Result of Bossini’s Brand Revamp

By

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EXECUTIVE SUMMARY

By launching an 360 degree integrated brand revamp program in March 2007,

Bossini aimed to provide a refreshed image to both existing customers and to attract new customer groups. It had spent a great deal of efforts on new product lines, staff training, shop decoration and crossover with different international brands like \textit{M&M’s series} in order to inject new and customer focused elements of family essence and values to the products.

The purpose of this study is to investigate the result of Bossini’s brand revamp program by obtaining opinions from customers’ point of view.

In order to get additional advice to the revamp program, we had interviewed with Mr. Yim Kai Ming who is the chairman of Hong Kong Institute of Marketing. The information we received from them and additional secondary research, helped to support the theories of branding concept.

By analyzing the data of the questionnaires, difference between different operational aspects before and after brand revamp can be known. Besides, the result of our study shows that crossover and shop decoration were regarded as the successful factors.

Although most of the respondents realized the revamp program, many of them still didn’t visit and purchase more because of the brand revamp efforts like using celebrities as its spokesperson. But in general, we found that the brand revamp is
worthwhile to launch to the market after balancing the benefits and drawbacks of the brand revamp program. Lastly, we would like to give out some recommendations such as inviting Michael Fitzerald Wong’s whole family as the spokesperson to promote the “family” concept of the brand revamp more effectively and to improve any deficiency to enhance revamped brand awareness.
ACKNOWLEDGEMENT

We would like to express our sincere thank to the following persons for their generous contributions to this project.

Mr. Yim Kai Ming- the chairman of Hong Kong Institute of Marketing for the interview and his effort of his expertise to help in branding concept.

We are most grateful to our Project Coordinator, our Project Supervisor Ms Rean Lee and our Second Assessor, Ms Winnie Woo for their assistance and patience in providing guidance.
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1. INTRODUCTION

With the fast development of Hong Kong apparel retailing industry, the rivalry among existing firms in the market become intensive incrementally. To raise a company’s market share, it’s unavoidable to make use of different marketing strategies such as introducing new product lines to the existing customer base and new product design to attract the new customer groups.

Bossini is one of the companies that realized the trend that the customers have incremental emphasis on the brand value. Although it has established for over twenty years and it is a well-known brand selling value-for-money leisure clothes, it understood the vitality of branding.

In March of 2007, Bossini had implemented an integrated brand revamp program in order to inject new elements and value with the concept of “family” so that the needs of each family member is satisfied. By the improvement of different aspects with a wide scope from product offerings and shop decoration to customer shopping experience, Bossini strived to generate a trendy impression in order to boost the sales.

In this study, we focused how customers perceive on the Bossini’s main efforts on the following aspects through question 7 to 12 in the questionnaire.

1.1. Mr. Alan Chan as brand revamp program leader

To enhance the freshness of the brand, Bossini appointed an internationally
renowned graphic designer Mr. Alan Chan to revamp its brand with refreshing appearance, a bold use of green to stand out Bossini brand identity. It drew the attention from customers and strengthened Bossini’s family-oriented appeal by focusing the lamp in “B” shape near the shops entrance and branches interior design.

Mr. Alan Chan also led the comprehensive brand revamp program so that it could be carried out smoothly and efficiently. (Refer to Appendix 19)

1.2. Cooperation with other companies

Furthermore, to enhance awareness of the new brand image to customers, Bossini cooperated with different international companies that share similar brand values. It had introduced several licensed products in phases (Refer to Appendix 8). It cooperated with the M&M'S® company which has similar values such as the emphasis on family, smile, humour and colour. Both of them have similar target consumer segments including youth, young-at-heart adults and families. Bossini also worked together with Nintendo Company Ltd. and Fox Broadcasting Company to release a series of t-shirts and trucker caps printed with the characters of Super Mario Series and The Simpsons Family respectively. It also collaborated with DreamWorks Animation's studio to offer a wide range of colorful Kung Fu Panda t-shirts, sun visors and beach sandals for children. (Refer to Appendix 10) To be more attractive and appealing to the customers, Bossini offered special discount for customers
holding Toys“R”us card to buy the “crossover” products.

1.3. Spokesperson

Moreover, Bossini made use of influencing power of celebrities. It worked with different celebrities included Charlie Yeung Choi Nei, Stephy Tang Lei Yan and Charlene Choi Cheuk Yin. They contributed their young, energetic and healthy characters as the image of revamped brand. As a result, it was a desired strategy to attract the youth. Besides, Charlene Choi travelled to Denmark and had taken a cover story of magazine emphasizing the essence of family. (Refer to Appendix 11)

1.4. New product lines

The three new product lines included categories of youth, baby and maternity which were launched to the market in early 2007. (Refer to Appendix 6) In addition, Bossini had invested more in its product design and “easy to mix-and match” styles so as to pave the way for broader and deeper penetration into the mass market. (Refer to Appendix 11)

1.5. Staff Training

A great deal of efforts was spent to enhance training of front-and-back-end staff to improve in store customer service. Bossini had held a new series of training programs, including workshops to improve the communication and presentation skills of front line staffs, created a fresh and friendly staffs’ image and conducted
children psychology seminars to improve communication and serving skills to pregnant women and their children for the new product lines. (Refer to Appendix 15)

1.6. Scope of study

We would like to investigate the result of the brand revamp program by focusing the main efforts in the revamp program mentioned above. And the main efforts are based on the opinions of external parties includes marketer and customers instead of the financial performance of Bossini.
2. OBJECTIVES

Branding is one of the popular marketing philosophies in recent years. As time goes by, many entrepreneurs were aware of brand aging of their products. Bossini is one of the companies had conducted a large scale brand revamp program. Studying Bossini brand revamp program is a valuable opportunity to understand branding more deeply through the reference books, marketers and customers point of view. The followings are the purposes of this study:

2.1. To study the customers’ perception in different dimensions before and after the brand revamp

The questionnaire analysis shows how the customers perceive the different dimensions of performance before and after the brand revamp, such as display layout, lighting, customer service and so on. These can be determined whether the program is effective. And the financial information was used as reference since it was not the main study in this report.

2.2. To find out the successful factors of the brand revamp program

Successful factors are necessary for an organization to achieve its mission, and can apart from its competitors. After studying the customers’ perception in different dimensions before and after the brand revamp, the successful dimensions in customers’ perspective could be found, and then the improvement of the customer
satisfaction could be identified.

2.3. To suggest for improvements of the brand revamp program

After the deficiencies in the brand revamp program had been found, recommendations can be drawn from the analysis of the marketers and customers point of view.
3. LITERATURE REVIEW

To prove our concept about the brand revamp, we had searched different secondary data from various sources, included magazine, articles, and books.

The brand for a corporate is an important element. A corporate will be affected if its brand is managed carelessly. Cover story in the magazine publicized by the Hong Kong Institute of Marketing had mentioned “strategy of branding is an important strategy for a corporate to survive, and it is the direction in entire strategy of a corporate.” A corporate emphasizes on the brand strategy can lead a positive impact on the corporate like enhancement of brand awareness.

On the other hand, we know that branding strategy set by a company needs careful analysis, and it includes internal and external factors that will affect the success of the revamp. After our discussion, we believe there are three factors for Bossini to conduct the revamp. They are (1) environment and nature of rejuvenation, (2) brand’s identity, and (3) renewing the target market. Mr. Jean-Marc Lehu (2006) also mentioned the above three factors in the book of “Brand Rejuvenation: How to protect, strengthen & add value to your brand to prevent it from ageing”.

For environment and nature of rejuvenation, Jean-Marc Lehu mentioned “the nature of the target market will also be analyzed with the intention of effecting rejuvenation in that area too. Each of these components is a potential factor that may be actioned
individually or in combination with others.” After our research, we knew Bossini conducted the revamp in 2007, it was a good economic environment and there were many semi-independent travelers from mainland China supporting the apparel industry, so that it facilitated the success of the revamp.

For brand’s identity, Jean-Marc Lehu mentioned “When a brand shows symptoms of ageing, there may be a strong temptation to change its identity for younger, more dynamic version.” After our research, we knew Bossini is a corporate which had established for over twenty years in the apparel retailing industry. Because of brand aging, it is necessary to launch the brand revamp program to keep the corporate “younger”.

For renewing the target market, Jean-Marc Lehu mentioned “Does a brand have to be the same age as its customers? Not necessarily, but it is true that the average age of the consumer base influences the perception of the brand’s age, in addition to its own actual age. In this way, there is often a great temptation to renew.” After our research, we found that Bossini had introduced a product line called “Youth” and it cooperated with different cartoon to produce “crossover” commodities. It showed Bossini hope to attract more young customers to keep its brand “young”. Also, it can increase the market share in the apparel retailing industry.

Mr. Jean-Marc Lehu also discussed another two factors that will affect the success of
the revamp. They are (4) the dynamizing of advertising and (5) the growth of the product portfolio.

For the dynamizing of advertising, Jean-Marc Lehu mentioned “advertising is probably one of the essential factors in the rejuvenation of a brand – if only because there is a risk that any interruption will add to the vicious circle of the negative effective effects of the ageing process.” After our research, we found that Bossini only used two television advertisements after revamp (refer to Appendix 14), but it had used a large amount of other advertisement tools such as magazines, leaflets and promotion events.

For the growth of the product portfolio, Jean-Marc Lehu mentioned “The brand does not age: only its products do! ...Most brands suffering from the ageing process consist of products that have aged in the eyes of their consumers.” We found that Bossini had launch three new product lines including youth, baby and maturity. Also, Bossini had cooperated with different companies to produce “crossover” commodities. In addition, Bossini had hired new designers to redesign the products.

We believe all of the tactics above can help Bossini to enhance product portfolio.

We are also the customers of Bossini and we know that customer service is the important part for a customer when choosing a brand. From our knowledge about supply chain management, we know customer service is part of the supply chain, and
it is value adding to the retailing. The book of “Logistics” written by David j. Bloomberg et al mentioned that in the chapter of “Quality customer service and integrated logistics.” That’s why customer service is important for a brand. However, recently needs of customer service is different from several years before. And book of “Customer Service: skills for success” written by Robert W. Lucas also mentioned consumer behavior is shifting. “Americans are enjoying increasing amounts leisure time and have more disposable income as they age. The income and wealth of people in other countries is also rising and they are pursuing life and leisure activities at a record pace.” So it is important for Bossini to focus more on customer service.
4. METHODOLOGY

4.1. Personal interview

At the end of November 2008, we invited Mr. Yim Kai Ming, Chairman of The Hong Kong Institute of Marketing (HKIM), who has credibility for branding for an interview. There is a website stated his comment about different companies. (Refer to Appendix 14)

We had sent a questionnaire about Bossini brand revamp to Mr. Yim (Refer to Appendix 5) and he suggested us to contact with Mr. Alan Chan. However, Mr. Yim needs to consider the interview arrangement.

On middle of December Mr. Yim had accepted our interview. His secretary had confirmed the details of interview. We had conducted an interview with him on 23 Dec 2008 11:00 am at HKIM Office and the interview was lasted for around about an hour. (Refer to Appendix 2)

The following are potential interviewees who had rejected our interview arrangement.

Franky Li is the representative of Marketing Department of Bossini. (Refer to Appendix 4)

Mr. Alan Chan is the owner of in Alan Chan Design Co and was responsible for Bossini Brand revamp program. (Refer to Appendix 3)
Ms Caroline Mak is the chairman of Hong Kong Retail Management Association.

Mr. Vincent Fang Kang, member of the Legislative Council of Hong Kong, who is elected by the wholesale and retail industry.

4.2. Questionnaire

4.2.1. Target population

For this study, the target population is composed of the existing Bossini’s customers in Hong Kong. The followings are some requirements for choosing the target respondents: They should be Hong Kong residents who are eighteen years old or above, the reason is that they are mature enough to precisely give out opinions of the interview. Besides they should know the existence of Bossini brand revamp program and visited to any Bossini branch before and after Bossini brand revamped. For the above conditions, we confirmed that by asking the respondents during the interview.

4.2.2. Sample size

Due to time constraints, we had completed 300 questionnaires in the study. There were 203 target respondents fulfill the requirements of sampling and 97 who were not our target respondents as they did not know the brand revamp of Bossini or had not visited to Bossini before. So our analysis would not consider the information and opinions of these 97 respondents.
4.2.3. Sampling measure

As we are students, we did not have much financial support, rich experience on conducting survey. There are some criteria for selecting the target respondents, so we choose convenience sampling in this study.

Firstly, we had conducted 25 pilot tests on 17 and 19 January, we did interview with our friends, family or classmates separately, and got some ideas for modifying the questionnaires.

We modified the questionnaires on 20 and 21 January. After that, we completed 300 questionnaires before Chinese New Year. We went to Mong Kok (6-12A, Sai Yeung Choi Street, Mong Kok, Kowloon) and Causeway Bay (Shop 13-16, G/F & Units 13-15, 1/F, Excelsior Plaza, Yee On Building, No. 26 East Point Road, Causeway Bay, Hong Kong) to do the interview on 22-25 January, 5p.m to 8p.m respectively.

During the interview, we stood near Bossini branches and tried our best to find the person who just came out from Bossini branch as we knew that they were possibly to be our target respondents. Besides, we had also interviewed people who were walking on the street.

