



BONJOUR Group

Business Proposal



The HKICPA Accounting and Business Management

Case Competition 2021-22 (Level 2)



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Part A — Executive summary

1) Bonjour's Current State of Business: Bonjour Holdings Limited (Bonjour) is a chain of retail stores selling mainly **beauty and lifestyle products** in Hong Kong. While it has **closed around 60%** of its retail branches from 2019 to 2022, it has established its **KOL live streaming team** to promote the products. The **newly built O2O system** of Bonjour HKMall has allowed it to evolve from a traditional cosmetics retailer to offer a **fusion of online, offline and experience retail services**.

2) Key Findings of Financial Analysis: The Group's **financial performance** in 2019 and 2020 was **severely hit** by **social movements** and the **COVID pandemic**, hence largely eroding its equity. Given the breach of loan covenants and early demand for loan repayment by lenders, **RSM Hong Kong**, the Group's auditor, has raised the **significant going concern** of the Group. Unless the Group finds a **new capital injection** or **quick turnaround of its profitability**, it is at high risk of becoming **insolvent**.

3) Key Findings of SWOT Analysis: Despite having **diversified products** and a **well-established foundation**, the Group relies too heavily on **Mainland tourism** and **fails to attract local customers**. As a result, the Group's revenue was severely **hit by the COVID-19 pandemic**, which triggered a slump in inbound tourism and poor economic performance. Furthermore, the Group has to **face fierce competition** in both cosmetic retailing and online shopping platforms.

4) Key Recommendations of the Business Plan: Based on the analysis and research findings, activities and campaigns such as seasonal pop-up booths, beauty empowerment, green products, and social media promotion are suggested to **attract the younger generation** and **build a customer-centric brand image** for Bonjour.

Part B — Introduction

Background: Founded in 1991, Bonjour Holdings Limited has grown to a **leading cosmetic retailer** in Hong Kong. It adapted to the recent pandemic by **integrating digital technology online and offline distribution channels**. It operates about **10 offline retail stores** in Hong Kong and Macau and **online stores** on 44 online platforms.

Objective: This proposal aims to enhance **Bonjour Group's offline and online retail business** with the help of **financial ratios and SWOT analyses**. Market research about **consumers' preferences** in beauty and healthcare products has been conducted to search for possible directions ahead. Several suggestions would be made to **improve the brand name** and expand its customer base to the **younger generation**.

Part C — Comprehensive analysis of Bonjour's financial performance

(All dollar amounts in HK\$'000, except for earning per share)

Profitability Ratio and Formula	Year 2020	Year 2019
Gross Profit Margin $= \frac{\text{Gross Profit}}{\text{Turnover}} \times 100\%$	$= \frac{173,095}{538,788} \times 100\%$ = 32.13%	$= \frac{490,443}{1,458,828} \times 100\%$ = 33.62%
Net Profit Margin $= \frac{\text{Profit (Loss) Before Tax}}{\text{Turnover}} \times 100\%$	$= \frac{-259,112}{538,788} \times 100\%$ = -48.09%	$= \frac{-131,588}{1,458,828} \times 100\%$ = -9.02%
Return on Average Assets $= \frac{\text{Profit(Loss) For The Year}}{\text{Average Total Assets}} \times 100\%$	$= \frac{-258,423}{(371,775 + 176,509 + 1,197,644 + 341,994 + 479,262) \div 2} \times 100\%$ = -20.13%	$= \frac{-130,621}{(1,197,644 + 341,994 + 831,471 + 561,688) \div 2} \times 100\%$ = -8.91%

Bonjour Group recorded a **sharp revenue decline** in 2020 by \$1 billion due to the COVID pandemic, which slightly **reduced the gross profit margin** by 1%. However, due to the relatively **high recurring fixed costs** of the Group, including administrative expenses and finance costs, the **net loss margin** was **widened** much by 39%. As a result, the **equity** of the Group **eroded sharply** from \$435 million to \$169 million. Such a significant loss may greatly hinder business **sustainability** in the medium term. Even the Group recorded **fewer total assets**, its **return on average assets declined** further by 11.22% due to the increased net loss. Although the ratio is more relevant to asset-based companies than retail trading companies, the Group is **less efficient** in **generating income** from its business resources.

Management Efficiency Ratio and Formula	Year 2020	Year 2019
Average Inventory Turnover Period $= \frac{\text{Average Inventory}}{\text{Cost Of Goods Sold}} \times 365 \text{ days}$	$= \frac{(187,968 + 97,318) \div 2}{365,693} \times 365 \text{ days}$ = 142.37 days	$= \frac{(235,697 + 187,968) \div 2}{968,385} \times 365 \text{ days}$ = 79.84 days
Average Trade Payables Repayment Period $= \frac{\text{Average Trade Payables}}{\text{Credit Purchases}} \times 365 \text{ days}$	$= \frac{(23,734 + 83,131) \div 2}{365,693 + 97,318 - 187,968} \times 365 \text{ days}$ = 70.91 days	$= \frac{(83,131 + 125,812) \div 2}{968,385 + 187,968 - 235,697} \times 365 \text{ days}$ = 41.42 days

Average Total Assets Turnover <i>Turnover</i> = $\frac{\text{Average Total Assets}}{\text{Average Total Assets}}$	= $\frac{538,788}{((371,775 + 176,509) + (\frac{1,197,644}{+341,994 + 479,262})) \div 2}$ = 0.42 times	= $\frac{1,458,828}{((1,197,644 + 341,994) + (831,471 + 561,688)) \div 2}$ = 0.99 times
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The inventory management efficiency of Bonjour was **unsatisfactory**. The **almost-doubled average inventory turnover period** might be brought by a **decline in demands** for the Group's products. The **increased inventory level** increased the **risks of obsolete inventory and loss** due to product expiry. While a **lengthened trade payable period** might be caused by a **successful negotiation** between the Group and its creditors, the elongation may indicate **insufficient cash flow** and payment delay by Bonjour. It may **worsen its relationship** with its creditors and affect its sourcing in the future. Meanwhile, the **decreased average total assets turnover** indicates a **less efficient use of assets**, attributable to the **slow inventory sales**.

