contacts.

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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

### SAILING IN THE YEAR OF THE OX WITH HOPE

#### 漸見曙光 喜迎牛年

At the beginning of the Lunar New Year, may I first wish members and fellow retailers a healthy and prosperous Year of the Ox!

Looking back in 2020, the retail industry has been deeply impacted by the COVID-19 pandemic for almost the entire year. Hong Kong's retail sales have fallen for 23 consecutive months, and recorded its worst ever year-on-year decline in 2020. For the full year of 2020, the total Retail Sales Value (RSV) dropped by 24.3%, estimated at HK\$326.5 billion.

Given the low base in 2020 and no conspicuous growth impetus, the Association forecasts a flat RSV performance for the first half of 2021 against that of 2020, or with a low single-digit percentage fluctuation. However, it is worth noting that when comparing to a normal first half of 2019, the RSV may register a decline of 20% to 30%, or 35% against that of 2018. Since the impact of the pandemic is still unfolding, the Association will closely monitor the situation and revise its RSV forecast in due course. Moreover, the Association will maintain a sensible approach by looking into two-year and three-year comparisons in order to depict a more accurate picture of the RSV trend despite the low base performance throughout 2020.

牛年伊始，首先祝各位會員及零售商身體健康，生意興隆，萬事勝意！

回顧2020年，疫情肆虐全球至今已近一年，零售業深受重創，本港零售銷售連跌23個月，年內更錄得最大的按年跌幅。2020年全年的零售銷售總額下跌24.3%，只有3,265億港元。

鑑於2020年基數較低，亦未見到明顯的增長動力，協會預料2021年上半年的零售銷售價值會與去年同期相若，甚至徘徊於正負低單位數之間。然而值得強調的是，當對比正常年份2019年上半年時，零售銷售價值跌幅將會高達20%至30%，與2018上半年相比更可能大跌35%。由於疫情的影響尚未完全浮現，協會會密切留意零售市況。綜觀去年全年低基數，協會亦會參考過往兩年至三年的數據作比較，使更準確掌握零售市道走勢，有可能對預測作出修訂。

With the concerted efforts of the whole community, we finally saw a decline in new COVID-19 cases to low double-digit figures since February 2021. Although the consumer sentiment was improved during the Lunar New Year alongside mild relaxation of social distancing measures, the recovery trend of retail sector has yet to be monitored in a longer term.

Recently, the Government indicated that the pandemic could be regarded as under control if the number of new cases stays at low double-digit or single-digit. Barring unforeseeable factors, with the roll-out of the mass vaccination programme, hopefully Hong Kong people's lives could be gradually restored to normal and travel restrictions could be lifted soon.

Although the fourth wave of the local epidemic has shown signs of easing lately, the labour market will remain under pressure in the near term as it will take time for economic activities to resume normal. The Government just announced that the seasonally adjusted unemployment rate is worsened to 7% from November 2020 to January 2021, reaching a record high in the past 17 years. The index reflects the severe blow to the labour market and local economy caused by the pandemic.

在社會各界同心協力下，新冠肺炎確診數字終於在2021年2月逐漸回落至低雙位數，雖然政府略為放寬社交距離限制，令消費意欲於農曆新年期間稍微回升，但零售業何時回升仍有待長遠觀察。

政府近日表示確診數字維持於「低雙位數」或「單位數」，認為疫情已經受控。隨著本港全民疫苗接種計劃展開，我們衷心希望香港市民的生活能逐漸回復正常，使能盡快放寬旅遊限制。

儘管第四波疫情緩和，勞動力市場在短期內仍然受壓，經濟活動仍需要一段時間才能回復正常。政府剛剛公佈2020年11月至2021年1月的整體失業率進一步惡化至7%，較2020年10月至12月更差，創下香港近17年來失業率新高，反映疫情對勞動市場及本地經濟影響嚴重。



Amidst frozen inbound tourism, high unemployment rate and dampened consumer sentiment, retailers are indeed struggling to keep their business afloat. In the past months, the Association has been working tirelessly to fight for the best interests of Hong Kong's retail industry. As the pivotal importance to economic recovery is to keep the pandemic under control the soonest possible, we have been urging the Government to implement a holistic plan on fighting against the virus so that the borders could be reopened safely for bringing international travel and business activities back to Hong Kong.

Financial Secretary has just delivered his 2021-2022 Budget Speech on 24 February, and amongst various cost-saving measures to support enterprises, we particularly welcome the Government's introduction of issuing electronic consumption vouchers in installments with a total value of \$5,000, which will certainly give a boost to local consumption. As details of the e-voucher scheme are not yet disclosed, we urge that the operation of the scheme should be simple and efficient, while at the same time, it should be very targeted so that the hardest hit retail categories could be assisted within a short timeframe.

入境旅遊停頓、失業率高企，加上消費意欲低迷，面對這困局，零售商正努力求存。協會在過去數月亦竭力為業界出謀獻策，爭取最佳利益。由於經濟復甦的首要條件是盡快令疫情受控，我們一直促請政府採取完善的防疫計劃，以便在安全的情況下重開旅遊關閘，令國際旅遊及商業活動回復正常。

財政司司長剛於2月24日發表2021至2022年度《財政預算案》，在眾多支援企業的措施中，分期派發合共5,000港元電子消費券的舉措尤其受業界歡迎，希望能有效刺激本地消費。由於電子消費券計劃的詳情尚未公佈，協會希望計劃能採取簡單便捷的機制，而且具針對性，使首當其衝受疫情影響的零售類別亦能在短期內得到幫助。



In the Association's submission for the Government's 2021-22 Budget Consultation, we have given a number of recommendations on both near term and longer term measures for the survival of retail industry. Amongst all these suggestions, we would like to reiterate our urge for a government-led large-scale online shopping festival that enabling retailers to capture new business opportunities from overseas markets at minimal cost. And in longer term, we maintain that the Government should provide policy and funding support to help retailers to speed up digital transformation and expand their footprint to the Greater Bay Area. We also see the opportunity of establishing Hong Kong as a retail education hub in the region. We sincerely hope that the Government would take heed of our suggestions for the robust development of our industry in years to come.

In 2021, the Association continues spearheading the retail industry's transformation through our flagship programmes, omni-channel promotions, member activities and talent development programmes. For example, for promoting best practices in e-shops operations, we launched a new tier of "TRUST E-Shop" scheme under our current Quality E-Shop Recognition Scheme. In addition, an O2O Customer Experience Recognition will be launched to recognize retail brands with seamless online and offline customer experience. Moreover, to suit the latest learning needs of retailers, an E-Learning Hub has been set up on our website, which provides short videos on most sought-after topics.

協會在2021至2022年度財政預算案諮詢期間，已提出多項短期及長期措施建議，協助零售業渡過難關。我們亦再次敦促政府舉行大型網上購物節，讓零售商以較低成本把握海外市場的新機遇。長遠而言，協會希望政府能提供支援及資助，協助零售商加快數碼轉型，並拓展業務至增長迅速的大灣區市場。長遠而言，協會希望政府能以政策支持及資助，加快零售商數碼轉型，並拓展業務至增長迅速的大灣區市場。與此同時，我們亦看到香港作為大灣區零售教育中心的潛力。協會衷心希望政府能採納我們的建議，推動業界未來的蓬勃發展。

協會於2021年繼續透過旗艦活動、全渠道推廣、會員活動及人才培訓計劃，積極推動零售業轉型。我們已在現時的「優質網店認證計劃」增設全新的「信譽網店」計劃，鼓勵網店實踐最佳營運模式。此外，協會亦即將推出「O2O顧客體驗認證」，表揚在線上線下提供良好顧客體驗的零售品牌。我們亦在協會網站設立「網上學習中心」，提供熱門主題的學習短片，讓零售商緊貼最新市場發展資訊。

Taking this opportunity, we are pleased to announce that our annual Hong Kong Retail Summit will take place on 17 June this year. With the theme “The Rise of New Retail Normal: Recover and Revitalize under Adversity”, the Summit will engage business leaders and technology pioneers to exchange insights about how Hong Kong’s retailers should adapt in the post-COVID business environment, and to redefine the future of Hong Kong’s retail industry in a collective manner. You may refer to the respective section in this Newsletter for the stellar speaker line-up and sponsorship opportunities for the Summit.

Last but not the least, I hope you would find this issue of Newsletter particularly informative and relevant, as you may come to know more about how our two new Vice-Chairmen, Ms. Randy Lai, CEO, McDonald's Hong Kong, and Mr. Andrew Yu, Director, Yue Hwa Chinese Products Emporium Ltd, lead their business in overcoming ordeals amidst the pandemic through their personal interviews.

While the Association is expecting another challenging yet recovering year, may I invite members and fellow retailers to stay connected with us by renewing your membership with the Association for 2021. For those who are not yet our members, I would strongly recommend you to join the Association without delay in order to enjoy exclusive benefits and networking opportunities in this big family of retail. With courage and faith, let us stay united to move forward and face all kinds of challenges together.

As spring is in full swing when you read this message, may I once again wish members and fellow retailers good health and prosperity throughout the year.