In screening procedures, we asked a few questions at the beginning of the interview to check whether they were eighteen years old or above, knew the brand revamp and had visited to Bossini before. After asking these questions, if we found that they were
not our target respondents, we ended the interview after getting the personal information. The results showed that there were no respondent smaller than eighteen.
5. FINDINGS

5.1. Findings of questionnaire

Following including all of the respondents:

Q1 Acknowledge of brand revamp of Bossini

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Know</td>
<td>206</td>
</tr>
<tr>
<td>Do not know</td>
<td>94</td>
</tr>
</tbody>
</table>

Followings including the respondents who know the brand revamp of Bossini only:

Q2 Media to know the brand revamp (can choose more than one)

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV</td>
<td>35</td>
</tr>
<tr>
<td>Magazine</td>
<td>45</td>
</tr>
<tr>
<td>Newspaper</td>
<td>35</td>
</tr>
<tr>
<td>Friend</td>
<td>23</td>
</tr>
<tr>
<td>Leaflet</td>
<td>20</td>
</tr>
<tr>
<td>Internet</td>
<td>35</td>
</tr>
<tr>
<td>Other</td>
<td>45</td>
</tr>
</tbody>
</table>

Q3 Number of respondents if visited Bossini

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visited</td>
<td>203</td>
</tr>
<tr>
<td>Have not visited</td>
<td>3</td>
</tr>
</tbody>
</table>
Followings including the respondents who know the brand revamp of Bossini and have visited its branches only:

**Q4 Number of times the respondents visit the branch of Bossini**

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-1 times</td>
<td>105</td>
</tr>
<tr>
<td>2-3 times</td>
<td>81</td>
</tr>
<tr>
<td>4-5 times</td>
<td>14</td>
</tr>
<tr>
<td>&gt;5 times</td>
<td>3</td>
</tr>
</tbody>
</table>

**Q5 Number of respondents whether bought product from Bossini before**

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have bought</td>
<td>154</td>
</tr>
<tr>
<td>Have not bought</td>
<td>49</td>
</tr>
</tbody>
</table>

**Q6 Bought more either before or after revamp**

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before revamp</td>
<td>6</td>
</tr>
<tr>
<td>After revamp</td>
<td>53</td>
</tr>
<tr>
<td>No change</td>
<td>95</td>
</tr>
</tbody>
</table>

**Q7 Categories that respondent have purchased before (can choose more than one)**

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>87</td>
</tr>
<tr>
<td>Women</td>
<td>61</td>
</tr>
<tr>
<td>Boys</td>
<td>53</td>
</tr>
<tr>
<td>Girls</td>
<td>30</td>
</tr>
<tr>
<td>Maternity</td>
<td>0</td>
</tr>
<tr>
<td>Baby</td>
<td>19</td>
</tr>
<tr>
<td>Youth</td>
<td>65</td>
</tr>
</tbody>
</table>
### Q8 Reasons for buying products of Bossini (can choose more than one)

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Style</td>
<td>50</td>
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<tr>
<td>Price</td>
<td>156</td>
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<tr>
<td>Customer service</td>
<td>20</td>
</tr>
<tr>
<td>Brand name</td>
<td>15</td>
</tr>
<tr>
<td>Other</td>
<td>7</td>
</tr>
</tbody>
</table>

### Q9 Reasons against buying products of Bossini (can choose more than one)

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Style</td>
<td>46</td>
</tr>
<tr>
<td>Price</td>
<td>18</td>
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<tr>
<td>Customer service</td>
<td>3</td>
</tr>
<tr>
<td>Brand name</td>
<td>15</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
</tr>
</tbody>
</table>

### Q10 Scores for decoration before and after revamp

<table>
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<tr>
<th>Scores</th>
<th>Before Revamp (No. of respondents)</th>
<th>After Revamp (No. of respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>74</td>
<td>38</td>
</tr>
<tr>
<td>3</td>
<td>104</td>
<td>89</td>
</tr>
<tr>
<td>4</td>
<td>16</td>
<td>58</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td>11</td>
</tr>
</tbody>
</table>

### Q10 Scores for display layout before and after revamp

<table>
<thead>
<tr>
<th>Scores</th>
<th>Before Revamp (No. of respondents)</th>
<th>After Revamp (No. of respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>31</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>143</td>
<td>115</td>
</tr>
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<td>4</td>
<td>21</td>
<td>69</td>
</tr>
<tr>
<td>5</td>
<td>2</td>
<td>11</td>
</tr>
</tbody>
</table>
### Q10 Scores for product categories before and after revamp

<table>
<thead>
<tr>
<th>Scores</th>
<th>Before Revamp (No. of respondents)</th>
<th>After Revamp (No. of respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>2</td>
<td>38</td>
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</tr>
<tr>
<td>3</td>
<td>90</td>
<td>61</td>
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<td>4</td>
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<td>87</td>
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<td>5</td>
<td>2</td>
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</table>

### Q10 Scores for lighting before and after revamp

<table>
<thead>
<tr>
<th>Scores</th>
<th>Before Revamp (No. of respondents)</th>
<th>After Revamp (No. of respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>40</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>84</td>
<td>67</td>
</tr>
<tr>
<td>4</td>
<td>70</td>
<td>113</td>
</tr>
<tr>
<td>5</td>
<td>3</td>
<td>11</td>
</tr>
</tbody>
</table>

### Q10 Scores for ambience before and after revamp

<table>
<thead>
<tr>
<th>Scores</th>
<th>Before Revamp (No. of respondents)</th>
<th>After Revamp (No. of respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>37</td>
<td>11</td>
</tr>
<tr>
<td>3</td>
<td>123</td>
<td>71</td>
</tr>
<tr>
<td>4</td>
<td>28</td>
<td>94</td>
</tr>
<tr>
<td>5</td>
<td>10</td>
<td>23</td>
</tr>
</tbody>
</table>

### Q10 Scores for customer service before and after revamp

<table>
<thead>
<tr>
<th>Scores</th>
<th>Before Revamp (No. of respondents)</th>
<th>After Revamp (No. of respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>32</td>
<td>26</td>
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<tr>
<td>3</td>
<td>79</td>
<td>53</td>
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<td>4</td>
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<td>108</td>
</tr>
<tr>
<td>5</td>
<td>14</td>
<td>13</td>
</tr>
</tbody>
</table>
**Q10 Scores for mix and match before and after revamp**

<table>
<thead>
<tr>
<th>Scores</th>
<th>Before Revamp (No. of respondents)</th>
<th>After Revamp (No. of respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>13</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>59</td>
<td>14</td>
</tr>
<tr>
<td>3</td>
<td>72</td>
<td>98</td>
</tr>
<tr>
<td>4</td>
<td>55</td>
<td>78</td>
</tr>
<tr>
<td>5</td>
<td>4</td>
<td>9</td>
</tr>
</tbody>
</table>

**Q11 Number of respondents if willing to buy more products because of crossover**

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will</td>
<td>120</td>
</tr>
<tr>
<td>Will not</td>
<td>83</td>
</tr>
</tbody>
</table>

**Q12 Number of respondents if willing to buy more products because of spokesperson**

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will</td>
<td>81</td>
</tr>
<tr>
<td>Will not</td>
<td>122</td>
</tr>
</tbody>
</table>

**Q13 Gender**

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>96</td>
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<tr>
<td>Female</td>
<td>107</td>
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</tbody>
</table>

**Q14 Age**

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;18 years old</td>
<td>0</td>
</tr>
<tr>
<td>18-27 years old</td>
<td>94</td>
</tr>
<tr>
<td>28-37 years old</td>
<td>50</td>
</tr>
<tr>
<td>38-47 years old</td>
<td>39</td>
</tr>
<tr>
<td>48-57 years old</td>
<td>20</td>
</tr>
<tr>
<td>≥58 years old</td>
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</tr>
</tbody>
</table>
Q15 Monthly Salaries

<table>
<thead>
<tr>
<th>Choices</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-5000</td>
<td>69</td>
</tr>
<tr>
<td>$5001-10000</td>
<td>49</td>
</tr>
<tr>
<td>$10001-15000</td>
<td>57</td>
</tr>
<tr>
<td>$15001-20000</td>
<td>20</td>
</tr>
<tr>
<td>$≥20001</td>
<td>8</td>
</tr>
</tbody>
</table>

Followings are some compare of the result:

Q11 and 14 Comparison between age and willingness to buy more because of crossover

<table>
<thead>
<tr>
<th>Age</th>
<th>Will</th>
<th>Will not</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;18 years old</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>18-27 years old</td>
<td>65</td>
<td>29</td>
</tr>
<tr>
<td>28-37 years old</td>
<td>32</td>
<td>18</td>
</tr>
<tr>
<td>38-47 years old</td>
<td>14</td>
<td>25</td>
</tr>
<tr>
<td>48-57 years old</td>
<td>9</td>
<td>11</td>
</tr>
<tr>
<td>$≥58 years old</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Q12 and 14 Comparison between age and willingness to buy more because of spokesperson

<table>
<thead>
<tr>
<th>Age</th>
<th>Will</th>
<th>Will not</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;18 years old</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>18-27 years old</td>
<td>56</td>
<td>38</td>
</tr>
<tr>
<td>28-37 years old</td>
<td>17</td>
<td>33</td>
</tr>
<tr>
<td>38-47 years old</td>
<td>7</td>
<td>32</td>
</tr>
<tr>
<td>48-57 years old</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td>$≥58 years old</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
5.2. **Findings from personal interview with Mr. Yim Kai Ming** (Refer to Appendix 5)

- Clothing is not an element of necessities. Bossini is a kind of low-end fashion, so the effect of its impact was minimized.

- Bossini as a fashion follower of Giordano and did exactly the same as Goirdano. It didn’t have own design standard in brand character or products special features while Goirdano has new design look.

- Bossini focus on product range, more reasonable price, distribution network people processing service, physical evidence and promotion is it uses the picture of light as the logo.

- Bossini use “family” as the selling point, just like whole family shopping in a department store. But the clothes not similar to the electronic accessories, that’s the reason that Bossini is lack of own character and the marketing position is ambiguous.

- Bossini built grant two flagship shops located in Cuasueway Bay and Mong Kok respectively. It’s a promotional strategy increase the awareness and friendliness of Bossini even it suffered loss.

- The new designed logo allows everyone to know Bossini now has its new identity and the organization is changing. It’s also one way to communicate with
the customers by increasing the visibility of large logo at the entrance of the shops.

- The competitors of Bossini did not changed obviously since the market segment of Bossini was basically no changed. The main competitor Giordano had changed the style to be more superior, which is difficult to compare with Bossini. Blue Star and Samuel and Kelvin are even cheaper than that of Bossini. As a result, it’s more difficult for Bossini to take apart from them.

- The awareness of revamped Bossini is raised and so more impressive the customers perceive the new brand identity.

- Keep a brand refreshed is not a task can be done in short term. It’s not just change the logo, style and decoration. Instead it needs a clear market positioning and a brand maintenance system is required for consistent image and improvement continuously. The market position increases eventually.

- To be more successful, Bossini should be customer centric. So it should increase customer benefit in their point of view and let they are proud of wearing Bossini products. Since the customers never depend on how much Bossini would spend in the revamp.
6. DATA ANALYSIS

![Pie Chart](chart.png)

**Figure 1:** Acknowledgement of brand revamp of Bossini (Question1)

![Bar Chart](chart2.png)

**Figure 2:** Media to know the brand revamp (Question 2)

According to the Figure 1 & 2, around 70% of 300 respondents are aware of the revamp program from different ways. Bossini has primarily relied on the four typical advertising media which are TV, Magazine, Newspaper and internet. Part of these respondents has chosen ‘others’ that is they knew the revamp program when they went shopping in the street.

There are two flagship shops in Causeway Bay and Mong Kok. Both of them are
located in the famous and busy shopping districts. Mr. Yim Kai Ming commented that having shops in crowded areas is an effective way to promote the company. (Refer to Appendix 5) It is because they have high foot traffic and many consumers can know the brand through the high visibility of signboard. Thus, Bossini has rented flagship shops in both Causeway Bay and Mong Kok even it suffered operating loss on them.

On the other hand, around 30% of respondents do not know the brand revamp program although Bossini has invested a lot of effort, time and money in promotions through different media since 2007.

![Figure 3: Number of times the respondents visit the branch of Bossini every month](image)

(Question 4)

The figure shows that there is only 8% respondents visited Bossini frequently every month. As Mr. Yim said that “The product of Bossini is low-end fashion, Bossini’s product is not superior enough and have no distinctive character. Although
everyone’s wardrobe must have some low-end fashion or old clothes. People will not shop Bossini frequently for chasing fashion”. Since people would not visit Bossini frequently, so Bossini has not much loyalty customers.

![Pie chart showing the result of Bossini’s brand revamp](chart.png)

**Figure 4: Bought more either before or after revamp (Question 6)**

The result indicated that about one third of the respondents would buy more after brand revamp. Bossini has invested a lot of money into different aspects of brand revamp program like branch decoration, display layout the design of new logo by professional designer, the introduction of new product categories like maternity and baby clothes and a series of management efforts. However the reflection of the customers was not so satisfied. It seems that customers did not have an obvious tendency that customers purchased more after brand revamp.