協會欣然宣佈一年一度的零售高峰會將於今年6月17日舉行，主題為「香港零售新常態：「逆」境新動力。高峰會邀請了多位商界領袖及科技先驅，就香港零售商應如何適應疫情後的營商環境分享真知灼見，並集思廣益，討論如何重塑香港零售業的未來發展。有關高峰會的講者及贊助詳情，請參閱本刊的相關章節。

我們今期的期刊亦訪問了兩位新任副主席，分別是香港麥當勞行政總裁黎韋詩女士及裕華國產百貨有限公司董事總監余偉傑先生，了解他們如何克服疫情下的種種挑戰，內容豐富。

協會預料2021年仍然是繁忙的一年，希望各位會員及零售商及早續會，緊貼協會的最新動態。我們亦鼓勵尚未登記成為會員的零售商立即加入我們的大家庭，以享受各項專屬優惠，同時拓展人脈。

出版之際已是初春，謹祝各位會員及零售同業今年身心康泰，業務亨通！



## Message from Legislative Councillor (Wholesale & Retail)

立法會議員之話 (批發及零售)

**Hon. Peter Shiu**

邵家輝先生

### STIMULATING THE ECONOMY WITH ELECTRONIC CONSUMPTION VOUCHERS

#### 推「電子消費券」帶旺市道

Retail sales in Hong Kong have fallen for 23 consecutive months at the time of writing, and plunged 25% in 2020 – the largest annual decline on record. The government says the figure reflects the impact of COVID-19 on consumer activity. However, that statistic alone does not tell the full story of the downturn the retail and wholesale industry has experienced over the past two years.

Social unrest was already having a severe effect on domestic and tourist consumption in the second half of 2019, putting retail sales on a steep downward trajectory. The year-on-year decline in 2020 was therefore limited because it began from a relatively low base. In 2018, when there was no social unrest or pandemic, retail sales were HK\$485.2 billion compared with HK\$326.5 billion in 2020. So, we can see that the true extent of the market decline has been in the order of one third.

執筆之時，香港零售業總銷貨值已連跌23個月，總計2020年全年跌幅就達到25%，為香港有紀錄以來最大的年度跌幅，政府指這反映疫情對消費活動造成的嚴重衝擊。然而，我想指出，有關數字還未全面反映我們零售批發行業這一、兩年的境況。

這是因為在2019年下半年，正值香港發生社會事件，影響本地及旅客消費，故零售數據本已向下。正由於基數偏低，2020年的按年跌幅自然收窄。可是，若參照2018年的正常市況，當時沒有社會事件和疫情，全年零售業總銷貨值可達4,852億元，遠高於2020年的3,265億元，我們便可知道市道跌幅其實足足有三分之一(33%)之多。



What is especially worrying now is that COVID-19 has been with us for more than a year but has still not gone away, and many industries have suffered severely. In addition, although vaccines are on the way, the progress towards giving those vaccinations remains unclear. The market outlook for 2021, therefore, is not an optimistic one. In particular, the pandemic has not been controlled internationally and overseas tourists are unlikely to return for some time yet. It is difficult to have any realistic expectations of foreign exchange income. In such an environment, we can only rely on domestic consumption as an engine to drive economic recovery.

### **Using domestic consumption as a driver for recovery**

Last year, the government accepted a proposal for the 2020-21 Budget from the Liberal Party and myself for every adult permanent resident in Hong Kong to be given HK\$10,000. This was unquestionably a benevolent and helpful measure for the 7 million people of Hong Kong.

Unfortunately, the programme's launch in July coincided with the third wave of COVID-19 and was followed by stringent government restrictions on social gatherings. Many people stopped going out and spending, leaving their money in the bank and cancelling out the government's efforts to encourage consumption.

現時令人憂慮的是，疫情持續超過一年還未退去，許多行業都已五勞七傷，雖則疫苗將開始接種，但進展如何仍屬未知數，故展望2021年市況實未許樂觀。尤其是全球疫情還未受控，外來旅客在未來一段時間仍會絕迹，外匯收入根本難寄厚望，在如此環境下，我們只能靠本地消費作火車頭，來推動經濟回升。

### **靠本地消費作火車頭**

政府去年接納我和自由黨的建議，在《2020-21年度財政預算案》宣佈向每位成年永久居民發放一萬元現金，讓全港七百萬市民受惠，可謂一大德政。

只可惜七月推出時，正值第三波疫情爆發，加上受政府的限聚措施影響，很多市民都減少外出消費，只將該筆現金放在銀行，因此令政府派錢鼓勵消費的效果打了折扣。

In early January, I again met the Financial Secretary with the Liberal Party to discuss the Budget for the coming year. As well as suggestions such as waiving government fees and licence fees, waiving rents, and launching a new tranche of the Employment Support Scheme, I proposed that the government introduce electronic consumption vouchers.

Specifically, I suggested the government consider making use of electronic payment platforms such as Octopus cards to provide each citizen with electronic consumption vouchers worth HK\$5,000, which could be divided into 10 installments of HK\$500 a week and made valid for spending on specific dates, otherwise they would be returned unspent. The government could also issue the vouchers for different types of goods and services to ensure spending is spread evenly across a variety of industries and sectors.

Such a scheme would not only drive domestic consumption but would also have a ripple effect through sectors, including retail, wholesale, catering, import, transport, and logistics, so that businesses and the livelihoods of employees throughout Hong Kong would benefit.

今年1月初，我與自由黨再會見財政司司長討論來年度《財政預算案》時，除了提出豁免政府收費及牌照費、再推「保就業」計劃、寬免租金等建議外，也特別提議政府推出「電子消費券」。

具體而言，我建議政府考慮透過如八達通卡等電子支付平台，向每位市民提供比如總值5,000元的電子消費券，其中可分10期，每星期500元，限定指定日期內使用，否則款項歸還政府。另亦可考慮派發不同類型的電子消費券，以保證不同行業均獲得消費支持。

相信這樣做，既可帶動本地消費，又可為不同行業如零售、批發、飲食、進口、運輸物流、廣告等帶來漣漪效應，以至行行都有生意，員工的生計也可維持。

The practice of distributing vouchers to boost the economy has long been embraced in other places around the region, among them Mainland China, Macau, Taiwan, South Korea, Japan, and Singapore. In October last year, the Hong Kong Tourism Board launched a programme under which people could join local tours for free in return for spending more than HK\$800 at retail and dining outlets. The programme's 10,000 places were booked up in just a week. That demonstrates just how enthusiastically members of the public welcome initiatives to encourage consumption.

The government has resisted issuing physical vouchers in the past on the grounds that it would involve excessive administrative costs. I believe if vouchers were issued through an electronic payment platform, administrative costs would be greatly reduced. The government therefore has no reason not to consider this. I very much hope the government will adopt this proposal and put it into practice as soon as possible to boost the Hong Kong economy and help bring about recovery in the near future.

其實，以派發消費券來提振經濟的做法，早為多地採用，鄰近就有內地、澳門、台灣、南韓、日本、新加坡等。在香港，旅發局於去年十月亦曾推出「賞你遊香港」計劃，市民只要消費滿八百元便可換取本地遊名額，誰知計劃推出僅一星期，一萬個名額便爆滿，反映鼓勵消費的方式受大眾歡迎。

政府以往一直以行政費過高為由抗拒派發實體紙本的消費券，我相信若透過電子支付平台發放電子消費券，行政費應可大大減低，政府實再沒有拒絕考慮的理由。我很希望政府最終能採納建議並從速落實，以早日帶旺本地市道，推動經濟復甦。

## CEO TALKS

# Navigating Business Through the Pandemic 逆流導航者

The outbreak of COVID-19 that shocked businesses in early 2020 has created a highly volatile business environment, and affected many sectors with the retail industry bearing the brunt and suffering the greatest loss.

As they steer their businesses amid the pandemic, Ms. Randy Lai, CEO of McDonald's Hong Kong and Mr. Andrew Yu, Director of Yue Hwa Chinese Products Emporium Ltd, the new Vice-chairmen of Hong Kong Retail Management Association (HKRMA), talk about the strategies that help protect their companies against the crisis.

新冠肺炎疫情自2020年初爆發，將商界殺個措手不及，導致營商環境變化萬千。不少行業都受到疫情影響，零售業更首當其衝，令店舖生意大跌。

今期訪問了協會新一屆的二位副主席，香港麥當勞行政總裁黎韋詩（Randy）及裕華國產百貨有限公司董事總監余偉傑先生（Andrew）。兩位年青新一代管理人員分享他們如何為企業及早做好準備，才能臨危不亂，應對疫情的衝擊。







## INNOVATIONS INSPIRED BY DAILY OBSERVATIONS

# 想法多多 創新意念來自日常觀察

Ms. Randy Lai 黎韋詩女士

CEO, McDonald's Hong Kong | Vice-chairman, HKRMA

香港麥當勞 行政總裁 | 香港零售管理協會 副主席

Constantly pursuing innovation, McDonald's Hong Kong embarked on its digital transformation journey years ago with the introduction of McDonald's App and other digital initiatives like self-ordering kiosks, which have been highly popular amidst the pandemic. Digitalization is now an integral part of the brand's strategy, and Randy Lai, CEO of McDonald's Hong Kong known for her vision and experience in marketing, believes that it has helped McDonald's to stay ahead of the game by bringing customers back to its restaurants by minimizing social contact.

香港麥當勞一直創新求變，早年開始進行數碼轉型，推出麥當勞App和一系列如自助點餐機的數碼化設施，到了疫症爆發之時大派用場。香港麥當勞行政總裁黎韋詩（Randy）表示近年，數碼化是品牌發展的重點策略。同業才剛剛起步，麥當勞數碼化發展已經相當成熟，有助減少社交接觸，及時挽回消費者到餐廳進食的信心。Randy能夠洞悉先機，或許與以前豐富的市場推廣經驗有關。

## SEIZE OPPORTUNITIES WITH BUSINESS ACUMEN

### 憑敏銳市場觸覺早著先機

Like many Hong Kong people, Randy has fond memories of growing up with McDonald's and celebrating her birthdays there. She aspired to be part of this brand since childhood and to share the joy with other children. When completed her overseas study and returned to Hong Kong, she started her career in marketing at leading companies like Nike and Microsoft. In 1998, she called the McDonald's headquarters to introduce herself and was given the chance to make her childhood dream come true. Having worked in the marketing division in China for six years, she returned to Hong Kong in 2005 to take up the role as the head of marketing. In 2010, she became the first female Managing Director of McDonald's Singapore and was appointed as CEO of McDonald's Hong Kong in 2011.

With innovative spirit and aspiration for excellence, Randy has made various remarkable achievements in McDonald's Hong Kong over the past 22 years since 1998. From the 24-hour business model and freshly brewed coffee to McDelivery service, she proposed many groundbreaking ideas based on her daily life observations. Inspired by Hong Kong's culture of long working hours and having late-night meals, she presented the concept of "24-hour restaurants" in 2006. She also opened up a new market by launching McCafé premium ground coffee for discerning office workers in 2008.

談起與麥當勞結緣，Randy表示自己跟很多香港人一樣，是和麥當勞一起長大的，小時候曾在麥當勞舉辦生日會，自小對這個品牌有感覺，長大後就想在這裡上班，希望能把過去得到的快樂，也帶給下一代的小孩。從外國大學畢業回流後，Randy先後於Nike、微軟等大公司任職市場推廣，但對麥當勞念念不忘，她於1998年主動打電話到麥當勞公司總部毛遂自薦，然後很幸運獲得在麥當勞工作的機會。在中國麥當勞市場部工作6年後，她於2005年回港，正式成為香港麥當勞的市場部總管。2010年，她在新加坡出任當地的首位女性董事總經理，再於2011年回到香港，擔任香港麥當勞行政總裁。

自1998年入職，Randy至今已在香港麥當勞工作超過22年，憑着創新念頭及精益求精的態度，在公司扶搖直上。她分享，24小時營業、優質即磨咖啡、麥麥送等經典之作的靈感都來自對日常生活的細微觀察。例如，很多香港人工作至夜深，放工後會尋覓吃宵夜的地方，她便靈機一觸，於2006年起推行「24小時服務」；到了2008年，看準白領一族對咖啡品質有所追求，品牌便推出McCafé優質即磨咖啡，為麥當勞打開新市場。

## BETTER CUSTOMER EXPERIENCE THROUGH DIGITALIZATION

### 數碼化加強顧客體驗

While there were doubts over the 24-hour model and McCafé concept, time has proven that Randy was right when these services are now the main focuses of the company's strategy. These two initiatives were followed by the self-ordering kiosks and McDonald's App launched in 2017 and 2018 respectively. Once again, they have been well received by the market. Today, over 90% of McDonald's restaurants have self-ordering kiosks that handle nearly 40% of the purchases, and the McDonald's App has more than 2 million registered users. As smartphones become our necessities, Randy expects digitalization to evolve into a global phenomenon, and that technology will be part of everyday life. Therefore, from McDonald's App to the Experience of the Future (EotF) concept, the brand is committed to accelerating digitalization in its restaurants, customer journey, marketing promotion and human resources management strategies.

24小時服務及 McCafé 當年初次推出時，外界質疑聲四起，但時間證明 Randy 眼光獨到，至今兩者仍是公司的重點策略。品牌在2017年首推自助點餐機，到後來在2018推出麥當勞App時，或許有人會認為多此一舉，但事實勝於雄辯，目前麥當勞逾九成餐廳已增設自助點餐機，使用率近四成，而麥當勞App推出至今已有超過200萬位登記會員，成績驕人。智能手機近年成為都市人不可或缺的用品，Randy認為數碼化是全球大趨勢，大眾亦已習慣將科技融入生活，無論麥當勞App或是 Experience of the Future (EotF) 服務概念，都致力在餐廳設施、顧客體驗、市場推廣和人力資源管理多方面實行數碼化。





Instead of lowering the cost of manpower, the new technologies by McDonald's mainly serve to create a more rewarding, holistic digitalized experience for its customers. According to Randy, the customer journey consists of three parts, namely ordering, payment and offering feedback. Customers can place orders easily via the McDonald's App or a self-ordering kiosk, and choose from different cashless payment options, such as Octopus card, credit card and mobile payment platforms. Customers can also share their feedback about their dining experience using McDonald's MyVoice App.

麥當勞引入新科技，並非為了降低人事成本，而是想讓顧客得到更大體驗和滿足，創造全方位數碼化麥當勞體驗。Randy 介紹整個用餐體驗主要有三個部分，分別是點餐、付款、給予回饋。在點餐方面，無論使用麥當勞App或是餐廳的自助點餐機，顧客都能輕鬆自助點餐；在付款方面，餐廳提供一系列「無現金支付款」選項，包括八達通、信用卡及一眾手機付款平台；在給予回饋方面，顧客用餐後若想回饋，可使用MyVoice麥麥聽App，隨時隨地就用餐體驗分享意見。





With the expanding features, the McDonald's App has witnessed a broader user base during the pandemic as it offers much convenience to customers with the safe and efficient contactless ordering and food collection services, while the 24-hour McDelivery service allows them to enjoy the food in the comfort of their homes. Loved by the users since its revamp in last July, the upgraded McDonald's App features a more user-friendly interface, personalized experience and a wide variety of coupons.

在疫情下麥當勞App的應用更廣，Randy道出使用該程式的好處，包括零接觸落單、零接觸取餐，顧客便更感安心，甚至可透過24小時麥送安坐家中享受麥當勞美食。去年7月，升級版麥當勞App以全新面貌和大家見面，介面更易使用，為顧客帶來更個人化的用家體驗及多張電子優惠券，推出以來大受歡迎。



## ACCELERATED TRANSFORMATION AGAINST PANDEMIC

### 疫境下加速轉型求存

In light of the rapid digital transformation and rise of e-commerce in the retail industry, as well as the ever-changing needs of the millennial generation, Randy believes that it is important to improve customer satisfaction through both online and offline channels. Apart from upgrading the hardware, she also committed to the 3Fs philosophy - Fun, Firm, Fair - when it comes to talent development. She considers herself as a conductor of an orchestra who should assign the right person to the right position and uphold the 3Fs concept at all times to allow every member to unleash their talent. She leads her team towards success from an all-round perspective.

Being the Vice-chairman of the HKRMA, Randy encouraged her colleagues to participate in the Association's Service Talent Award with an aim to take the service quality to the next level. She believed that the award would broaden the horizon of frontline employees by offering them the opportunity to exchange ideas with their peers, help the company nurture talents and recognize outstanding performers. Realizing that the pandemic has challenged the traditional store-based business model of local retailers, Randy urges business owners to take their businesses online quickly to tap into the rapidly growing online market. Serving as the Chairman of HKRMA's Membership Sub-Committee, she also plans to invite more online shops to join the Association and to promote the online and offline development of the local retail industry together.

麥零售業面對急速發展的數碼化及電子商貿，加上千禧世代顧客及員工不斷轉變的需求，Randy 認為業界必須在線上線下着手提升顧客滿意度。零售業的配套要與時並進，同時Randy 作為公司行政總裁，堅守其注重員工發展的3F管理哲學，「我會比喻自己的職責為樂團的指揮：將合適的精英人才放在適當的崗位，秉持歡樂、堅持、公平 (Fun, Firm, Fair) 的管理理念，讓同事們各展所長。就像指揮一樣環顧及協調大局，引領團隊共同邁向成功。

為了提升員工的服務質素，身兼香港零售協會副主席的Randy早讓員工參加協會的傑出服務獎，她認為該獎可以擴闊員工視野，通過比賽為前線員工提供與其他同業交流的平台，亦可培育服務精英，表揚服務出色的前線員工。Randy 認為疫情扭轉過去本港零售業倚賴傳統門市的銷售方式，因應網購普及，業界應加快設立網上銷售模式。她同時擔任協會的會員事務委員會主席，將致力網羅更多網店成為會員，共同促進香港電商及線上線下全方位發展。



## EMBRACING OPPORTUNITIES & DIGITALIZATION AMID PANDEMIC

# 推動數碼轉型 迎戰新冠病毒疫情

Mr. Andrew Yu 余偉傑先生

Director, Yue Hwa Chinese Products Emporium Ltd | Vice-chairman, HKRMA

裕華國產百貨有限公司 董事總監 | 香港零售管理協會 副主席

Shortly after his father's request to return to Hong Kong during his 60th birthday, Andrew left his job in Shanghai and returned to Hong Kong to join the family business in early 2013. In order to get a full picture of the business operations, he requested to work on the same floor with the sales and purchasing departments, instead of taking a seat with senior management. By working and spending time with his colleagues, he got to know their thoughts about the company and found inspiration for the company's business and digital transformation.

Andrew 憶述當年畢業後於上海工作，2011年回港向父親賀壽，毅然答應回公司幫忙打理家族生意。他於2013年初入裕華時，特別要求與業務部同事同一樓層工作，希望由前線職位的角度去了解公司的運作。正正因為與同事一起工作和聚餐，可以了解他們對公司的想法，為他日後進行革新及數碼轉型帶來不少啟發。



## PLAN AHEAD AND SEEK CHANGES

### 居安思危 力求變革

A beneficiary of the Individual Visit Scheme and the economic growth of the Mainland since 2003, Hong Kong's retail industry reached its peak in 2013. As most retailers were busy serving their customers, they hesitated to make any changes. However, the visionary management of Yue Hwa recognized that they should reform the brand and business model to prepare for future challenges.