The percentage of respondents purchased more after brand revamp is still much larger than that of before the revamp program.

While more than half of respondents claimed that there is no change in frequency purchasing Bossini’s products after brand revamp, it showed that the customer
perception on Bossini brand revamp is not important in the customers buying behavior. As Bossini is a low-end fashion and do not have clear market positioning and unique brand character or image to customers even the brand revamp program launched. It is a not an impressive brand in the customer’s point of view. (Refer to Appendix 5)

![Figure 5: Product categories that respondent have purchased before (Question 7)](image)

The figure indicated that the new production lines introduced to the market is not popular among the potential customers. Only 21% of respondents had bought Youth series. It was not satisfied as most of the teenagers did not regard Bossini’s products as fashionable products. Moreover, another launched new product lines of maternity and baby series are also not popular. It was due to insufficient customer confidence for the new products and they were more willing to patronize specialty shops selling...
these product categories.

![Figure 6: Reasons for buying products of Bossini (Question 8)](image)

![Figure 7: Monthly salary (Question 15)](image)

From the Figure 6, a large proportion of respondents buy Bossini’s products because of lower price. It may due to the price of Bossini’s products are relatively low in the perspective of the customers. In addition, when we compare with figure 7, it shows that more than half of the respondents’ monthly salary is lower than or equal to
$15000, and they are the potential customers of the Bossini. Also, they are the customers that are more sensitive to the price.

![Bar Chart: Reasons against buying products of Bossini (Question 9)](chart.png)

**Figure 8: Reasons against buying products of Bossini (Question 9)**

From the figure above, style is the main reason for the Bossini’s products that could not attract customers while it is important for the fashion industry. Although Bossini had hired new apparel designer during the brand revamp program, it is not successful to bring better products for the customer in their point of view. They should put more effort on that for improvement. Otherwise Bossini cannot build its competitive edge to keep apart from other customers to attract customers.

Brand name is not the most important aspect of not choosing Bossini’s products. It showed that the customers of Bossini are not the people who pursue the products of well known brand.
Results of Bossini's Brand Revamp

Figure 9: Scores for decoration before and after revamp (Question 10)

<table>
<thead>
<tr>
<th></th>
<th>Before Revamp</th>
<th>After Revamp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>2.6</td>
<td>3.1</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>Increase of mean score</td>
<td>20%</td>
<td></td>
</tr>
</tbody>
</table>

From the results, we found that the average score rose by 20% in outlets decoration after revamp. It seems that the decoration is more accepted by the customers.

Figure 10: Scores for display layout before and after revamp (Question 10)
### Result of Bossini’s Brand Revamp

<table>
<thead>
<tr>
<th></th>
<th>Before Revamp</th>
<th>After Revamp</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>mean</strong></td>
<td>2.9</td>
<td>3.4</td>
</tr>
<tr>
<td><strong>Standard deviation</strong></td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Increase of mean score</strong></td>
<td>17%</td>
<td></td>
</tr>
</tbody>
</table>

There was 17% improvement in display layout of the shops in overall customers’ perspective. The reason is Bossini display their products according to the product categories. As a result, the customers can find out what they want easily and quickly. Especially, the same series of “crossover” products would be placed in the same display area. However, some respondents mentioned the placing areas of Super Mario Series are not neat and tidy enough, but it may relate to the management of particular branch.

![Scores for product categories before and after revamp](image)

**Figure 11:** Scores for product categories before and after revamp (Question 10)

<table>
<thead>
<tr>
<th></th>
<th>Before Revamp</th>
<th>After Revamp</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>mean</strong></td>
<td>3.0</td>
<td>3.4</td>
</tr>
<tr>
<td><strong>Standard deviation</strong></td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Increase of mean score</strong></td>
<td>14%</td>
<td></td>
</tr>
</tbody>
</table>

From the above figure, there is an obvious improvement on product categories because more respondents give four or five marks for the aspect of after brand.
revamp than before. Moreover, the mean score of after band revamp was increased about 14% than before. For that, there are three reasons. Firstly, Bossini added several new product categories. Secondly, it hired new designers to design its new products. And the third reason is it cooperated with several companies to introduced “crossover” products during these years. All the reasons above show customers are satisfied with the improvement.

Figure 12: Scores for lighting before and after revamp (Question 10)

<table>
<thead>
<tr>
<th></th>
<th>Before Revamp</th>
<th>After Revamp</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>mean</strong></td>
<td>3.1</td>
<td>3.6</td>
</tr>
<tr>
<td><strong>Standard deviation</strong></td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Increase of mean score</strong></td>
<td></td>
<td>15%</td>
</tr>
</tbody>
</table>
Figure 13: Scores for ambience before and after revamp (Question 10)

<table>
<thead>
<tr>
<th></th>
<th>Before Revamp</th>
<th>After Revamp</th>
</tr>
</thead>
<tbody>
<tr>
<td>mean</td>
<td>3.0</td>
<td>3.6</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Increase of mean score</td>
<td>20%</td>
<td></td>
</tr>
</tbody>
</table>

Although Bossini did not use of any special lighting effect, the shop decoration is mainly in green. It gave customers a more impressively bright and colorful image.

The average score of lighting have increased by 15%.

All staff in the branches is needed to wear the clothes printed with the new logo and the word “family” in Chinese. It generated more pleasant ambience with harmony and focus on the happiness in a family. The average score of ambience have increased by 20%.

As a result, it can facilitate the brand revamp program more effectively and enhance its competitiveness.
Improvement in customer service had been slightly increased 5% after the Bossini brand revamp, the reason is related to its emphasis on employees training. (Refer to Appendix 15) After Bossini had done so much training works, the result was not satisfied. It shows the training program was not improved obviously and effectively when comparing to other aspects of revamp program in customers’ perception.

**Figure 14:** Scores for customer service before and after revamp (Question 10)

<table>
<thead>
<tr>
<th>Scores</th>
<th>Before Revamp</th>
<th>After Revamp</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
<td>13</td>
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<td>4</td>
<td>76</td>
<td>79</td>
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<td>5</td>
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</table>

<table>
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<tr>
<th>Statistics</th>
<th>Before Revamp</th>
<th>After Revamp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>3.3</td>
<td>3.5</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Increase of mean score</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>
The result shows that the scores for mix and match before and after revamp in which the percentage of mean had increased by 16%, we assumed that the reasons are the image of Bossini is clear after brand revamped by hiring a new designer to coordinate the design of new clothes.

Figure 15: Scores for mix and match before and after revamp (Question 10)

<table>
<thead>
<tr>
<th></th>
<th>Before Revamp</th>
<th>After Revamp</th>
</tr>
</thead>
<tbody>
<tr>
<td>mean</td>
<td>2.9</td>
<td>3.4</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>Increase of mean score</td>
<td>16%</td>
<td></td>
</tr>
</tbody>
</table>
After brand revamped, Bossini cooperated with other companies to produce “crossover” commodities more. The followings show which kinds of customer buy more because of the “crossover”.

The results showed that more than a half of the respondents said that they would buy more because of the “crossover”. The proportion dropped from aged 18 to 27 to aged 58 or above. But there were more than 80% respondents would buy more from aged 18 to 27 (56 respondents) and 28 to 37 (17 respondents), it reflected that those
“crossover” activities would increase sales of Bossini because of younger adults and they were more likely to follow the trend and buy their favorite cartoon’s products.

Beside this, one-fifth of respondents from aged 38 to 47 and 48 to 57 would buy more because of “crossover”, we thought that the lower price range, fresh design, and the blazer colors of “crossover” products were the reasons to attract more customers to consume at Bossini.

**Figure 18:** Number of respondents if willing to buy more products because of spokesperson (Question 12)

**Figure 19:** Comparison between age and willing to buy more because of spokesperson (Question 12 and 14)

Nowadays, using a spokesperson is a good tool to meet the promotional needs. The
celebrities have ability to attract people to pay attention to the brand and they represent the image and character of that product which affect the consumer perception towards such products. Bossini had also adopted this marketing strategy to promote the brand and products.

The chart shows that there were merely 40% of target respondents commented that they would buy more because of the spokespersons. There is a large number of proportions aged from 18 to 27. It indicated that the younger adults of Hong Kong were more likely to pursue the trend and their idols, they think that buying the “spokesperson” products let them feel glorious. It can show their loyalty to their idol and have a common interest within their social group. As well as there were seventeen respondents from 28 to 37 would also do so. In addition, only one-tenth of respondents aged from 38 to 47 and 48 to 57 would buy more because of spokespersons. We believe that elderly would buy the Bossini’s products on account of the price, material, design and so on, rather than depending on the spokespersons.
7. LIMITATIONS

7.1. The interview arrangement with Bossini had been rejected

The main reason of the interview is to obtain information that cannot be found in its annual report or other means of media. Since the workload of Bossini or other corporate reasons, the approval of Bossini’s interview had not been obtained even we had contacted Bossini twice. Information from Bossini is more complete, the internal information such as money invested in promotion, market share, and monthly sales fluctuation cannot be found because of the rejected interview. To investigate the reasons of Bossini conducted the brand revamp program is part of the objectives in the proposal. Since the interview was rejected by Bossini, the reasons of Bossini conducted the brand revamp program cannot be obtained to investigate, it only can be proved from Mr. Yim’s insight, reference books, and online search.

7.2. The interview arrangements with the members of the Hong Kong Retail Management Association and the brand revamp leader had been rejected

Ms. Caroline Mak and Mr. Vincent Fang are the members of the Hong Kong Retail Management Association, so they are more likely to give us some information about the difference of Bossini marketing strategies between before and after the brand revamp.

Ms. Caroline Mak had rejected to do the interview with us, and the invitation of Mr.
Vincent Fang had no response eventually.

Mr. Alan Chan is designer of the Bossini’s new logo and interior environment, but he did not have spare time to do the interview with us.

7.3. **The reference books are irrelevant and unobtainable**

Even lots of reference books about branding had been read, but the information about brand revamp is extremely few, the detail information about brand revamp such as how to retain original customers and attract new customers by a brand revamp program cannot be found.

7.4. **The benchmarking information is not obtainable**

It was difficult to compare against competitors and evaluate whether the program is effective, since there is no benchmarking information which is in the same industry in recent years.

7.5. **The interview time with Mr. Yim Kai Ming was limited**

The insight of Mr. Yim is useful to our report, but there was not enough time to further investigate and discuss in each question with his professional opinion since he had another appointments.

7.6. **The timeliness bias of respondents in answering questionnaire**

The respondents were required to recall their memory to answer Question 6 and 10 of the questionnaire. It was difficult to memorize the details of different aspects
before and after the revamp, since the respondents were doubtful and not sure about their answers. The reliability of the questionnaire decreased and deviation appeared.
8. CONCLUSIONS

In general, parts of the brand revamp program were conducted successfully. The overall customer satisfaction was improved. From the findings of the questionnaire, it indicates that the perception of customers on Bossini’s brand value was better after the revamp program.

Most respondents knew the brand revamp of Bossini. It was a correct decision that Bossini appointed an internationally renowned graphic designer to lead the comprehensive brand revamp program so that it could be carried out smoothly and efficiently. He had spent a great deal of effort on new brand icon design and revolution of shop decoration to provide a more enjoyable shopping experience to customers and facilitate its competitive advantage in the market. (Refer to Appendix 19)

Moreover, Bossini cooperated with the companies of different characters to introduce a series of “crossover” products that share similar brand values. The results showed that more than a half of the target respondents said that they would buy more because of the “crossover” product. However we found that a large proportion of younger respondents who are aged under 37 would do so. These products launched were able to draw attention from the existing customer as well as new customers. They may probably find the new brand values fitted well into their lifestyles appropriately.
Bossini had built two huge flagship shops in busy districts of Hong Kong, which are Causeway Bay and Mong Kok. They definitely attracted many shoppers' attention. Although the rental expenditure is high, Bossini enjoys the promotional effect due to high visibility.

As Jean-Marc Lehu (2006) said “For very many products and services, mass marketing is now giving way to an increasingly personalized approach. But nowadays they are being gradually supplanted by the emergence of ‘personalities’, some of whom are undeniably famous, but enjoy much closer links with their fans.” However we found that only the younger respondents who are aged under 37 would buy more because of spokespersons. It shows that greater amount of youth concerned about the new series of product during brand revamp program. The “Family” concept of revamped brand image was not clear enough. Only 40% of respondents would buy more from Bossini because of the spokesperson. The influencing power of them was not favorable as expected.

Until now, Bossini had invested at least 30 millions Hong Kong Dollars in whole brand revamp. (Refer to Appendix 16) But there is undesired proportion of respondents did not know the existence of Bossini brand revamp program. This reflects the promotion of it still have a big room for improvement.
Bossini had extended its product lines to strengthen the concept of family to the customers so as to stimulate consumption desire. To further enrich its product portfolio, Bossini increased the frequency of product launches from 8 collections to 12 collections which aimed to enhance the product freshness. However, as Mr. Yim commented that Bossini didn’t have distinctive and clear marketing positioning. (Refer to Appendix 5). It cannot own unique brand character and to be more superior one. Besides, Bossini did not expend much effort in promotion, especially the display of the new product lines to draw customers’ attention.

Furthermore, the visit frequency of the customers is not so high. This reflects Bossini do not have many loyalty customers. It had better to carry out VIP membership program to retain their existing customers and to contact and communicate with customers. And the perception of customers on customer service was not improved a lot compared with other aspects.
9. RECOMMENDATIONS

Although Bossini brand revamp program are held successfully, there are some improvements they can consider.

Bossini invited Charlene Choi to be their spokesperson. She could attract young people to buy their products. However, she can not bring out the concept of “family” which is the focus of Bossini brand revamp program. So it can invite Michael Fitzerald Wong and his family to be their spokesperson. He is well-known actor and has a warm and harmonious “family” image. This match with Bossini Brand revamp program concept of “family”. This action will attract more families to buy their products.

Bossini did not focus its advertising on any particular medium. It can consider strengthening its advertisements through television because it is the most effective media in Hong Kong. Bossini can enjoy the communication opportunity with potential customers as everyone probably has a television at home. Since Bossini has famous artists to act as Bossini’s spokespersons, Bossini should use their reputation to promote the brand to their target customers. Although the actual advertising cost is high, the potential customers are more likely to be informed due to the wide geographic coverage. As a result, it has a lower relative cost. Therefore, the Bossini’s management should consider seriously because this promotion method is the most
suitable for the company.

Besides, new products should be placed on the shelf with high visibility in order to notify and attract more customers. Thus, Bossini have to improve their management of display in their branches.

Moreover, Bossini had developed some new products which are suitable for baby and expectant mother in their Brand revamp program. Nevertheless, there are only a few styles of these goods were provided in every branch which was observed in the survey. Bossini should display more different new products to fulfill their needs.

In order to raise the loyalty of the customers, a complete and effective membership system is required because it has more opportunities to communicate with the customers and offer special discount to them. Therefore, Bossini should implement VIP membership program so that customer awareness of Bossini could be enhanced. Furthermore, the loyalty customers can promote Bossini by word of mouth, they will pass on positive recommendations to their friends. That is much effective than other advertising media to improve the competitiveness.

As the result of the Brand Revamp Program, Bossini has already put more effort to improve their customer services. However, the research has pointed out that there was only 5% increment on customer satisfaction. We suggest it to establish reward scheme for ambitious staff with good performance such as bonus. It can motivate
their staff to work harder in customer services. Also, a star of the month is a low cost and effective motivation way to recognize them and enhance their self esteem.

Finally, Bossini should reduce its selling price of products to attract more customers to boost sales and to be a cost leader in the market. Since there was still a profit improvement of Bossini after launching brand revamp, so it will not suffer a loss if they have such competitive advantage. (Refer to Appendix 9)

(6884 words)
10. REFERENCE


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12. APPENDIXES

Appendix 1 – Questionnaire for public

**Bossini questionnaire**

1. 請問你知不知 Bossini 的品牌更新?
   Do you know the brand revamp of Bossini?
   □知道 Yes       □不知道 No (if no → Q3)

2. 請問你從甚麼途徑得知品牌更新?(可選擇多於一個)
   How do you know the brand revamp?
   □電視 TV       □雜誌 Magazine
   □報紙 Newspaper □朋友 Friends
   □傳單 Leaflet   □互聯網 Internet □其他 Others__________

3. 請問你曾否閒逛過 Bossini?
   Have you visited the Bossini store?
   □是 Yes        □否 No (請移至 Q13) (if no → Q13)

4. 請問你平均一個月閒逛多少次?
   How often do you visit the Bossini store per month?
   □0~1 次 times   □2~3 次 times   □4~5 次 times   □>5 次 times

5. 請問你曾否在 Bossini 購物?
   Have you ever bought any product from Bossini before?
   □是 Yes        □否 No (請移至 Q9 Please go to question 9)

6. 請問你在品牌更新前還是後在 Bossini 買多點?
   When did you purchase more either before or after brand revamp?
   □品牌更新前 Before change, 原因_______
   □品牌更新後 After change, 原因_________ □無分別 no change
7. Which of the following categories have you bought in Bossini before?
   - Men
   - Ladies
   - Boys
   - Girls
   - Maternity
   - Baby
   - Youth

8. What is the reason(s) of choosing Bossini products? (Can select one or more) Refer to Q10
   - Style
   - Price
   - Customer service
   - Brand name
   - Other ______________________

9. What is the reason(s) of not choosing Bossini products? (Can select one or more)
   - Style
   - Price
   - Customer service
   - Access
   - Brand name
   - Other ______________________

10. Compared with brand revamp beforehand, please evaluate the following aspects by giving 1-5 scores. (5 represents very satisfied, 1 is very dissatisfied)

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Before revamp</th>
<th>After revamp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decoration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Display layout</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Products categories</td>
<td></td>
<td></td>
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<tr>
<td>Lighting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ambience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mix &amp; match</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11. Will you buy the product more because of the crossover character?
   - Yes
   - No
12. 请问你会否因代言人而买多了 Bossini 的产品?
   Will you buy the product more because of spokespersons?
   □ Yes    □ No

13. 性别  Gender:  □ 女 Female     □ 男 Male
14. 年龄  Age:     □ <18    □ 18-27    □ 28-37
                   □ 38-47    □ 48-57    □ ≥58

15. 月薪  Monthly salary:  □ $0-5000    □ $5001-10,000
                   □ $10,001-15,000
                   □ $15,001-20,000    □ ≥$20,001

16. 意见 (改善): Opinions of Bossini Brand revamp

________________________________________________________________________
________________________________________________________________________

资料将会保密，用作学术用途，多谢宝贵时间
Your valuable opinion will be used for statistical purpose only and kept confidentially. Thank you for answering.
Appendix 2 – Interview arrangement with HKIM (Accept interview)

寄件人: "Stephanie Cheng" <stephaniecheng@hkim.org.hk>
收件人: "lap fung ngo" <lapfungn@yahoo.com.hk>
副本(CC): "Michelle Ng" <michelleng@hkim.org.hk>

Dear Henry,

As mentioned, please note that the interview has arranged as follow:

Date: 23 Dec 2008 (Tue)

Time: 11:00am

Venue: HKIM Office (Address: 3/F, 88 Commercial Building, 28-34 Wing Lok Street, Sheung Wan, Hong Kong)(MTR Sheung Wan Exit A2 left hand side)

As I will be on leave next week, please send the revised questions to Ms Michelle Ng at michelleng@hkim.org.hk or contact her at 2887 6367, she will pass it to Mr. Yim.

Thanks.

Best Regards,

Stephanie Cheng
Marketing Officer

Hong Kong Institute of Marketing
Tel: 2152-3019  Fax: 2881-6057
email: stephaniecheng@hkim.org.hk
website: www.hkim.org.hk

Marketing means Business
Appendix 3 – Interview arrangement with HKIM (Refer to Alan Chan)

寄件人: "Stephanie Cheng" <stephaniecheng@hkim.org.hk>
收件人: "lap fung ngo" <lapfungn@yahoo.com.hk>
副本(CC): michelleng@hkim.org.hk

Dear Henry,

I have passed your questions to Mr Yim. He suggests you could first contact Mr. Alan Chan from Alan chan design who is responsible for the re-brand project of Bossini. I will then further arrange the interview with Mr. Yim.

Feel free to call me for further discussion.

Best Regards,

Stephanie Cheng
Marketing Officer

Hong Kong Institute of Marketing
Tel: 2152-3019   Fax: 2881-6057
email: stephaniecheng@hkim.org.hk
website: www.hkim.org.hk

Marketing means Business
Appendix 4 – Interview arrangement with marketing representative of Bossini

Franky Li <franky.li@bossini.com>
加入 2008 年 10 月 24 日 星期五 上午 10:36:37
收件人 c2mc2m@yahoo.com.hk
副本(CC)

Dear Mr. Chan,

As we've some ad hot projects on hand, I think we can't arrange an interview at your certain schedule.

BTW, thanks for your support!

Regards,

Franky Li

Marketing Team

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Bossini Enterprises Limited

Tel : (852) 2371-1758

Mobile: (852) 6153-0671

Email: franky.li@bossini.com

URL : <http://www.bossini.com/>
Appendix 5 – Comments of Mr. Yim Kai Ming

1. 您覺得服裝零售業的前景如何？

衣服不一定是必需品，不一定要買，導致銷售量下跌，現時主要收入來源靠自由行，香港市民消費變少。衣食住行，除衣服外，其他才是必需品。要視乎個人需要，例如明星要經常去 ball，著衫是工作一部份，怕同其他人撞衫或被其他人取笑。著同一件衫好多次會被人話腥。香港不會無衫著，又平，不驚衣不敝體。由此可見衣服不是必需品。Bossini 是 low-end fashion，所以影響較小，因爲市民消費意欲較低，本來想買，但經濟太差，收入不穩，選擇暫時唔買或著返上季衣服(舊衫)。總有幾件 T-shirt 在衣櫃所以香港人唔驚沒有衣服穿著
2 您覺得 Bossini 爲什麼進行品牌更新?

轉做（燈）以前是 me-too product，相等於大快活抄大家樂。從前的 Bossini 跟本抄佐單奴，對手做甚麼它就做甚麼，無 brand character，just casual，無特色，反而 Giordano 現在有 design look。相比之下 Bossini design 要求唔高，但想形象鮮明，有一定好處。

3 請問您對 Bossini 營銷手法有什麼看法?

他跟普通的店鋪一樣，開一間鋪賣東西，吸引人購買。但 Bossini 比較注重 Product range，Price 是大眾化，Place 係專營店（distribution network），People-processing service, Physical evidence, Promotion 用“燈”做標誌，大致上抄足 Giordano。唯一不同，就是在大陸做 Franchise，其他人要俾錢買 Bossini 的經營權，Bossini 本身無本生利，不用額外付錢。但 Franchised 有一個缺點: “你有你講佢有佢做”，遠遠地區的店鋪很難管理，賣 Giordano （其他品牌）都無人知。但在香港全是自己直接管理業務，所以沒有問題。好處是創造財富，壞處是影響 brand image，例如：賣其他品牌貨 or 印有公司 logo。
4 品牌更新前後對公司市場定位有否不同？

以「家庭」做賣點，似百貨公司 in-place，好處是全家人像逛百貨公司一樣壞處是顧客對商品要求不高，因爲全家人都去，但缺乏 character，因爲不似買電器。這樣有混淆，市場定位不清晰，甚麼都賣，即是拉雜定位（定位廣泛）。

5 品牌更新如何影響顧客購買行為？

Promotion 多了，增加親和感，知名度增加。Bossini 在Causewaybay 租了一間店鋪，鋪租過百萬，仲要虧蝕，但有很多人睇到個大招牌，知到 Bossini 的重要性，反而比在電視台賣廣告還要便宜。

6 整個品牌更新項目哪個範疇最有效？

新 logo，令人知道 bossini 有新 identity，它在 change 緊，以前很少 promotion，brand name 多了親和感及知名度招牌大能增加曝光率，其實這也是同顧客溝通的渠道。
7 品牌更新前後的競爭對手有否不同？

無太大改變，因為他無改基本 market，而佐單奴 image 轉高檔左，風格不同，同 bossini 難比較

Bluestar 還要便宜，拋離 Bossini(S&K)位置上大陸網或 annual report 甚麼都有齊

8 與品牌更新後的競爭對手比較，Bossini 有什麼競爭優勢？

知名度上升，physical evidence (綠化) fashionable 左少少，visibility 上升，令 customer 對新 identity 印象深刻點。

9 對於整個品牌更新，您覺得有什麼地方需要改善？

用很多錢，做 brand 不是一朝一夕，不是單單改 logo，style，decoration，更要有清晰定位，有篇文章提及 brand character，要有 system 去維持，不斷持續去改善，so that improve regularly and so consistent image，customer value，不是 customer centric(無意思) 唔係他用了幾多錢去做，做了幾多東西，係要在於顧客的角度，增加 customer benefit，令顧客感到快樂，穿著了它的衫感到無限光榮，這樣才是成功的品牌更新
就像女仔不是單靠睇外表/化妝，還要講求內在言談舉止

新 material，名師設計，品牌時常更新，有新 product advertisement 都對 brand 有影響，已經可以算係更新

只不過是小改，無論有否更新，都應該經常和 customer communicate，令 customer 吸收 communication，不停更新，令公司地位有所提升。
Appendix 6 – Useful information about Bossini from Annual Report (06/07)

The reasons and objectives on Brand revamp

Established in the industry for two decades, “bossini” has emerged to become a household label of high quality, value-for-money casual apparel appealing to consumers in the region. During the period under review, the Group embarked on an integrated brand revamp program to inject new elements of family-centric values into the “bossini” brand identity, making it a synonym for offering care for the needs of every family member in many aspects, ranging from product offering, shop décor to shopping experience. The Group appointed an internationally renowned designer to lead the comprehensive brand revamp program. A new brand icon design and revolutionary shop décor were introduced to provide a more enjoyable shopping experience to customers. The Group believes that the program will help rejuvenate the brand and enhance its competitiveness.