With the support from his father, his uncle and the board of directors, Andrew started rebranding the company and promoting digitalization step-by-step, striving to innovate while maintaining the strengths of the brand. To this end, he met with colleagues from different departments and levels, and listened to the views of the employees and customers through direct conversations and questionnaires.

The first change he made was to do a major renovation of the Jordan flagship department store and to give the logo of Yue Hwa a more vibrant and youthful touch. He then upgraded the enterprise resource planning (ERP) and computer systems. In 2017, he also upgraded the online shop and introduced the "So Good Family", a panda family of four who share their funny stories online and promote Yue Hwa's products to young customers on social media.

香港的零售業自2003年後受惠於自遊行及內地經濟增長，尤其是2013年更是零售業高峰時期。這時多數零售商均忙於處理應接不暇的顧客而對改革卻步。但裕華管理層反而居安思危，在品牌形象及公司營運方面致力求變。

Andrew表示初入公司，便得到兩位掌舵人--父親及叔父的大力支持，重塑品牌形象及推動數碼化發展。然而，他認為改革不能操之過急，並且要在創新的同時保持品牌優勢。期間，他和不同部門及各職級的同事進行多次會議，並以問卷調查了解員工及顧客的意見。

他首先重新粉飾店面，更新公司標誌，為公司注入活潑及年輕元素，繼而提升公司整個業務流程的管理軟件(ERP)及電腦系統，並且於2017年升級網店，加入了裕華吉祥物「蘇Good Family」，以熊貓一家四口的生活趣事，配合產品宣傳，以社交媒體向年青顧客推廣。





These forward-looking initiatives have helped Yue Hwa weather the storm stirred up by the pandemic. During the onset of the pandemic, when masks were at a severe shortage, Andrew recalled how grateful he was when a supply of masks from Indonesia were secured. The company first distributed masks for its employees and their families, and then offered the rest on the newly upgraded online store at affordable prices.

As a result, the Yue Hwa online shop recorded 500,000 views at one point as customers scrambled onto the e-store to purchase the masks. Though the online platform was at the time criticized due to server failure given the heavy traffic, Andrew was glad that more people got to know about Yue Hwa's new online shop. As visitors searched for products in the e-store's Anti-Virus Products Area, they were also attracted by other products offered by Yue Hwa. He shared that the company's online business has grown several times over during the pandemic. Although this emerging online business cannot fully cover the decrease in business suffered by the physical stores, it has significantly alleviated the impact on the company and gave hope on a new front for staff.

正正因為這高瞻遠矚的變動，幫助了裕華能更靈活地應對新冠疫情帶來的挑戰。Andrew回想於疫情初期，全港口罩供應十分緊張，公司在印尼找到口罩貨源後，預留了充足的數量派發給公司員工和他們的家人，亦以相宜價錢放在網上發售。

在一罩難求的情況下，網店一日錄得50萬次瀏覽。他表示網店曾經有短時間故障而遭到負評，但興幸作了這決定，讓更多香港人知道裕華已設有網店，其後多了網上顧客搜購抗疫專區的貨品，亦帶動他們對其他貨品的興趣。他表示公司的網店生意在疫情期間升了幾倍，需然網店仍是起步階段，這收入未能完全彌補實體店損失，但可以大大減低疫情對公司和員工的影響。



## KEEPING ABREAST OF THE TIMES WITH A DIVERSIFIED PORTFOLIO

### 多元化發展 與時代並進

Unlike other traditional department stores, Yue Hwa operates a seven-storey flagship store as well as a dozen specialty stores selling proprietary Chinese medicines. Yue Hwa Health Care outlets were opened in various districts as the company noticed that people attached higher importance to health and wellness after the SARS outbreak in 2003. The success of this diversified portfolio has also been proven time and again in recent years. Yue Hwa Health Care plays a vital role in promoting the company's image, especially as an expert at traditional Chinese medicines and herbs. The Yue Hwa Premium Collection was also launched to present Yue Hwa branded products featuring premium Chinese medicines, herbs and teas.

正正有別於傳統的百貨公司，裕華除了經營樓高七層的總店外，同時開設了十多間中成藥專門店。Andrew表示2003年SARS後，公司察覺到市民開始著重健康和養生，所以陸續於各區開設「裕華保健坊」。近年發生的種種事件亦印證了這分散部署策略的成效。他強調裕華保健坊更有助推廣公司的品牌形象，尤其是中藥材方面。公司近年亦搜集具品質的道地藥材，包裝成為公司品牌貨品，命名為裕華禮讚系列。

## A STRONG FAMILY CORPORATE CULTURE

### 著重家庭文化 推動員工勇於求變

Founded in 1959, Yue Hwa has many employees who have been serving the company for decades. So how did Andrew initiate changes internally as a newcomer and a young manager?

He attributed Yue Hwa's success to its strong family corporate culture that has since sustained from his grandfather's days. To them, employees are family. Over the years, staff members would bring their family and children to celebrate Chinese New Year together with his family. Though the loyal team members were used to working within their comfort zone, they knew that they would have to help Yue Hwa keep abreast of the times by making changes. Besides, the company also recruited a team of university graduates after SARS, who are now members of the management team and are enthusiastic on the future development of Yue Hwa.

裕華國貨自1959年開業，不少員工在公司已工作數十載，作為新丁兼年紀輕輕，Andrew如何推動員工改變呢？

Andrew認為成功全賴公司著重大家庭的文化特質。自爺爺年代，公司視員工為家人，員工每逢新年都帶同子女前來拜年，大家聚首一堂，像家人朋友一樣。他理解同事習慣了某種工作模式而通常不願意踏出舒適圈，但同事對公司有歸屬感，所以明白固步自封會令公司很快被社會淘汰，不能不變。他亦興幸公司於SARS後特別招募了一批大學生，他們現時已成為中高層管理人員，特別熱衷於公司的前景和發展。



Adapting to changes was not easy, yet the Yue Hwa team found it all worth it when seeing the flourishing online business during the pandemic. Today, they are more open to new ideas, and even took up acting roles in the company's campaign video for the table chess (also known as Novuss) competition organized by Yue Hwa recently. In fact, many colleagues are happy to take part in promoting Yue Hwa's offerings on social media now.

Instead of merely focusing on the number of views on social media, Andrew hopes to attract targeted customers and interest groups by thinking from their perspectives. Therefore, his colleagues now personally host livestreams to share Chinese tea drinking culture, Chinese soup recipes, traditional Chinese medicine and herbs, answering the questions of customers as true product experts to attract those who are interested in these products.

## FUTURE STRATEGIES 未來發展策略

### 1. Accelerating Digitalization

Online shopping and digital transformation have been on the rise. Andrew shared that many senior customers were new to online shopping, but they started to embrace this new trend during the pandemic with the help and support of Yue Hwa employees. Looking forward, Yue Hwa will continue to upgrade its online store, and strive to maximize the synergy between its online and offline operations.

Andrew回想改革那段日子大家確實需時適應，但疫情期間見到網店對公司帶來的效益，同事都感覺當時的付出是值得。同事比以前更願意接受新事物，舉例近年舉辦的全港康樂棋比賽，宣傳短片的人物角色全是同事親身扮演。現時不少同事都樂於幫忙以短片介紹公司產品，配合社交媒體推廣。

他坦然公司在社交媒體的宣傳不盲目追求瀏覽量，反而致力牽動目標顧客群的共鳴從而購買。公司沒有聘請KOL，由同事網上直播介紹，例如茶藝及教授煲湯等，因為他們更熟悉產品特性，懂得回應顧客的問題和需要。

### 1. 數碼化發展趨勢

Andrew表示網購及數碼轉型已是大勢所趨，好像不少銀髮一族顧客在疫情初期不懂網購，經員工以電話耐心教授後，銀髮一族亦開始習慣。公司未來將繼續提升網店系統，整合線上線下為業務帶來更大效益。



## 2. Strengthening Brand Value

Since consumers nowadays can search and purchase products offered by different brands online easily, or even buy what they need from the manufacturers directly, Andrew believed that retailers need to offer more than just products from third parties.

Leveraging the commitment to quality among Hong Kong retailers and the reputation of Yue Hwa, Andrew will continue to strengthen the brand image and expand the product and sub-brand portfolio of the Yue Hwa brand. He hopes that people will think of Yue Hwa whenever they need Chinese lifestyle related products. An example is Yue Hwa's sub-brand Hei Yue, which is a one-stop shop that provides customers with Chinese betrothal and wedding products and services.

## 3. Swift Response to the Needs of Customers

As the needs of customers change rapidly, Andrew believed that retailers need to be more flexible and respond quickly to consumer trends. For example, during the pandemic there has been a growing demand for food and home-cooking related items, so Yue Hwa has been offering more of these products and organizing food fairs at the department store's top floor had also helped drive more traffic. The company also introduced organic and vegetarian products in response to the trend of healthy living. In the future, Yue Hwa will continue to source and present new quality products that meet the needs of its customers and the market.

Andrew said that Yue Hwa has taken the opportunity during this pandemic to streamline its structure to facilitate more collaboration across departments, creating greater synergy and higher flexibility to align with the transformation of the retail industry.

## 2. 專注強化品牌價值

Andrew認為現時顧客可在網上快速搜尋貨品資訊，亦可於全球購買不同品牌的貨品，更有不少廠家以網上直銷，如繼續售賣第三方的產品，會逐漸失去競爭優勢。

他堅信香港的零售商有品質保證的優勢，而裕華貨品信譽昭著，所以未來會繼續鞏固品牌形象，並專注發展自家品牌，以便全方位提升競爭優勢。他希望，市民如果要買中式貨品便想起裕華，例如人們結婚便會想起裕華旗下品牌「喜裕」系列所提供的一站式傳統婚禮用品。

## 3. 快速回應顧客需求

現時顧客的需求瞬息萬變，Andrew認為零售商要快速作出回應，例如疫情促使市民對食品增加，公司隨時加添售賣日常及急凍食品、為響應健康生活而推出素食，並定期舉辦食品展等，以吸引人流。未來會繼續緊貼市場動向，不斷開拓新商品以切合顧客需要。

Andrew表示，公司現時正著力優化架構，使各部門之間能增加互動，發揮協同效應，以配合零售轉型的趨勢。





## HIGHLIGHTS 活動花絮

# HKRMA AWARDS PRESENTATION CEREMONY 協會2020年頒獎禮

The HKRMA Awards Presentation Ceremony 2020 was held both online and offline on 19 January 2021. Rescheduled due to the pandemic, the highly anticipated annual event brought together retailers through live streaming, the Association's Facebook page and its YouTube channel to celebrate and recognise the achievements of the awardees.

香港零售管理協會的頒獎典禮是業界一年一度的盛事。受疫情影響，協會2020年度的頒獎禮延期至2021年1月19日，並以線上線下雙線舉行，讓廣大業界朋友透過網上直播、協會的Facebook及youtube頻道在螢幕上聚首一堂，祝賀獲獎的公司及員工，共同見證他們努力的成果。

In her welcome speech, Mrs. Annie Yau Tse, Chairman of the Association, noted that 2020 was an unprecedented year full of challenges, but she was pleased to see that retail practitioners had been staying in touch with the customers through social media and other innovative channels, delivering outstanding omni-channel customer service. Meanwhile, she expected 2021 to be another challenging year, and encouraged retailers to leverage the strength of unity and revive the industry with innovation and optimism.

協會主席致歡迎辭時表示，2020年是業界有史以來最困難的一年。她感謝各位同業在艱辛的環境下堅守自己崗位，主動採用社交媒體及創新方案同顧客保持溝通，無論係線上或線下都充分展現出優質的顧客服務。展望2021年仍然是具挑戰性的一年，她鼓勵業界團結一致，以創新的精神和正能量繼續努力，相信很快可以走出零售業現時所面對的低谷。



The Association was also honoured to have the Financial Secretary, Mr. Paul Chan Mo-po, as the guest of honour. As he greeted the audiences virtually, he highlighted the structural change in the consumption behaviour of individuals and business models seen in the past year, and expected the accelerated digitalization and adoption of technologies by the post-pandemic retail industry driven by the rising trend of online shopping.

協會好高興獲得財政司司長陳茂波先生擔任主禮嘉賓，並以視像向業界朋友致辭。他表示過去一年，個人的消費行為以至很多企業的商業模式都出現了結構性的變化。網購已經漸成為日常生活習慣之一，即使日後疫情退卻，零售業加速數碼化和科技化是不可逆轉的趨勢。



## NEW AWARD FORMAT IN THE NEW ERA OF RETAIL

### 零售進入新時代 協會獎項與時並進

The epidemic has accelerated the online and offline (O2O) and digital development of the retail industry. To cope with this trend, the Association has launched a "Smart Retail Award" in 2020 to encourage smart innovation and technology adoption striving to promote best practices and innovative services to customers.

In addition, elements of retail technology are incorporated in the assessment criteria of the two reputable flagship programmes namely "Quality Service Programme" and "Service Talent Award". To celebrate its 35th anniversary, the Service Talent Award also launched special honours in 2020 to recognize the companies who provided steadfast support and won most awards in the past 35th years.

2020 is a very challenging year brought by the coronavirus, the Association specially launched Retail Anti-Pandemic Award and Certificates to recognize retailers and stores that have done well in epidemic prevention in providing consumers with a healthy and safe shopping environment.

疫情為零售業界帶來很大轉變，包括加速了零售業線上線下(O2O)及數碼化發展。為配合這趨勢，協會在2020年新增了「智能零售獎」，以獎項推動業界加快應用零售科技，為顧客提供創新服務。

與此同時，協會的「優質服務計劃」及「傑出服務獎」這兩項旗艦活動亦引入了全新面貌，包括在評審中增添零售科技應用相關的新元素，以配合數碼轉型的發展需要。而2020年亦適逢是「傑出服務獎」踏入35年的大日子，協會特別設立「傑出服務獎-三十五週年紀念大獎」，多謝過去一直支持這獎項的零售公司。

在疫情衝擊下，2020年是極具挑戰的一年，協會特別設立了「零售抗疫大獎」以及「店舖防疫措施表揚獎」，表揚在防疫措施做得出色的零售商及店舖，為消費者提供健康和安全的購物環境。



Congratulations to the following winners for their outstanding achievements!

協會祝賀以下得獎公司及同業! 同業亦可於 [HKRMA Facebook](#) 重溫當日頒獎禮的盛況

## SMART RETAILING AWARDS 智能零售大獎



### Smart Retailing Tech Award (Technology Vendor)

#### 智能零售科技獎(科技供應商)



Award Presenter: Mrs. Annie Yau Tse, Chairman, Hong Kong Retail Management Association

頒獎嘉賓: 香港零售管理協會主席 謝邱安儀女士

### Merit 優異獎



**Boutir Limited**  
Project Name 參賽方案:  
Boutir 掌舖



**eft Payments (Asia) Limited**  
Project Name 參賽方案:  
e+Pay



**Holistic Technology Company Limited / SoldEazy**  
Project Name 參賽方案:  
SoldEazy Sourcing Platform  
商機易採購配對平台



**iClick Interactive Asia Limited**  
Project Name 參賽方案:  
WeChat Mini Program Smart Retail Solution



**Impala Services Limited**  
Project Name 參賽方案:  
Augmented Reality Showroom Application for Product Development

### Innovative Smart Solution Award 智能零售創意獎



**Appcider Limited**  
Project Name 參賽方案:  
ShipAny - Smart Logistics Gateway for E-Commerce and Trading 電子商務智能物流平台



## Smart Retailing Tech Award (Technology Startups)

### 智能零售科技獎(科技初創企業)



#### Bronze Award 銅獎



Studio-R Co. Limited

Project Name 參賽方案:  
HOMEY 型宅·構

### Innovative Smart Solution Award 智能零售創意獎



Blockchain Solutions Limited

Project Name 參賽方案:  
Fi2Pay 快易俾



Stockvins Technology Limited

Project Name 參賽方案:  
StockVins - Real Time Bid/Ask Fine Wine  
Trading Platform



DropReceive

Synpro Solutions Limited

Project Name 參賽方案:  
DropReceive

## Smart Service Innovation Award (Retailers)

### 智能服務創新獎(零售商)

#### Gold Award 金獎



Uni-China (Market) Management Limited

Project Name 參賽方案:  
A Different Market Shopping Experience



#### Merit 優異獎



Circle K Convenience Stores (HK) Limited

Project Name 參賽方案:  
OK Stamp It Mobile App



Sun Hung Kai Real Estate Agency Limited

Project Name 參賽方案:  
The Point by SHKP Integrated Loyalty Program



## Smart Service Innovation Award (Retailers)

### 智能服務創新獎 (零售商)

#### Industry Impact Award 智能零售典範獎



**HKDECOMAN Technology Limited**

Project Name 參賽方案：  
020 Renovation Shopping Mall



**The Best New Zealand Shop**

Project Name 參賽方案：  
The Best New Zealand Shop — Omni-channel  
OMO sales platform

#### Smart Retail Best Practice Award 最佳智能零售應用獎



**EaseSales Limited**

Project Name 參賽方案：  
AI OMO Sales Ecosystem



**The Best New Zealand Shop**

Project Name 參賽方案：  
Omni-channel OMO sales platform

## QUALITY E-SHOP RECOGNITION SCHEME

### 優質網店認證計劃



#### Bronze Award 銅獎



**Chow Tai Fook 周大福**

Chow Tai Fook Jewellery Co. Ltd.  
周大福珠寶金行有限公司



**Saint Honore Cake Shop**

Saint Honore Cake Shop Ltd  
聖安娜餅屋



**STRAWBERRYNET**

Strawberry Cosmetics (Services) Limited

# QUALITY E-SHOP RECOGNITION SCHEME

## 優質網店認證計劃



Top 10十大網店 (List in alphabetical order排名不分先後)



**AmShop**

Amway Hong Kong Ltd  
美國安利 (香港) 日用品有限公司



**Bossini Online Shop**

Bossini Enterprises Limited  
堡獅龍國際集團有限公司



**Columbia Online Store Hong Kong**

Swire Resources Limited - Columbia  
太古資源有限公司



**JHCESHOP 日本城網購**

Japan Home Centre (HK) Ltd  
日本城 (香港) 有限公司



**J SELECT**

JEBSEN HOME TECH COMPANY LIMITED  
捷成尚品有限公司



**Market Place Delivers 網上品味超市**

The Dairy Farm Company, Limited - Market Place  
by Jasons  
牛奶有限公司 - Market Place by Jasons



**Mothercare**

Mother and Child Ltd.