The “family” concept

Reinforce bossini’s new positioning as a family-fit brand that provided home feeling to customers.
Refer to the process of brand revamp, the evolutions of the followings aspect

Product Design

A total of three new product lines, namely, Maternity, Baby and Young, were launched in early 2007 in an effort to reinforce bossini’s new positioning as a family-fit brand that provided home feeling to customers

Promotion

Subsequent to the launch of the brand revamp program, the Group continued to implement marketing campaigns refreshing customers’ awareness of the new attributes of the “bossini” brand and the new product lines and licensed products to penetrate into different market segments.

Decoration and interior

The Group appointed an internationally renowned designer to lead the comprehensive brand revamp program. A new brand icon design and revolutionary shop décor were introduced to provide a more enjoyable shopping experience to customers

Training

Bossini is a learning organization that values knowledge sharing and life-long learning. It encourages employees to progress and excel every day through providing them with comprehensive on-the-job training and focused
The sale volume of the original product line being affect by the brand revamp

On the product front, the three newly launched product lines, Maternity, Baby and Young, have been well received. The Group will continue to extend and revitalise its product lines with refreshing product designs and functional fabrics so as to stimulate demand, complementing with large scale cooperation for licensed products.

The conditions for choosing spokesperson and crossover brands

The Group introduced a brand-new limited edition of “bossini X M&M’s” Miss Green collection. The crossover with M&M’s synergistically extended both companies’ common brand value of emphasis on family, riding on the perfect harmony of Miss Green’s tone and the Group’s new vivid green brand color.
Appendix 7 – 《營銷睿智》打造優良品牌的 54 項法則 (嚴啓明)

《營銷睿智》
打造優良品牌的 54 項法則（一）

香港市務學會主席嚴啓明
(yim.kaiming@gmail.com)

筆者每年應邀擔任約十個與品牌有關獎項的評審，但大部份的評審規則均不是由筆者去決定。此等獎項中，有些相當嚴謹——像中文大學與明報合辦的「香港驕傲品牌」選舉，有的也相當寬鬆——某些選舉只要求評審們對一兩項條件（例如說喜不喜歡）給予個人主觀的分數。

要做好一個品牌選舉，選舉的準則相當重要，筆者經歷過多個評審的「體驗」，在此特別推薦一個較全面的方案，該方案源自中文大學市場學理學碩士課程主任冼日明教授擬定的「品牌六大方向」，並加上若干由筆者建議的補充。

I. 品牌文化

品牌文化與其所在社會的文化息息相關。例如美國是品牌之都，可口可樂、Levis等美國品牌可以代表美國精神；一說到法國巴黎，就會有奢華浪漫的感覺。我們在評價品牌文化方面，可細分下列各項：

1. 品牌是否擁有自己的「品牌文化」？能否擁有某些文化上的強勢？
2. 品牌是否以顧客為中心？即採用「顧客中心」Customer Centric 成為品牌文化的中心？
3. 是否有品牌持續發展的策略？如有，是否？
4. 品牌是否有不斷創新的策略？如有，如何？
5. 品牌發展需要企業的高層參與，品牌文化的建立應有「品牌主」高層（例如說 CEO、總經理等）的策劃和管理，此方面情況如何？
6. 品牌營建亦需企業全體員工的支持和信念。品牌是否擁有一套令全體員工支持和參與的系統？如有，細則如何？

II. 品牌策略與管理

品牌策略是指企業的市場人員是怎「設計」自己的品牌。「設計」這個詞源還包括策略、計劃和執行。

7. 如屬企業或公司品牌，該品牌是否具備一個清晰的使命和任務？
8. 是否已為品牌確立清晰的定位、價值、個性和形象？
9. 是否已為品牌製訂完善的市場策劃？包括調查、產品、定價、銷售渠道、人員、過程、場地、服務細則等。
10. 品牌策略與管理是一個系統，須定期檢討每一細項的表現和業績。企業是
否已設立一個定期檢討表現和業績的系統？
(11) 是否已設立包括高層參與的品牌危機和突發事件處理小組？
(12) 是否經常投入資源，以更新和強化品牌？此項目包括何時投入、如何投入和投入多少。
(13) 是否有足夠有能力的人員專職負責品牌策略的制訂、發展和執行？

III. 品牌傳播

企業是否制訂一套完整和強勁的品牌傳播策略？
(14) 是否制訂了既獨特，又能引起市場迴響的品牌口號或中心點？
(15) 如何為品牌傳播其個性化和形象？
(16) 能否花費合理的代價去維持品牌市場上的知名度和市場份額（Share of voice）？
(17) 各種推廣工具（包括廣告、公關、促銷、個人推廣等）是否配合得宜？
(18) 是否能以一致性傳播方針進行推廣，包括視覺、聽覺、觸覺及味覺效果？
(19) 品牌的識別系統（brand identity），是否可呈現品牌的核心價值？
(20) 是否已製訂品牌識別系統的更新和維持策略？
(21) 是否具備精明能有效的媒體組合？
(22) 是否經常評估顧客對品牌資訊的了解和反應？
(23) 是否經常評估員工對品牌資訊的了解和反應？
(24) 是否經常評估品牌傳播對銷售的果效？
(25) 是否經常評估客戶購買行為的果效？

(下期續完)
《營銷睿智》
打造優良品牌的 55 項法則（二）

香港市務學會主席嚴啟明
(yim.kaiming@gmail.com)

(續上期)

IV. 企業社會責任

擁有品牌的企業，是一個怎樣的企業？社會形象差勁的企業，有機會被社會人士杯葛——例如 Nike 就曾因顧用童工事件被社會人士，特別是網民譴責。今時今日，企業的存在已不再只顧賺錢，而應付上一定的社會責任。

(26) 企業或品牌有否已制訂合理的社會責任政策？其細則為何？
(27) 企業或品牌有否在企業內外推動人權、倫理、種族和諧及道德操守？其細則為何？
(28) 說明企業在企業管治(corporate governance) 方面的系統和狀況。
(29) 企業有否參與公平貿易？其商業慣例是否公平、公正、公開？
(30) 說明企業對員工工作環境是否有足夠的關注？
(31) 企業怎樣提供員工培訓？是否優質？是否足夠？
(32) 企業對社會持續及未來發展是否作出承擔？其細則為何？
(33) 企業如何對保護環境的承擔？其細則為何？
(34) 企業對社會事務有何參與和貢獻？如何造福社區？
(35) 企業是否重視產品安全和消費者權益？其細則為何？

V. 產品發展及知識管理

品牌提供的產品本身，與及如何令品牌的知識得以保存，在商標與知識產權方面是否得到保障等事項，均屬此範圍之內。

(36) 企業是否已制訂產品研發的策略？請詳細說明其執行辦法。
(37) 企業是否已制訂服務的創新辦法及程序？請詳細說明其執行辦法。
(38) 企業如何確保產品和提供服務時的安全？其細則為何？
(39) 企業是否已制訂策略，保證產品和服務質素不断提升？
(40) 是否設有完善的品牌標誌標別統手冊？
(41) 是否設有完善的知識管理系統，包括設立及擅用供知識交流及提供意見的內聯網絡？
(42) 企業是否已訂定知識於日常傳遞及當員工轉換時的交接程序？
(43) 企業是否保存完整的會議及執行紀錄？
(44) 企業是否設有完善的品牌保護機制？
(45) 所有品牌及知識產權，是否均已獲成功註冊？

VI. 品牌業績及成就

量度一個品牌是否成功，不能單靠量度企業內部的表現，也要考量其業績和是否應被社會和目標對象承認，其內容包括以下各點：

(46) 品牌是否有平穩而上升的業績？
(47) 品牌是否居於市場領導地位？
(48) 品牌所佔的市場份額（market share）為何？
(49) 市場、大眾與目標對象群是否認同品牌有正面形象？有否定期進行成效軌跡（track record）調查？
(50) 市場、大眾與目標對象群是否對品牌的品質表示讚賞？有否定期進行成效軌跡調查？
(51) 市場、大眾與目標對象群是否對品牌的創新能力表示讚賞？有否定期進行成效軌跡（track record）調查？
(52) 是否設有紀錄客戶行為的資料庫？如有，如何維持該資料庫？是否有足夠的保安措施？
(53) 品牌如何維持客戶的忠誠度？過去的方法是否成功？
(54) 品牌能否成功開拓多國市場？在國際上維持高知名度？
(55) 品牌是否得到業務伙伴及各界的讚揚——包括取得各種獎項？

以上五十五點，廣泛而全面地包括品牌應注意的事項和制訂了成功營建品牌的若干準則。不但對評審一個品牌的成就有實際作用，對所有從事市場學和管理品牌者，俱為有用的法則。品牌擁有者只須按圖索驥，把自己品牌的狀況套進所有問題之內，已可測量一下自己品牌的強弱項。

筆者將會繼續努力，參考各地的案例，務求訂定一套公認的「品牌評審（brand audit）系統」，敬請各同業先進指正。
**Appendix 8 - Marketing events of Bossini (from 2005 to now)**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>Charlene Choi appointed as the image consultant</td>
</tr>
<tr>
<td>2008</td>
<td>bossini x &quot;Super Mario&quot;</td>
</tr>
<tr>
<td>19th June 2008</td>
<td>bossini x &quot;Kung Fu Panda&quot; collection</td>
</tr>
<tr>
<td>8th June 2008</td>
<td>bossini x Mr. Men &amp; Little Miss</td>
</tr>
<tr>
<td>8th June 2008</td>
<td>bossini x Hanadeka Club</td>
</tr>
<tr>
<td>18th December 2007</td>
<td>bossini x &quot;M&amp;M's&quot; collection</td>
</tr>
<tr>
<td>23rd July 2007</td>
<td>bossini x &quot;The Simpsons&quot; collection</td>
</tr>
<tr>
<td>26th March 2007</td>
<td>Brand revamp campaign</td>
</tr>
<tr>
<td>16th January 2007</td>
<td>bossini x &quot;Monopoly&quot; collection</td>
</tr>
<tr>
<td>28th July 2006</td>
<td>bossini Kids Model Competition 2006</td>
</tr>
<tr>
<td>11th April 2006</td>
<td>bossini Sesame Street Workshop – &quot;Cook with Me&quot;</td>
</tr>
<tr>
<td>10th November 2005</td>
<td>Charlie Press Conference</td>
</tr>
<tr>
<td>25th March 2005</td>
<td>New Shop of Kwun Tong Millennium City 5 APM Now Open</td>
</tr>
</tbody>
</table>

Marketing Event in the official website of Bossini:

Appendix 9 – Sales and profit performance of Bossini

<table>
<thead>
<tr>
<th>Period</th>
<th>Retail Sales (HK$ '000)</th>
<th>Profit (HK$ '000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/4/1998~31/3/1999</td>
<td>1,000,000</td>
<td>-</td>
</tr>
<tr>
<td>1/4/1999~31/3/2000</td>
<td>900,000</td>
<td>-</td>
</tr>
<tr>
<td>1/4/2000~31/3/2001</td>
<td>800,000</td>
<td>-</td>
</tr>
<tr>
<td>1/4/2001~31/3/2002</td>
<td>700,000</td>
<td>-</td>
</tr>
<tr>
<td>1/4/2002~31/3/2003</td>
<td>600,000</td>
<td>-</td>
</tr>
<tr>
<td>1/4/2003~31/3/2004</td>
<td>500,000</td>
<td>-</td>
</tr>
<tr>
<td>1/4/2004~31/3/2005</td>
<td>400,000</td>
<td>-</td>
</tr>
<tr>
<td>1/4/2005~31/3/2006</td>
<td>300,000</td>
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<tr>
<td>1/4/2006~30/6/2007</td>
<td>200,000</td>
<td>-</td>
</tr>
<tr>
<td>1/7/2007~30/6/2008</td>
<td>100,000</td>
<td>-</td>
</tr>
</tbody>
</table>
Appendix 10 – Samples of crossover products
「To Travel is To Live」— H.C. Andersen
有人旅行是為了尋找生活，有人生活是為了不停的旅行。
「旅行」是我夢寐以求的生活！— 阿 Sa
哥本哈根從不是觀光首選，卻有非常個人魅力，能令人一見鍾情。
旅途路上是這樣描述丹麥人：
「自認為具有環保意識、文化知識高度發展的民族，
而他們的行為舉止也確是如此。」
此行，我們做了一次與平常的
「港式旅行」，跟隨 Sa 與 Collette 共遊哥本哈根，學他們的生活。
短短幾天，足令 Sa 將哥本哈根視為夢想。
無他，快樂是會傳染的，在世上最快樂的國家旅行，足以足足感動繼續工作。
Mix & Match for Travelling

出外旅行，最叫人煩惱的，莫過於揀揀行李。往往想多帶幾件衣物方便配搭，又怕行李超重，尤其是秋冬兩季，衣物又厚又重！其實只需要揀兩套衣物，便可變化出10個不同造型，秘訣就是一件既是外衣，又是連身裙的百搭長身 tunic。而 bossini 今季主打的黑色 checkered tunic，再配襯一些 accessories，如 leggings 及 scarf 等，便可變化出不同層次的造型。以下是我們揀上腦髣搭配的組合：

- Basic 衣服：
  - jeans shorts
  - hat
  - leggings
  - scarf
  - top
  - tunic
  - vest
  - overcoat