**SmarTone 網上商店**

SmarTone Mobile Communications Limited  
數碼通電訊集團有限公司



**VIPSTATION 名人站**

Rich Jumbo Investment Limited  
雄利投資有限公司



**Wellcome Delivers 惠康為您送**

The Dairy Farm Company, Limited - Wellcome  
牛奶有限公司 - 惠康



**Watson's Wine 屈臣氏酒窖**

Watson's Wine  
屈臣氏酒窖

For winners of Top 3 SME E-Shops and Best Contract Fulfillment Award, please refer to HKRMA website.

有關至TOP中小企網店及最佳履行交易表現獎得獎名單，請瀏覽協會網頁。



# QUALITY SERVICE PROGRAMME 優質服務計劃



## 2020 Excellent Service Retailer of the Year

### 2020 卓越服務零售商



## 2020 Quality Service Retailer of the Year of Flagship Stores (5 outlets or below) - Grand Awards

### 2020 最佳優質服務零售商大獎 - 旗艦店 (5 間或以下店舖)



## 2020 Quality Service Retailer of the Year of Chain Stores (Above 5 outlets) - Grand Awards

### 2020 最佳優質服務零售商大獎 - 連鎖店 (5 間以上店舖)



Award Presenter: Ms. Janis Tam, Vice-chairman, Hong Kong Retail Management Association  
頒獎嘉賓: 香港零售管理協會副主席 譚錦儀女士



## 2020 Quality Service Retailer of the Year - Category Awards

### 2020 最佳優質服務零售商組別獎

<p>Automobile Category 汽車組別</p> 	<p>Beauty Products / Cosmetics Category 化粧品店組別</p> 	<p>Department Stores Category 百貨公司組別</p> 	<p>Personal Care Products Category 個人護理產品組別</p> 
<p>Electronic &amp; Electrical Appliances Category 電子及電器店組別</p> 	<p>Fashion &amp; Accessories Category 時裝飾物店組別</p> 	<p>Fashion &amp; Accessories - High Fashion Category 時裝飾物店 - 高級時裝組別</p> 	<p>Premium Life-Style Category 高雅・時尚生活品味組別</p> 
<p>Fashion &amp; Accessories - Sports &amp; Outdoor Products Category 時裝飾物店 - 運動及戶外用品組別</p> 	<p>Fastfood / Restaurants Category 快餐店 / 餐廳及酒樓組別</p> 	<p>Footwear Category 鞋類組別</p> 	<p>Quality Living Category 優質家居生活組別</p> 
<p>Furniture &amp; Home Accessories Category 傢俱及家居用品組別</p> 	<p>Health Care Products Category 健康產品組別</p> 	<p>Infant and Child Merchandise Category 嬰兒及兒童商品組別</p> 	<p>Well-Being Products Category 健康生活產品組別</p> 
<p>Retail (Services) Category 零售 (服務) 組別</p> 	<p>Specialty Stores - Physical Wellness (Health / Vision) Category 專門店 - 體健及視光產品組別</p> 	<p>Specialty Stores - Underwear &amp; Nightwear Category 專門店 - 內衣及家居服組別</p> 	
<p>Supermarkets Category 超級市場組別</p> 	<p>Telecommunications Category 電訊組別</p> 	<p>Watch &amp; Jewellery Category 鐘錶及珠寶店組別</p> 	

## 2020 Quality Service Retailer of the Year - Shopping Mall Category

### 2020 最佳優質服務零售商 - 商場組別

Gold Award 金獎	Silver Award 銀獎	Bronze Award 銅獎
cityplaza	東薈城名店倉 citygate outlets	黃大仙中心

## RETAIL ANTI-PANDEMIC AWARDS

### 零售抗疫大獎



零售抗疫大獎 金獎

K11



零售抗疫大獎 銅獎

Ulferts 歐化傢俬

Silver 銀獎: AQ Bio Technology Group Ltd

### CERTIFICATE WINNERS 優秀獎:

Fairwood Holdings Ltd 大快活集團有限公司

Meiriki Japan Co Ltd 日本命力健康食品有限公司

PARKnSHOP (HK) Ltd 百佳超級市場

Sun Hung Kai Real Estate Agency Ltd - Landmark North 新鴻基地產代理有限公司 - 上水廣場

Sun Hung Kai Real Estate Agency Ltd - Metroplaza 新鴻基地產代理有限公司 - 新都會廣場

## OUTLET ANTI-EPIDEMIC MEASURES AWARD

### 店舖防疫措施表揚獎



獎項



獎項



獎項



獎項

# 2020 SERVICE TALENT AWARD 傑出服務獎



35th Anniversary - Most Participating Brands  
35周年 - 參賽之最



Bronze Award 銅獎: The Hong Kong Jockey Club 香港賽馬會

35th Anniversary - Most Winning Brands  
35周年 - 獎項之最

**Gold 金獎:** Pizza Hut Hong Kong 香港必勝客

**Silver 銀獎:** The Hong Kong Jockey Club 香港賽馬會

**Bronze 銅獎:** Tse Sui Luen Jewellery (International) Ltd 謝瑞麟珠寶(國際)有限公司

35th Anniversary - Most Retail Ambassadors' Brands  
35周年 - 零售大使之最

**Gold 金獎:** SmarTone Mobile Communications Ltd - SmarTone

**Silver 銀獎:** The Hong Kong Jockey Club 香港賽馬會

**Bronze 銅獎:** Pizza Hut Hong Kong 香港必勝客

Tse Sui Luen Jewellery (International) Ltd 謝瑞麟珠寶(國際)有限公司

Best Training 最佳培訓



Award Presenter: Mr. Andrew Yu, Vice-chairman, Hong Kong Retail Management Association  
頒獎嘉賓: 香港零售管理協會副主席 余偉傑先生



## 2020 SERVICE TALENT AWARD 傑出服務獎





## 2020 SERVICE TALENT AWARD 傑出服務獎



2020 香港零售管理協會年度頒獎禮  
HKRMA Annual Awards Presentation



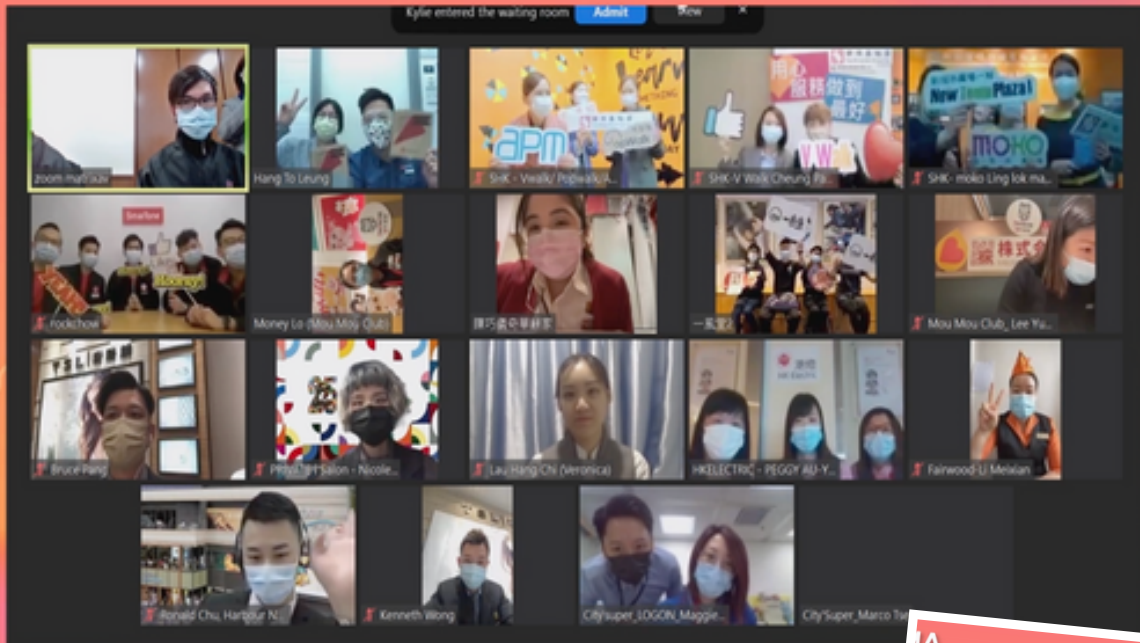
最佳打氣獎

新城廣場一期  
**New Town Plaza**

獎項編號：174

HKRMA

2020 香港零售管理協會  
HKRMA Annual Awards Presentation



2020傑出服務獎 組別個人獎



For winners of individual categories, please refer to HKRMA website.  
有關組別個人獎得獎名單，請瀏覽協會網頁。



# HKRMA Industry Awards & RECOGNITION

## 獎項及認證

In order to strengthen consumers' confidence in e-shops, the Association provides recognition to reputable online stores that provide quality customer experience, and "Top 10 Quality E-shop" honour has launched to reward the most outstanding e-shops. This year, a new scheme namely "Trust E-shop Recognition" is introduced to provide quick and easy certification for SMEs with a smaller scale online shopping system, helping the SMEs to uplift their competitiveness.