- Outfit 1
- Outfit 2
- Outfit 3
- Outfit 4
- Outfit 5
- Outfit 6

Result of Bossini’s Brand Revamp
享受一晚「Hygge」

丹麦人的快乐人生是悠然自得，你也可以，
但首先你得学会享受「Hygge」，那是一种气氛，
与 Cozy 的意思很相似。你多了一种融合与亲切，
candle light 更是 MUST。要成功很艰难，就等你得
悠闲点感受 Heka 一样。

近来大热的「交換禮物」與「出國修生」，這
兩種以體驗為主的旅行模式，其實並不是新鮮事。
早在 1970 年代，丹麥旅館業已創辦「Dine with the
Danes」（與丹麥人共餐），誠邀旅客到當地家裏
作客，主人會烹調 2-3 道地道菜，包括荷蘭、主
菜和飲品，最後還會有飯後甜點和咖啡，而這就是
一餐，對許多旅客來說是「Hygge」。
Result of Bossini’s Brand Revamp
Appendix 12 – Newspaper clipping in Headline Daily (2007/07/16)

新聞孕婦嬰兒服飾店 一站式購物吸客

最近bossini首間嬰兒、童裝及孕婦系列專門店b+bybossini，於荃灣愉景新城設店，新店大賣概念主題，專賣孕婦服飾、嬰兒服及童裝，提供一站式的零售服務。雖然商場同一層有不同的嬰兒用品店鋪，但品牌市場部表示不擔心店鋪之間的競爭，相反認為有利吸引更多人流。「客人希望選購嬰兒用品，才會到來購物，而店鋪提供多元化的產品，可方便消費者於店內購買一切所需。」

除售賣嬰兒服飾外，亦有為準媽媽而設的孕婦服飾，服飾以黑色為主，款式具立體剪裁及比較修長，設計着重輕便，打破市面一般孕婦裝累贅設計的缺點。為慶祝開幕，顧客憑荃灣聯邦酒樓或荃灣金鳳棲於即日至7月31日的單據，到新店購物滿折實價$100即可享$20現金優惠。

文：Eunice 圖：何健勇
Appendix 13 – Newspaper clipping in Headline Daily (金豬 BB 潮造就商機 高檔孕婦裝借勢發圍)

http://www.hkheadline.com/shopping/shopping_content.asp?contid=15477&srctype=g

有說金豬年出生的豬仔或豬女會帶旺家人，加上本港經濟環境好轉、財爺減稅、推行學券制等種種原因，預計今年將有不少女士搶生金豬 BB。對於孕婦裝零售業來說，這正是做生意的好時機，難怪服裝品牌 bossini 最近也開拓孕婦系列。推出自家孕婦時裝的楊婉儀，亦揚言高檔孕婦裝不乏捧場客。

文：Angel 部分圖片：何健勇、黃頌偉

以往不少孕婦在懷孕期間，都是隨意挑選孕婦裝，認爲只穿十個月的襯衣，毋須花心思選購。然而近年婦女社會地位提高，對儀容裝扮的要求也高，懷孕期間都甚注重自己的打扮，成就了時裝界發展這門小衆生意。

事實上，不少事業型婦女還要挺着大肚子上班或見客，一件光鮮的孕婦裝，看来亦有一定需要。一向主攻年輕市場的時裝品牌 bossini，日前推出首個孕婦時裝系列，以修身剪裁及時代感，打造現代孕婦時裝。品牌銷售及市場推廣董事譚令暉指出，推出新產品無疑是為開拓新客源，事前亦做足資料搜集：「現代媽媽都充滿時代感，好的剪裁及質料最重要，市面上優質的選擇不是太多，所以對品牌的孕婦裝市場前景充滿信心。」雖然孕婦時裝的檢測程序較嚴謹，成
本亦相應提高，但譚令暉指沒有將成本轉嫁到消費者身上，期望以優惠價錢吸引顧客。

藉儀容打扮 重建信心

準媽媽在懷孕期間身形變化很大，連帶心情也受影響。教育心理學家張明麗表示，孕婦亦須注意自己的打扮，令自己對外形建立信心。她說漂亮的孕婦裝，對準媽媽來說有心理上的幫助。以往中國傳統只着重於如何養胎，忽略了對孕婦的體貼關懷。今時今日女性對自己的儀容比較注重，家人亦須多了解現代孕婦所顧慮的問題。

現年二十七歲的準媽媽 Monique 坦言，最擔心的問題是難回復以往的身形，所以在懷孕初期已開始見營養師，而她對孕婦時裝亦有一定要求：「剪裁要靚、質料要舒適、價錢要合理，而且千萬不能『焗』身。」雖然要求不算高，但她表示在市場上較難找到心水選擇，所以希望有更多品牌推出孕婦裝，令自己可以有更多的選擇。

貴價孕婦裝 窺準貪靚媽媽

親自操刀擔任時裝設計的前港姐冠軍楊婉儀剛誕下第二胎，經歷兩次懷孕，令她體會到穿上漂亮的孕婦時裝，信心也會大增，她說：「香港孕婦較保守，常以爲孕婦身形較胖，穿黑色鬆身衣服便可。其實懂得穿着技巧、多着顏色鮮艷

Result of Bossini’s Brand Revamp
衣服，心情也會較好。」楊婉儀亦提到，現代女性須上班或去宴會，一件華麗的孕婦裝實不能缺少。她開設的時裝店 Bebe Chine，就有多套由她設計的孕婦裝，某些雖然要千多元一件，但亦不乏捧場客。除了高消費族，原來最願意花錢買貴價孕婦裝的，是打算生兩個或以上嬰兒的女性，因爲這樣孕婦裝的平均消費便可大減。
Appendix 14 – 創作萬花筒 嚴啓明 (由青年人到全家人)

http://www.admango.com/hkej/bossini.htm

香港有不少著名的便服品牌，例如佐丹奴、Baleno、Bossini 等等。他們提供產品種類都以年輕人便服為主——T恤、長褲、皮帶、外套，以至內衣褲等。由於提供以「大路貨」為主，如果把某件服裝的品牌蓋住，消費者可能會看不出款式上有些甚麼分別，更加遑論是甚麼牌子了。

這些品牌的競爭亦漸漸地加劇。當差異化不大的時候，品牌的決策人紛紛走向壓價競爭。由於市場沒有增長，如此一來必會令利潤降低。

面對經營的困局，上述幾隻牌子紛紛北上，在中國大陸設立了數千計的銷售點——不是共設幾千點，而是每隻品牌均設一千以上的分銷點，單是 Baleno 就透過特許經營模式，在中國設立三千多銷售點。

除此以外，他們還致力發展二線品牌。Baleno 就採用百貨公司化為策略——例如在旗下創立十多二十隻牌子，各有不同特色的產品，然後集中於一處經營，消費者到達品牌的旗艦店不單可以買到最流行的「老品牌」，同時可以看到不少新創建的二線品牌，甚至是另類品牌。展銷的店舖不再以「老品牌」為名，而是另以一個時裝百貨的名字作招徠。消費者因為熟識店內其中某些品牌而旁及其他商品，當款式及價錢適合時便會同時選購熟悉的與較新的品牌了。

另一個較新的策略是把品牌重新定位。例如 Bossini 原本是滿足年青男女的便服品牌，但最近該品牌在香港播放的廣告片，則採用了「適合家庭」作爲賣點，暫時出現的只是童裝。兩條廣告片的情節如下：

一位女童拿着一個動物形玩具，另一男童亦拿著另一布製人形玩具。第三位男童則拿着一個自製的動物玩具，第四位女童拿著是一個鴨形的玩具，鏡頭一轉，女童笑着回答鏡頭。接著他把旁邊的花布拉下，見桌上有一巨型「獅身人面」像，男童原來以繩索控制著那個玩具，那玩偶雙耳噴出白煙。一班小朋友在旁吶喊大嘩。鏡頭再轉，漸漸拉開見男童與媽媽，原來是電腦上的 wallpaper。旁白：Bossini 了解，媽媽永遠係背後支持家人，所以帶來一站式體驗，滿足全家需要。鏡頭展示多款童裝，然後尾鏡出現商標及一句英文：Family-fit。

另一條廣告片，兩對夫婦四對眼睛注視站立於鋼琴前的肥胖小童。小童對他們鞠躬，並坐在鋼琴前，望著琴譜。鏡頭一轉，其中一對夫婦亦想著。旁白：「Bossini 了解，父母永遠為子女感到自豪。所以帶來更多款、更多色，令全家表現最好一面。鏡頭展示多款童裝，然後尾鏡出現商標及一句英文：Family-fit。
現在兩條諧趣的廣告都以小童為對象，同時把父母涉入其中——一為用者，另一為購買者——採用的是「Family-fit」，但片中所見的為童裝，明顯與從前賣年青人服飾為不同。

影片內的兒童卻是頗有創意（例如展示如何玩弄他們的玩具，又以繫鞋帶作表演），藉此希望建立一個有創意的品牌。

還有值得一提的是 Bossini 把商標也全新改造——由於定位和對象不同了，故此簡標也「兒童化」起來。

可是，當筆者去看看 Bossini 的店舖時，竟發現他們還有不少年青人和成年人的服飾。筆者可以想像，品牌擁有者可能有意把 Bossini 變成全家都合用的便服——由老到嫩，由小童、到青少年、到成年人。這種品牌延伸，會把市場區分的概念逆轉——由只為年青人服務擴展至童裝等範疇。成功與否，真要拭目以待。

www.admango.com/hkej/index.htm 載有以往的文章及本文作者簡歷。歡迎提出廣告，讓筆者評論，以及與作者討論本欄內容，請電郵 kaimingyim@yahoo.com。資料提供：AdmanGo
品牌顧問・香港市務學會主席
Appendix 15 – Newspaper clipping in Orisun (七大習慣 七大方法 2004/07/01)

奠堡獅龍管理基石

http://the-sun.on.cc/channels/fina/20040701/20040701010702_0002.html

本港零售行業受經濟周期影響幾番起跌，經營 Bossini 品牌的時裝企業堡獅龍 (0592) 上市十載亦曾盡高低起跌，去年沙士一疫更令集團墜入谷底，公司主席羅家聖引用《與成功有約》一書中提及的「七個習慣」及「七個方法」，為集團奠下管理基石，成爲管理員工的金科玉律。該公司人力資源及知識管理董事馮炳全表示，員工之間能建立共通語言，才能帶領公司從谷底再闖高峰。

零售行業素來屬以人為本的行業，當顧客走進不同的商號，瞥見彼此的貨品不相伯仲，競爭的優勢便會落在銷售服務上。堡獅龍人力資源及知識管理董事馮炳全說：「銷售業屬管理人的生意，堡獅龍全球員工三千人，未來三年會增至五千人，要打造一套企業文化，必先為員工建立共同語言。」

提早加薪挽留人才

至於書中提及的「七個方法」，則爲了提升企業績效，而需要實行的七個辦法，當中包括：（一）面對現實；（二）保持精簡；（三）極速行動；（四）目標高遠；（五）精益求精；（六）建立持續性學習型組織；（七）保留 A（A：精英員工）、培育 B（B：一般員工）、摒除 C（C：次等員工）—將 C 加強培
訓使之成爲 B。堡獅龍成功為員工建立共同語言，但經濟好轉，零售業又掀起陣陣「跳槽」潮，優秀的前線人員，被高薪挖角，人才流失成爲令企業頭痛的問題。馮炳全不諱言，員工離職確實是一個大問題，集團流失率曾飆升達 40%。

為了挽留人才，堡獅龍今年提早加人工，其中前線人員加薪幅度，高達雙位數字。

堡獅龍銷售及市場推廣董事譚令暉表示，本港經濟好轉，加上個人遊政策實施，集團今年會積極擴闊版圖，並會斥資 2,000 萬元增五間分店，其中兩間在銅鑼灣，一間在尖沙咀。價格方面，雖然香港正步出通縮，但由於服裝零售業競爭激烈，故暫未打算加價。

他指出，個人遊政策實施良久，令集團旅遊區的分店生意，錄得雙位數字增長，銀聯使用率約為 1%，而最受內地客歡迎的產品，則以 Polo Shirt 爲主。內地市場方面，計畫增設一百間新舖，但當中約有一半為特許經營店，並以二、三線城市爲主。此外，堡獅龍會繼續推出電影服裝，吸引年輕客戶，除了已推出的《蜘蛛俠 2》服裝外，年底會推出以卡通片爲主題的服裝。
Appendix 16 – Newspaper clipping in MingPao (堡獅龍 4層高旗艦店今開幕
2003/03/27)

http://www.mpfinance.com/htm/Finance/20070327/News/eb_ebe1.htm

面對市場競爭日趨劇烈，多個本地時裝品牌都進行品牌革新(Re-branding)，以
提升品牌形象。早前中期業績盈利倒退 86%的堡獅龍(0592)，昨日公布其品牌
革新計劃，位於旺角、樓高 4層約 1.1 萬呎的首間旗艦店於今日開幕。堡獅龍
行政總裁陳素娟透露，公司下半年度(即去年 10月至今年 3月)中國市場的同店
銷售已回復正單位數字的增長，惟其他市場包括香港仍錄單位數倒退。陳素娟
表示，去年公司於中、台的擴展速度太快，令該地區業績見紅，今年內會在兩
地合共關 60間店，冀下年度可以止血。