為加強消費者對網購信心，香港零售管理協會的『優質網店認證計劃』向信譽良好及提供優質顧客體驗的網店提供認證，每年更特設「十大優質網店大獎」表揚最卓越的網店。於2021年，協會於『優質網店認證計劃』下新增『信譽網店認證』計劃，為網購系統較精簡的中小企網店提供快易認證，加強中小企的競爭力。

**Apply Now! To Raise Consumers' Confidence in Your E-shop**

**從速申請！加強消費者對網店購物的信心！**

## GET 4 IN 1 PRICE 一個價錢 四個認證

- 01 **TRUST E-SHOP RECOGNITION** 信譽網店認證 **NEW**
- 02 **QUALITY E-SHOP RECOGNITION** 優質網店認證
- 03 **NO FAKES PLEDGE** 正版正貨標籤
- 04 **WEB ACCESSIBILITY RECOGNITION** 無障礙網頁嘉許

# 優網店認證三步曲 . 配合不同網店需要

## 3 Simple Steps to Get Your Recognition



<<了解認證計劃



計劃一：信譽網店認證

計劃二：優網店認證 - 基本評審

計劃三：優網店認證 - 全面評審



TRUST E-Shop Recognition 信譽網店認證

### Scheme Introduction 計劃簡介

- E-shop is eligible to apply for "TRUST E-Shop" Recognition if it has a registered domain name and provides online check-out, or runs on e-Marketplace or Social Media.
- E-shop will be assessed on 10 prerequisites of E-Shop's Trust and Development including zero complaint record in Consumer Council in the past 12 months.
- E-shop passes the assessment will get a recognition logo which could be used on its e-shop or promotional materials for 12 months.
- Renewal is required before the expiry date and use of expired logo is prohibited.
- 具備已註冊域名及提供網上付款選項的網店 或 營運於電子市集或社交媒體的網店均可申請『信譽網店』認證
- 評審共有10個網店在信譽及發展方面的基礎條件，包括在過去12個月的消費者委員會投訴記錄為零
- 通過認證的網店可獲得有效期為12個月的認證標籤，並可用於網店及宣傳品。
- 認證網店必須在認證過期前提交續期。

計劃詳情  
[Scheme Details](#)

網上報名  
[Online Enrolment](#)

Enquiry 查詢  
Ms. Ng 吳小姐  
Tel 電話: 2179 9410 / 2866 8311  
Email 電郵: [qeshop@hkrma.org](mailto:qeshop@hkrma.org)





# ***2021 RETAIL SUMMIT***

## **香港零售高峰會**

Thursday, 17 June 2021

2021年6月17日 (星期四)

2:30 - 5:15 pm

## **The Rise of New Retail Normal: Recover and Revitalize under Adversity**

## **香港零售新常態：「疫」境新動力**

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### **WHAT WOULD BE DISCUSSED?**

- **Ever-evolving customer behaviour**
- **Technology advancements**
- **Revolutionary changes in retail business models**
- **How to drive the industry into the future**



# 2021 RETAIL SUMMIT

## 香港零售高峰會

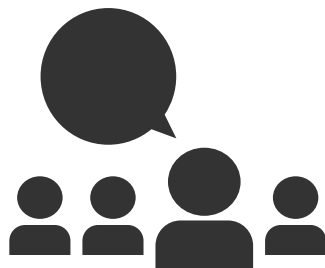
In view of a global pandemic, this year's Retail Summit aims to engage business leaders to exchange insights about the challenges retailers facing today and how to drive the industry into the future.

新冠疫情改變全球的營商環境，今年的香港零售高峰會將匯聚多位商業領袖，就零售商當前所面臨的挑戰及如何推動行業走向未來交換見解。

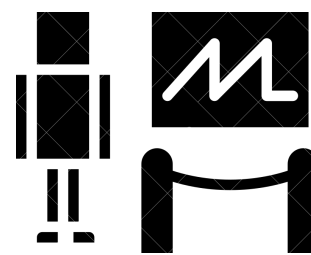
### WHAT WOULD BE COVERED?



**Keynote Speeches**  
專題演講



**Panel Discussions**  
討論環節



**Retail Business Showcases**  
零售科技方案展示

This year's Retail Summit will be conducted at Hong Kong Productivity Council and by live streaming. Stay tuned to our [www.hkrma.org](http://www.hkrma.org)!

今年的香港零售高峰會將於香港生產力促進大樓及透過網上直播舉行。最新安排，請瀏覽協會網站 [www.hkrma.org](http://www.hkrma.org)



# The Rise of New Retail Normal: Recover and Revitalize under Adversity

## 香港零售新常態：「疫」境新動力

Thursday, 17 June 2021, 2:30 - 5:15 pm

Language: Cantonese 以廣東話進行



### WELCOME REMARKS 歡迎辭

*Mrs. Annie Yau Tse*

*Chairman, HKRMA*

香港零售管理協會主席 謝邱安儀女士

### SESSION A 第一節

### OPPORTUNITIES AND CHALLENGES BROUGHT BY COVID-19 新冠疫情帶來的機遇及挑戰

This session will focus on the macro perspective about the opportunities and challenges of the retail industry under the impact of COVID-19 pandemic, and how retailers should equip and prepare for a very different new normal.

本環節將集中討論在新冠疫情全球大流行下，零售業的機遇和挑戰，零售商應如何裝備以應對完全不同的新常態。



### SPEAKER 嘉賓講者

*Mr. Rune Jacobsen*

*Boston Consulting Group (BCG)*

*Managing Director & Senior Partner*

*(This session will be conducted in English 第一節將以英文進行)*

*More speakers would be joining us, please check out at our website.*

高峰會將有更多嘉賓講者出席參與，請密切留意協會網站。



## SESSION B 第二節

## NEW RETAIL TRANSFORMATION 新零售轉型



This session will demonstrate innovative concepts on retail technology solutions, which could assist big and small retailers to solve business pain points and challenges amid transformation which is very much needed.

本環節將展示有關零售技術方案的創新概念，如何幫助大小型零售商解決轉型過程中的業務難題和挑戰。

### SPEAKERS 嘉賓講者



*Mr. Bruce Lam*

*Managing Director, Consumer Mobile, CSL Mobile Ltd*

CSL Mobile Ltd 董事總經理 林國誠先生

*Ex-Co Member, HKRMA* 香港零售管理協會執委會成員

*Mr. Lam will share the latest 5G technology in Hong Kong, and how this can transform the new retail journey.*

*(Speaker & Moderator 嘉賓講者及討論環節主持人)*



*Mr. Taurus Cheung*

*Co-founder & Director, Appcider Ltd – ShipAny*

Appcider Ltd – ShipAny, 聯合創辦人 張立志先生

*ShipAny logistic platform supports multiple online stores and e-Commerce platform systems, addressing online stores' strong demand for logistic services.*



*Mr. Patrick Tu*

*Co-founder & CEO, Dayta AI*

Dayta AI 聯合創辦人及行政總裁 屠厚鈞先生

*Dayta AI offers a cloud-based AI solution "Cyclops" that can connect most video cameras to acquire, evaluate and interpret in-store data, providing retailers with the most-needed customer intelligence to enhance the in-store shopping journey.*



*Mr. Keith Lee*

*Co-founder, Wee Creation Company Ltd – Mobile.Cards*

聯合創辦人 李敬峰先生

*Mobile.Cards provide tailor-made mobile shop app, become a member via mobile, check reward point, and scan QR Code to redeem rewards.*



E-LEARNING  
HUB

## 網上學習中心

To cope with the changing mode of learning of retail practitioners, an E-Learning Corner has been created on HKRMA website with bite-sized videos. Please browse at <https://www.hkrma.org/e-learning-corner>

為配合零售人員學習模式的轉變, 協會於網站新增設網上學習中心, 載有簡短影片。歡迎瀏覽協會[網上學習中心](#)。



疫情中的顧客服務及零售新技術 - Part 1



後疫情時代零售業之轉型 (28:30)



疫情中的顧客服務及零售新技術- Part 2



後疫情時代的數碼營銷及轉型



# Highlights of Government's Business Facilitation Work That is Relevant to The Retail Sector

## 政府有關零售業的方便營商措施

### Background

The Government is always committed to improving the ease of doing business in Hong Kong. A prominent example is the establishment of the Business Facilitation Advisory Committee (BFAC) and, among others, its Wholesale and Retail Task Force (WRTF). These provide a platform to foster and facilitate Government-business communication on issues relevant to the trade.

The Business Facilitation Team of the Efficiency Office under the Information and Technology Bureau serves as the Secretariat of the BFAC. As in many of the past HKRMA's newsletters, we are delighted to keep the retail sector updated of the relevant business facilitation issues discussed at the WRTF as summarised below.

### (A) Financial assistance for Hong Kong enterprises

#### (1) Funding Schemes under the Trade and Industry Department

The Government attaches great importance to supporting small and medium enterprises (SMEs) and strives to provide a business-friendly environment for their development. Regarding financial assistance, the Trade and Industry Department (TID) administers various funding schemes to assist SMEs, including the "SME Export Marketing Fund", "Dedicated Fund on Branding, Upgrading and Domestic Sales", and "Trade and Industrial Organisation Support Fund". These funding schemes as well as other enhancement measures enable SMEs to explore markets and enhance their overall competitiveness. In view of the economic downturn and adverse impact of the COVID-19 epidemic on business environment, the Government has implemented several rounds of enhancements to the above-mentioned schemes, including expanding the funding scope and raising the funding limit per enterprise, etc.