另外，陳素娟亦透露，公司整個品牌革新計劃至今已投入逾 3000 萬元，旗艦店
的投資亦超過 1000 萬元，預計新店 6個月後可回本。陳素娟表示，會在 4月前
對港澳旗下 38間分店進行初步改裝，並逐步推至海外逾千間分店，整個計劃需
要 3年完成，但陳素娟拒絕透露整個改裝計劃需要的資金。截至去年 9月底止，
集團手頭現金僅為 1.72 億元。
Appendix 17 – Newspaper clipping in MingPao（Bossini 為全家人變革）

2007/05/10

http://www.mpfinance.com/htm/Finance/20070510/News/fz_fza1.htm

自從瑞典時裝店 H&M 於 3 月進軍本港市場，掀起一陣搶購熱潮後，本港的大眾化服飾市場進入了戰國時代。本港的服裝連鎖集團 bossini（0592）於同月推出大型品牌革新計劃，並且「一下子」將產品類別由 3 個擴大至 7 個，務求在 bossini 銷售及市場推廣董事譚令暉表示，今次的品牌革新計劃（brand revitalization），旨在強化公司品牌，為顧客帶來耳目一新的感覺。為了達到目的，該公司首先在旺角設立了 1 間旗艦店，店內大量展示公司的新品牌標誌及新產品類別，令顧客一看便知 bossini 煥然一新的新形象。

旺角旗艦店 4 層各有主題

旗艦店分為 4 層，每層有不同的主題，分為男裝、女裝及孕婦服、童裝及嬰兒服，以及家品及配飾。貨架與貨架之間的距離較遠，增加購物時的空間感。而且每層有大量的櫥窗裝飾及公司的新品牌標誌，增加顧客對新標誌的印像。她解釋，今次的新標誌以綠色為主色，因爲綠色給人充滿朝氣、活力及生命力的感覺，代表品牌會繼續茁壯成長。至於新標誌中間的一箇白燈，與 bossini 的 b 字融合，代表為每戶家庭帶來光明與溫暖。
設小孩玩樂區 方便父母購物

為了令市民知道該公司的品牌革新計劃，該公司除以傳統的電視、報章及雜誌廣告宣傳外，也進行了一連串創新的市場推廣活動。例如，該公司在旺角旗艦店外的行人專用區，租用雪糕車向市民免費派雪糕，並且派人扮成「波板糖」，向途人派發波板糖等。此外，該公司又在周末舉行兒童話劇班，吸引父母陪同子女到來。

她指出，為了方便父母帶同子女購物，該公司在旗艦店開闢了供小孩玩樂的地方，讓父母在一邊購物之餘，小孩也可在玩樂間玩耍。此外，旗艦店又增設了育嬰室，讓帶同嬰兒的父母，可以有照顧嬰兒的地方。這些周詳的配套設施，成爲吸引父母到該公司選購服飾的其中一個原因。

她說，該公司過去售賣的服飾，分爲男裝、女裝及童裝 3 大類。由於公司已重新定位爲售賣「全線家庭服飾」，所以一口氣加入孕婦、嬰兒、年輕人，及家品及配飾 4 個新類別，令售賣的服飾更全面。此外，爲了增加顧客到來店舖的次數，每類服飾的新款推出次數，將由過去的 1 年 8 次增加至 12 次。透過經常轉款，可保持服飾對顧客的新鮮感及吸引力。
添孕婦嬰兒年輕人家品類別

在價格方面，她表示該公司的服飾一向走大衆化路線，今次加入 4 個新類別後，售價仍然維持有相若水平。以一件普通的孕婦 T 恤及嬰兒衫為例，售價同樣為 99 元，童裝 Popeye T 恤每件 59 元，家品配飾大毛巾每條 99 元。

她指出，卡通人物 Popeye 的服飾銷售不俗，未來將陸續引入其他卡通人物，作爲服飾的圖案。為了進行今次品牌革新計劃，包括開設旺角旗艦店、裝修其他 30 多間分店、在媒體上賣廣告及進行一連串市場推廣活動，該公司前後共花費 3000 萬元。
專利授權發展至今只有短短百年，但已為世界各地企業帶來許多商機。香港也
有不少企業透過專利授權，成功拓展海外市場，並擴闊品牌至其他產品。堡獅
龍國際集團有限公司行政總裁陳素娟表示，專利授權合作的經營模式不但強化
其品牌形象，更能建立良好的推廣平台，推出多元化的精彩產品，為顧客不斷
帶來驚喜和新鮮感。

理念一致 共謀策略

堡獅龍在發展專利授權項目上擁有近 10 年的豐富經驗，在物色專利授權商方
面，陳素娟指出要考慮多項因素，包括：

・合作者的品牌形象是否健康；

・合作者的品牌定位、形象及理念是否與公司一致；

・合作者品牌是否具國際知名度；

・雙方是否擁有共同的客戶群。

她說：“我們確定專利授權商目標後，便進一步了解品牌的市場特質，然後共同
制定完善品牌推廣策略和計劃，舉例說，如我們早期推出的電影服裝，因電影
上映有時間限制，故此必須與品牌商配合各方面的配合，包括設計、生產及宣傳計劃，使雙方受益。

發揮優勢　締造雙贏

在今年的亞洲專利授權業大獎中，堡獅龍憑着 M&M'S 授權項目獲得“最佳獲授權經營商”。陳素娟指出，選擇該授權產品的主因是雙方擁有共同的定位、品牌理念及目標客戶群：雙方均着重家庭、笑容、幽默感及色彩繽紛，大家都以年輕人、心境年輕及家庭為主要對象，令顧客一家大小可分享當中的歡樂氣氛，從而發揮彼此的品牌優勢，創造雙贏效益。

各方配合　反應熱烈

即使品牌具有知名度，也需要在推廣及銷售策略上下功夫，陳素娟說：“我們策略地分兩期推出不同的限量產品，成功創造兩次搶購潮。當然整個計劃還需配合我們別具心裁的產品設計、市場推廣、店舖櫥窗陳列裝飾、前線銷售人員的努力及與 M&M's 的緊密配合等，才可令整個項目事半功倍。”

分期推廣　掀銷售潮

堡獅龍首先在 2007 年 9 月以 M&M's 家族成員之一 Miss Green 為核心，除推出針對年輕市場，以綠色為主題的服飾外，亦創新地推出其他配件，如餐具及電話繩等均十分受市場歡迎。
第二浪在同年12月展開，針對家庭顧客，推出全新“bossini x M&M's Family”服裝系列，將產品系列擴闊至嬰兒、童裝及成人系列。另外，為配合聖誕節，在同年12月推出了限量“bossini x M&M's X'mas hamper”，為顧客提供驚喜的送禮選擇。

深化形象 增客戶群

陳素娟說：“這次合作相當成功，因爲我們的合作夥伴M&M's在市場上已建立良好的品牌形象及擁有一班忠實的顾客，並與我們擁有共同的定位及品牌理念，既深化雙方品牌的健康形象，發揮彼此的品牌優勢，又成功創造搶購潮，達至雙贏效益及擴大客戶群。”

未來，陳素娟表示將會尋求更多能產生協同效應的品牌合作機會，再接再厲設計出別具創意的優質產品，希望為顧客帶來更多驚喜及新鮮感。
Appendix 19 – Newspaper clipping in Headline Daily (豪擲 3000 萬重新定位  2007/05/10)

http://www.mpfinance.com/htm/Finance/20070510/News/fz_fza2.htm

【明報專訊】bossini 今次「豪擲」3000 萬元進行品牌革新，可說是重大的商業決定，因為該公司去年底公布的中期業績，純利大跌 86%，只有 641 萬元。換言之，3000 萬元可能是該公司未來 1、2 年的盈利總和。

陳幼堅負責新品牌設計

該公司的中期業績顯示，2006/07 年度收入及毛利只是輕微下跌 3%，但扣除店舖租金及員工薪金等開支後，經營溢利大跌 70%。公司管理層在中期年報解釋，本地服裝業競爭激烈，經營環境中的競爭者顯著增多，同類型的服裝及休閒服產品供應激增，削弱了公司的產品競爭力。而租金及員工開支上漲等額外營運挑戰，也為公司的盈利能力帶來壓力。

bossini 今次大手筆為品牌進行革新，找來品牌顧問陳幼堅負責設計。陳幼堅當年憑着為快餐連鎖集團大快活(0052)設計新標誌，成功為大快活起死回生，轉虧為盈，成爲市場一時佳話。當然，這亦不可忽視大快活管理層的努力，包括重新裝修店舖及提升食物的質素。
今次 bossini 找來陳幼堅合作，重新裝修店舖及擴大產品類別，「照辦煮碗」採用這條成功的方程式，成敗暫時難以預料。不過，可以肯定的是，品牌革新之路從來都不是容易行，因爲一不小心，在吸不到新顧客之餘，可能流失原有的顧客，所以 bossini 必定要密切留意顧客的最新反應。

且看陳幼堅對大快活時施展的「魔法」，今次能否成功運用在 bossini 身上！
百厭仔係靈感來源

「苦榮明抄佢喇！」少爺占大笑：
「初期我有份寫苦榮劇本，特別係
苦榮同小苦妹，唔多唔少有啲似
Simpsons 阿 Bart 同佢個妹。苦榮同阿
Bart 一様，懶叻但又好蠢，成日扮到
自己好壞。」

套劇由細睇到大，潛移默化。所以

■ Simpsons 全家都 創作 I Love U Boyz 時，坦言好自然會滲
鍾意食冬甩，搞到 Simpsons 嘅「衰衰格格」搵蛋橋段。
到阿占又學埋佢「我好細個開始睇 Simpsons ，記得第一
次係睇亞視。當時最吸引我係踢
板好勁嘅阿 Bart，好多細路都好似我
啲，幻想自己係個板仔。」香港人飲日本卡通奶水大，
但偏偏阿占對日本卡通冇乜好感受：「大團圓結局唔種

http://appledaily.atnext.com/template/apple_sub/art_main.cfm?iss_id=20070716&se
e_id=38163&subsec_id=38186&art_id=7327211
唔喺我。」連艾美獎都拎過，曾經在美國獲獎無數的Simpsons係非一般卡通，故事講美國中產家庭所面對嘅問題，夠哂諷刺時弊。阿爸Homer中年失業危機，大仔Bart百厭到出汁惹麻煩，而市長更係鹹濕佬一名等。阿占大讚：「佢講得最好係中產承受好多壓力，其實唔淨只美國，香港都一樣。」有角色選擇逃避、選擇搞破壞、反建制，或做出異常行爲，Simpsons確係套反映社會的處境劇。

表弟送阿Bart公仔

做得Simpsons卡通忠實粉絲，阿占亦收藏唔少Simpsons產品，佢話對其中一個起哂色斑嘅阿Bart毛公仔最有感情：「呢個公仔係表弟90年時送畀我，當時佢得3歲，虽然Keep到今日已經起哂斑點，不過我就最鍾意呢種Vintage Feel。」阿占仲笑言：「佢值5百萬。」阿占話收藏品大多來自美國和英國，朋友去旅行時嘅嘅行過見到，都會買畀佢做手信。Homer一家當然印象深刻，不過阿占對小丑Krusty亦特別有好感：「佢睇番咗
多人物，個個都黃色凸眼，惟獨小丑造型最唔同，佢係鎮中最邪恶嘅代表，不斷做衰嘅。

卡通 Tee 723 發售

HMV 間中見過 Simpsons Tee，可惜款唔多，今次 bossini 就會喺 7 月 23 號會推出一大批 Simpsons Tee，好似阿占一樣嘅粉絲今回可以揀餐飽。衫分大人同小童兩種，大人主要係黑白 Tee，小童款就色彩比較多。唔怕講畀大家知，少爺占身上兩件，都係小童大碼。如果你同佢一樣咁 Slim，買小童款最正。
Appendix 21 – Bossini X M&M (Bossini green with M&M envy 2007/09/05)


Hong Kong - M&M's has partnered with local apparel brand Bossini to promote its dark chocolate and crispy mint flavours targeting young adults as well as the "young at heart".

The theme of the Miss Green campaign titled "The dark side and fresh side of Miss Green" asks consumers to vote for for either dark or fresh side of Miss Green, and will have the chance to win a trip to either Hawaii or Paris. Local celebrity Stephy Tang has been roped in for the campaign.

The TVC developed by TBWA\ launches in two weeks and will be supported by print and point-of-sale activity. Maxus will handle media buying and planning.

The campaign launches in Hong Kong and will then be rolled out in Taiwan and Singapore.

"The groundbreaking co-launching of product serves more than a brand imaging tool and a promotional platform for both companies- it offers those "young at heart" a wider and more amazing range of products as well as special offers, and both are meaningful," Mike Gallacher, general manager for Effem Foods Inc said.

Kathy Chan, CEO for bossini, said Bossini and M&M's share similar brand values -
the emphasis of family, smile, humor and color.

"Since its brand revamp, Bossini has adopted vivid green, a symbolic tone of the nature, energy and hope, as its brand color. As the tone is close to Miss Green's we are confident that the delightful and energetic brand images of both companies will bring our customers surprises and fun with Miss Green."

Bossini has launched M&M's Miss Green collection of apparel and merchandise available in stores. Miss Green will also appear in bossini stores in upcoming weekends where customers could take pictures with the mascot.
Result of Bossini’s Brand Revamp

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Kwok Kun-lam, Yen
Ngo Lap-fung, Henry
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I. INTRODUCTION

- Market become intensive
- Make use of different marketing strategies
- Bossini has established for over twenty years and it is a well-known brand selling value-for-money leisure clothes
- Realized the trend that the customers have incremental emphasis on the brand value
I. INTRODUCTION

- In March of 2007, Bossini had implemented an integrated brand revamp program.
- To inject new elements and value with the concept of “family”.

bossini
I. INTRODUCTION

- We focused how customers perceive on the Bossini’s main efforts on the following aspects
  - Mr. Alan Chan as brand revamp program leader
  - Cooperation with other companies to provide “crossover” products
  - Making use of spokespersons’ influencing power
  - Introducing new product lines
  - Staff Training
I. INTRODUCTION

Scope of study

• The result of the main efforts in the revamp program mentioned

• Based on the opinions of external parties includes marketer and customers
II. OBJECTIVES

1. To study the customers’ perception in different dimensions before and after the brand revamp
2. To find out the successful factors
3. To suggest for improvements
1. To study the customers’ perception

- How the customers perceive the different dimensions of performance before and after the brand revamp
- Can be determined whether the program is effective
- The financial information was used as reference since it was not the main study in this report
2. To find out the successful factors

- Successful dimensions in customers’ perspective could be found
- Improvement of the customer satisfaction could be identified
3. To suggest for improvements

• After the deficiencies in the brand revamp program had been found
• Recommendations can be drawn from the analysis of the marketers and customers point of view
III. LITERATURE REVIEW

• Marketing Excellence (Magazine publicized by HKIM)
  – “Strategy of branding is an important strategy for a corporate to survive, and it is the direction in entire strategy of a corporate.”
• Jean-Marc Lehu (2006)
  – Environment and nature of rejuvenation
  – Brand’s identity
  – Renewing the target market
  – Dynamizing of advertising
  – Growth of the product portfolio
III. LITERATURE REVIEW

• David J. Bloomberg
  – Chapter of “Quality customer service and integrated logistics.”

• Robert W. Lucas
  – “Americans are enjoying increasing amounts leisure time and have more disposable income as they age. The income and wealth of people in other countries is also rising and they are pursuing life and leisure activities at a record pace.”
IV. METHODOLOGY
(Personal interview)

- Marketing professional whom we were successful to interview
  - Mr. Yim Kai Ming
  - Chairman of The Hong Kong Institute of Marketing (HKIM)
IV. METHODOLOGY

(Personal interview)

- Marketing professionals whom we were unsuccessful to interview
  - Franky Li
    - Representative of Marketing Department of Bossini
  - Mr. Alan Chan
    - Alan Chan Design Co.
  - Ms Caroline Mak
    - Chairman of Hong Kong Retail Management Association
  - Mr. Vincent Fang Kang
    - Member of the Legislative Council of Hong Kong (wholesale and retail industry)
IV. METHODOLOGY (Questionnaires)

Target population

• Existing Bossini’s customers in Hong Kong with these criteria
  – Hong Kong residents
  – Eighteen years old or above
  – Know the existence of Bossini brand revamp program
  – Visited to any Bossini branch before and after Bossini brand revamped
IV. METHODOLOGY
(Questionnaires)

Sample size
• Time constraints
• Completed 300 questionnaires in the study
• 203 target respondents fulfilled the criteria of sampling
• 97 respondents were not our target respondents
IV. METHODOLOGY
(Questionnaires)

Sampling measure
• Choose convenience sampling
• Did not have much financial support
• No rich experience on conducting survey
• Some criteria for selecting the target respondents
IV. METHODOLOGY (Questionnaires)

Sampling measure

• Conducted 25 pilot tests on 17 and 19 January
• Our friends, family or classmates
• Got some ideas for modifying the questionnaires
IV. METHODOLOGY (Questionnaires)

Sampling measure

- Completed 300 questionnaires before Chinese New Year
- Mong Kok (6-12A, Sai Yeung Choi S.t., Mong Kok, Kowloon)
- Causeway Bay (Shop 13-16, G/F & Units 13-15, 1/F, Excelsior Plaza, Yee On Building, No. 26 East Point Road, Causeway Bay, Hong Kong)
- On 22-25 January, 5p.m to 8p.m
IV. METHODOLOGY
(Questionnaires)

Sampling measure
- During the interview
- Stood near Bossini branches and tried our best to find the person who just came out from Bossini branch
- Also interviewed people who were walking on the street
IV. METHODOLOGY
(Questionnaires)

Sampling measure

• Screening procedures

• Asked a few questions at the beginning of the interview
  – Check whether they were eighteen years old or above
  – Knew the brand revamp
  – Visited to Bossini before

• Ended the interview after getting the personal information
V. DATA ANALYSIS - Figure 1 & 2

Figure 1: Acknowledgement of brand revamp of Bossini (Question 1)

- Around 70% of 300 respondents aware of the revamp program from different ways
- Two flagship shops located in business central districts
- 30% of respondents do not know the brand revamp

Figure 2: Media to know the brand revamp (Question 2)

- Yes 69%
- No 31%

- Around 70% of 300 respondents aware of the revamp program from different ways
- Two flagship shops located in business central districts
- 30% of respondents do not know the brand revamp
V. DATA ANALYSIS - Figure 3

Figure 3: Frequency the respondents visit the branch of Bossini every month (Question 4)

- Only 8% respondents visited Bossini frequently every month
- Since people would not visit Bossini frequently, so Bossini has not much loyalty customers
V. DATA ANALYSIS - Figure 4

Figure 4: Bought more either before or after revamp (Question 6)

- The reflection of the customers was not so satisfied
- Customer perception on Bossini brand revamp is not important
- Low-end fashion
- Do not have clear market positioning unique brand character or image to customers
V. DATA ANALYSIS - Figure 5

Figure 5: Product categories that respondent have purchased before (Question 7)

- New production lines introduced to the market is not popular among the potential customers
- Most of the teenagers did not regard Bossini’s products as fashionable products
- Insufficient customer confidence for the new products and they were more willing to patronize specialty shops
V. DATA ANALYSIS - Figure 6 & 7

Figure 6: Reasons for buying products of Bossini (Question 8)

- A large proportion of respondents buy Bossini’s products because of lower price
- More than half of the respondents’ monthly salary is lower than or equal to $15000
- They are the customers that are more sensitive to the price
V. DATA ANALYSIS - Figure 8

Figure 8: Reasons against buying products of Bossini (Question 9)

- Style is the main reason for the Bossini’s products that could not attract customers
- Brand name is not the most important aspect of not choosing Bossini’s products
V. DATA ANALYSIS - Figure 9

Figure 9: Scores for decoration before and after revamp (Question 10)

- Average score rose by 20%
- More accepted by the customers
- Business opportunities as more likely to attract more customers

<table>
<thead>
<tr>
<th></th>
<th>Before Revamp</th>
<th>After Revamp</th>
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</thead>
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<tr>
<td>Mean</td>
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<tr>
<td>Standard deviation</td>
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<td>6%</td>
</tr>
<tr>
<td>Increase of mean score</td>
<td>20%</td>
<td></td>
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</table>
V. DATA ANALYSIS - Figure 10

Figure 10: Scores for display layout before and after revamp (Question 10)

- 17% improvement in overall customers’ perspective
- Display their products according to the product categories
- Customers can find out what they want easily and quickly
- Same series of “crossover” products would be placed in the same display area

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<tr>
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<td>31</td>
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Mean

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</tr>
</thead>
<tbody>
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<td>Increase of mean score</td>
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<td>17%</td>
</tr>
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</table>
V. DATA ANALYSIS - Figure 11

Figure 11: Scores for product categories before and after revamp (Question 10)

- More respondents give four or five marks for the aspect of after brand revamp
- Mean score of after band revamp was increased about 14%
- Three reasons
  - New product categories
  - New designers
  - Cooperated with several companies to introduce “crossover” products

<table>
<thead>
<tr>
<th></th>
<th>Before Revamp</th>
<th>After Revamp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
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<td>Standard deviation</td>
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</table>
V. DATA ANALYSIS - Figure 12

Figure 12: Scores for lighting before and after revamp (Question 10)

- Did not use of any special lighting effect
- Decoration is mainly in green
- Lighting have increased by 15%

<table>
<thead>
<tr>
<th></th>
<th>Before Revamp</th>
<th>After Revamp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
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<td>3.6</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>Increase of mean score</td>
<td>15%</td>
<td></td>
</tr>
</tbody>
</table>
V. DATA ANALYSIS - Figure 13

Figure 13: Scores for ambience before and after revamp (Question 10)

- Wear the clothes printed with
  - The new logo
  - The word “family” in Chinese
- Ambience have increased by 20%

<table>
<thead>
<tr>
<th></th>
<th>Before Revamp</th>
<th>After Revamp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>3.0</td>
<td>3.6</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Increase of mean score</td>
<td>20%</td>
<td></td>
</tr>
</tbody>
</table>

Mean scores and standard deviation are shown in the table, with an increase of 20% in mean scores post-revamp.
V. DATA ANALYSIS - Figure 14

Figure 14: Scores for customer service before and after revamp (Question 10)

- Slightly increased 5%
- Emphasis on staff training
- The result was not satisfied
- Training programs did not improved customer services obviously and effectively

<table>
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<th>After Revamp</th>
</tr>
</thead>
<tbody>
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<td>Mean</td>
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<tr>
<td>Standard deviation</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Increase of mean score</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>
V. DATA ANALYSIS - Figure 15

Figure 15: Scores for mix and match before and after revamp (Question 10)

- The products design and easy to mix and match are the important elements
- Increased 16 percent
- Image of Bossini is clear after brand revamped
V. DATA ANALYSIS - Figure 16 & 17

Figure 16: Number of respondents if willing to buy more products because of crossover (Question 11)

- Yes: 59%
- No: 41%

Figure 17: Comparison between age and willing to buy more because of crossover (Question 11 and 14)

- 18-27 years old: 53%
- 28-37 years old: 27%
- 38-47 years old: 12%
- 48-57 years old: 8%
- >58 years old: 0%

- <18 years old: 0%

- Bossini cooperated with other companies to produce crossover products more

- Increase sales of Bossini because of young adults
  - More likely to follow the trend
  - Buy their favorite cartoon’s products

- One-fifth of respondents from aged 38 to 47 and 48 to 57
  - Lower price range
  - Fresh design
  - Blazer colors
V. DATA ANALYSIS - Figure 18 & 19

Figure 18: Number of respondents if willing to buy more products because of spokesperson
(Question 12)

- Spokesperson is a good tool to meet the promotional needs
  - Attract people
  - Represent the image
  - Affect consumer perception
  - Show their loyalty to their idol
  - Have a common interest within their social groups

Figure 19: Comparison between age and willingness to buy more because of spokesperson
(Question 12 and 14)

- Only one-tenth of respondents aged from 38 to 47 and 48 to 57 would buy more because of
  - Price
  - Material
  - Design
  - Rather than depending on the spokespersons
VI. LIMITATIONS

• The interview arrangement with Bossini had been rejected
• The interview arrangements with the members of the HKRMA had been rejected
• The interview arrangement with the brand revamp leader had been rejected
VI. LIMITATIONS

• The reference books are irrelevant and unobtainable
• The benchmarking information is not obtainable
VI. LIMITATIONS

• The interview time with Mr. Yim Kai Ming was limited
• The timeliness bias of respondents in answering questionnaire
CONCLUSIONS

• Parts of the brand revamp program were conducted successfully
• Overall customer satisfaction was improved
VII. CONCLUSIONS

- Only 40% of respondents would buy more because of the spokesperson
- Undesirable proportion of respondents did not know the existence of Bossini brand revamp program
- Increased the frequency of product launches
VII. CONCLUSIONS

• Visit frequency of the customers is not high enough
• Perception of customers on customer service was not improved a lot
VIII. RECOMMENDATIONS

- Spokesperson
  - Keep appointing Charlene Choi
- Attract young people
  - Invite Michael Wong and his family
- Well-known actor
- Warm and harmonious “family” image
- Attract more families
VIII. RECOMMENDATIONS

• Television
  – Advantage
    • Effective media in Hong Kong
    • Wide geographic coverage
  – Disadvantage
    • Advertising cost is high
VIII. RECOMMENDATIONS

- **New products**
  - High visibility
  - Improve management of display
  - Display more different and new products to fulfill their needs
VIII. RECOMMENDATIONS

- Complete and effective membership system
  - Raise the loyalty of the customers
  - Promote Bossini by word of mouth
VIII. RECOMMENDATIONS

Customer services

– 5% increment on customer satisfaction
– Establish reward scheme for ambitious staff
  • Motivate their staff to work harder
– A star of the month
  • Low cost
  • Effective motivation way
VIII. RECOMMENDATIONS

• Reduce its selling price of products
  – Boost sales
  – Be a cost leader
The End

Thank you for your attention