### 背景

政府一直致力改善本港的營商環境，例如成立方便營商諮詢委員會(方諮會)及其轄下的批發及零售業工作小組(工作小組)，以提供一個溝通平台，促進及利便政府與業界就有關議題交換意見。

創新及科技局轄下的效率促進辦公室的方便營商組擔任方諮會秘書處。一如以往，我們很高興在香港零售管理協會的季刊上，為零售業定期介紹在工作小組討論了的方便營商議題。現簡介如下。

### (A) 對香港企業的財政援助

#### (1) 工業貿易署轄下的資助計劃

政府十分重視支援中小企業，並致力締造有利的營商環境供中小企發展。在財政援助方面，工業貿易署(工貿署)負責推行多項資助計劃協助中小企業，包括「中小企業市場推廣基金」、「發展品牌、升級轉型及拓展內銷市場的專項基金」，及「工商機構支援基金」。這些資助計劃及其他優化措施幫助中小企業拓展市場和提高整體競爭力。鑑於經濟下行和2019冠狀病毒病疫情對營商環境的負面影響，政府已就上述計劃推出多輪優化措施，包括擴大資助範圍和增加每家企業資助上限等。

## **(2) SME Financing Guarantee Scheme**

To help ease the cash flow problem of SMEs hard hit by the COVID-19 epidemic, the Government introduced a concessionary low-interest loan in April 2020, where 100% guarantee is provided for loans to businesses that have suffered at least a 30% decline in sales turnover. As at 31 December 2020, the Special 100% Guarantee Product has helped about 20 000 enterprises to obtain loans amounting to around \$40 billion. The SME Financing Guarantee Scheme also offers the 80% and 90% Guarantee Products which serve business enterprises that require a larger loan amount or a longer loan period.

## **(B) Facilitation measures on business operations**

### **(1) Transshipment Cargo Exemption Scheme**

The Transshipment Cargo Exemption Scheme (TCES), which is under the TID, exempts registered shipping companies and airlines, or their appointed freight forwarders, from the import/export licensing requirements on certain types of transshipment cargo. The TID has launched two trade facilitation measures in respect of the TCES under the “Be the Smart Regulator” Programme, under which the industry can apply online for new registrations under the TCES and the validity period of the registrations has been extended from one year to two years. These measures help the industry save operating costs and administrative efforts.

## **(2) 「中小企融資擔保計劃」**

為協助受2019冠狀病毒病疫情嚴重打擊的中小企業應付資金流問題，政府於2020年4月在「中小企融資擔保計劃」下推出特惠低息貸款，為營業額下跌30%或以上的企業貸款，提供百分百擔保。截至2020年12月31日，百分百特別擔保產品協助了約2萬家企業取得約400億元貸款。「中小企融資擔保計劃」亦另外提供八成及九成信貸擔保產品予需要較大貸款額或較長貸款期的企業。

## **(B) 方便營商的措施**

### **(1) 轉運貨物豁免許可證方案**

工貿署推行轉運貨物豁免許可證方案（TCES），豁免已登記的船務和航空公司，或其委任的貨運公司，在轉運若干種類的貨物時毋須辦理所需的出入口許可證。工貿署在「精明規管計劃」下推出兩項有關TCES的便利營商措施，令業界可以在網上辦理TCES的新登記申請，以及將登記的有效期由一年延長至兩年。有關措施有助業界減省營運成本及行政工作。

## **(2) “Salt /Sugar” Label Scheme for Prepackaged Food Products**

To cultivate a culture of low-salt-and-sugar diet in the community, the Committee on Reduction of Salt and Sugar in Food, the Food and Health Bureau and the Centre for Food Safety of the Food and Environmental Hygiene Department have jointly introduced the voluntary “Salt / Sugar” Label Scheme for Prepackaged Food Products. The Scheme provides a set of four labels, namely “Low Salt”, “No Salt”, “Low Sugar” and “No Sugar”. It eases consumers in identifying low-salt-low-sugar products and in making informed choice when purchasing food. It also serves as a catalyst for the trade to widen the provision of a variety of low-salt-low-sugar products in the market.

## **(C) Business facilitation on legislative proposal**

### **Progress of amendments to the Dangerous Goods (General) Regulations and the Dangerous Goods (Application and Exemption) Regulation 2012**

The Fire Services Department has provided information on the latest work progress of the amendments to the Dangerous Goods (General) Regulations and the Dangerous Goods (Application and Exemption) Regulation 2012, including the control regime of Dangerous Goods in Consumer Packs (DGCP). The proposed amendments aim to align the local regulatory regime on dangerous goods (DG) with the international standards, such as the International Maritime Dangerous Goods Code, to facilitate the trade and the public as well as to enhance the safety standard within the purview of the regulatory control of DG in Hong Kong. In view of the usage of DG in small packages (e.g. isopropyl alcohol (hand sanitiser)) in the market, a new DG classification system and control regime for DGCP will be introduced to facilitate the smooth operation of the trade without compromising public safety. For examples, conveyance of DGCP, irrespective of the amount involved, will be exempted from licensing requirements. DGCP will also be exempted from the packing, marking and labelling requirements.

The information is provided by the Wholesale and Retail Task Force under the Business Facilitation Advisory Committee of the Government.  
資料由政府方便營商諮詢委員會轄下的批發及零售業工作小組提供。

## **(2) 預先包裝食品「鹽／糖」標籤計劃**

為培養社會上低鹽低糖的飲食文化，降低食物中鹽和糖委員會、食物及衛生局及食物環境衛生署轄下的食物安全中心共同推出自願性質的預先包裝食品「鹽／糖」標籤計劃（計劃）。計劃提供一套四款的標籤，分別是：「低鹽」、「無鹽」、「低糖」及「無糖」。計劃讓消費者更容易辨認「低鹽低糖」的產品，從而在選購食物時作出有依據的決定，並鼓勵業界提供更多「低鹽低糖」的產品供市場銷售。

## **(C) 有關方便營商的立法建議**

### **《危險品（一般）規例》和《2012年危險品（適用及豁免）規例》修訂工作的進展**

消防處闡述《危險品（一般）規例》和《2012年危險品（適用及豁免）規例》的最新建議修訂工作的進展，包括消費裝危險品的管制制度。修訂建議旨在調整本地危險品規管制度，使之與《國際海運危險貨物規則》等國際標準一致，以便利業界和公眾，亦藉此提升本港危險品規管措施的安全標準。消防處考慮到市面上小包包裝的危險品（例如異丙醇（酒精搓手液））的使用情況，為方便業界和公眾，日後將在不影響公眾安全的前提下，推行一套新的危險品分類方法和消費裝危險品管制制度。例如，運送消費裝危險品，不論數量為何，將可獲豁免領牌。消費裝危險品亦將獲豁免遵守有關包裝、標記和標籤的規定。



# 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:

Borwin Digital Limited 三陽數碼有限公司  
 Chairman Instruments Trading Limited 俊文樂器貿易有限公司  
 Cool Watch Co., Limited 高一鐘錶有限公司  
 Health Elite Club Limited 健英會有限公司  
 KDI Trading Limited  
 King's Wine Cellar (HK) Limited 帝醇酒莊  
 Leighton Wine 禮頓酒莊  
 Lohas-Mall International Limited 樂活商城國際有限公司  
 Maraes Salon Limited 天瑞護髮用品中心  
 Morrisofa Hong Kong Limited  
 Online Fashion Skincare 網上護膚品專賣店  
 Po Shu Jewellery Company Limited 寶樹珠寶有限公司  
 Reliable Medicine Technology Company Limited 中信醫藥科技有限公司  
 Savannah 芊月  
 Shopping TaiTai Limited 興業創意有限公司  
 Shutter Release Limited 快門工房有限公司  
 Solo Buybuy  
 Three To Eighty Enterprises Ltd

### Associate Members 公司聯席會員:

Dianping (Hong Kong) Limited  
 Diyixian.com Limited 第一線有限公司  
 hoolah  
 Insider  
 Kingshare Global Limited 港順環球有限公司  
 Mpower Technologies Limited

## Join Now

ENQUIRIES

Tel: (852) 2866 8311

Email: [membership@hkrma.org](mailto:membership@hkrma.org)

## 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.

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。

#### Association's Views 協會意見:

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](http://www.hkrma.org)

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。

- Submission on the Fourth Round of Anti-epidemic Fund  
就政府第四輪防疫抗疫基金提供意見
- Submission on 2021-22 Budget Consultation  
向政府提交2021-22年度財政預算案建議書
- Plea for Government's support to the retail industry under the impact of COVID-19 pandemic  
反映新型冠狀病毒疫情對零售業的打擊，並呼籲政府支持
- Submission on the Public Consultation on the Proposed Amendments to the Harmful Substances in Food Regulations  
就《食物內有害物質規例》的建議修訂公眾諮詢提供意見

#### HKRMA Activities 活動一覽表:

Date 日期	Event 活動
19 Mar 2021	[Webinar] Leadership Skills for Driving Digital Transformation [網上講座] 帶領數碼轉型之領導技巧
16 Mar 2021	[E-COMMERCE CERTIFICATE] Douyin (抖音) Marketing 2021 (English Only)
15 Mar 2021	[HKRMA CERTIFICATE] Effective Executives Public Speaking and Presentations (English Only)
10 Mar 2021	[E-COMMERCE CERTIFICATE] Instagram Marketing 2021 (English Only)
02 Mar 2021	第一屆SHOPLINE 卓越品牌大賞 暨 HKRMA 十大優網店大獎 頒獎典禮
01 Mar 2021	[Webinar] New Era of Retail - The Revolution of Retail Landscape (網上研討會) 「零售新時代下之轉型革命」
25 Feb 2021	[E-COMMERCE CERTIFICATE] Conversational & Unified Commerce Strategy (English Only)



## 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、家具及居室用品、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。