Short-term Liquidity Ratio and Formula	Year 2020	Year 2019
Current Ratio $\frac{\text{Current assets}}{\text{Current Liabilities}}$	= $\frac{(176,509 + 479,262)}{772,320}$ = 0.85: 1	= $\frac{341,994}{595,115}$ = 0.57: 1
Cash Ratio $\frac{\text{Cash and Cash Equivalents}}{\text{Current Liabilities}}$	= $\frac{16,748}{772,320}$ = 0.02: 1	= $\frac{98,855}{595,115}$ = 0.17: 1

The considerable **increase of current assets** in 2020 was mainly due to the \$479 million of **land and buildings** newly classified as **held for sale** within one year. If the item is excluded, the current ratio for the year 2020 would be 0.23:1, which is a **more-than-50% reduction** from the end of 2019. It was mainly due to the **shrinkage of inventories** and cash and cash equivalents attributable to less net cash generated from operating activities in 2020. The **cash balance decline** is also reflected in the **almost-90% decline in the cash ratio**. It is worth noting that the **current portion of the bank** and other borrowings jumped in 2020 due to **repayment on-demand** as the Group breached certain covenant clauses in bank facilities to net assets level, debt-to-equity ratio and debt-to-inventory ratio. That has triggered the **fundamental issue of liquidity**. Insolvency and going concerns were also highlighted by the Group's auditor, **RSM Hong Kong**, in the **Material Uncertainty Related to Going Concern** in its audit report. Unless the Group finds a **new capital injection** or **quick turnaround** of its profitability, it is at **high risk of bankruptcy**.

Long-term Solvency Ratio and Formula	Year 2020	Year 2019
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Gearing Ratio $= \frac{\text{(Non-current Liabilities)}}{\text{(Non-current Liabilities + Share Capital + Reserves)}} \times 100\%$	$= \frac{86,678}{86,678 + 34,126 + 138,040} \times 100\%$ = 33.49%	$= \frac{509,097}{509,097 + 34,126 + 402,172} \times 100\%$ = 53.85%
Debt to Equity Ratio $= \frac{\text{Total Liabilities}}{\text{Total Equity}} \times 100\%$	$= \frac{86,678 + 772,320}{168,548} \times 100\%$ = 509.65%	$= \frac{509,097 + 595,115}{435,426} \times 100\%$ = 253.59%

Based on a narrowly defined gearing ratio of including non-current liabilities only, the **gearing ratio** was **reduced** by 20%. However, it does **not** reflect a **fair gearing situation** given that a **large part of the borrowings** was reclassified as **current liabilities** due to the **breach of loan covenants**. The debt-to-equity ratio, which increased by 256%, is a better reflection of the **solvency situation** of the Group. Its **sharp increase** could be explained by the **increased payable** and, more importantly, the **quick erosion** of equity due to the **significant net loss** in 2020. The increase in payable could indicate that the Group had **delayed payment** to its suppliers due to the **liquidity pressure**. Another notable reduction of total liabilities is the significant decline in **lease liabilities**. It is also related to **the reduction in the right-of-use assets**, which could be explained by the **closure of retail stores** during 2020.

Investment Ratio and Formula	Year 2020	Year 2019
Earnings Per Share(EPS) $= \frac{\text{Profit(Loss) Attributed to Owners of the Company}}{\text{Weighted - average no. of ordinary shares}}$	$= \frac{-255,734}{3,412,566}$ = -7.49 cents/ share	$= \frac{-129,648}{3,412,566}$ = -3.80 cents/ share

The loss per share **nearly doubled** due to the significant loss in 2020. On a per-share basis, the Group lost 7.5 cents of the shareholders' fund, which is more than half of the 12.76-cent net asset value per share as at the end of 2019. The net asset value per share as at the end of 2020 was **reduced** to about 5 cents only. It is clear that such an amount of recurring loss is **not sustainable**, and the **whole amount of equity** could be **eroded soon** unless a **capital injection** or **business turnaround** could be achieved in the near term.

Part D — Summary on Bonjour's strategic efforts and directions ahead

Strategic efforts: Bonjour endeavours to move on a **new track**, **technology and purchase**, bringing out a new concept of **"Beauty, Health & Beautiful life"**.

Firstly, for the **traditional offline retail stores**, Bonjour launched a brand new **"Bonjour Life O2O"** retail store in 2020, transformed the traditional sales model, and realised online and offline business integration. A **new retail concept store** – **"MEI MALL"** was also established to be **the foundation of the concept**.

Breaking the traditional business model, Bonjour created a **new sales structure of multi-channel retail** and actively invested in **digitalisation** for its **transformation**. Bonjour's **all-inclusive E-commerce business** comprises (1) its online shopping platform, **HKMall**, (2) entry to numerous shopping platforms, (3) Bonjour New Retail Innovation Center associated with nine organisations, (4) KOL live streaming studio, (5) business matching with **Cyberport Enterprise Network (CEN)**, (6) **cooperation with Alibaba Cloud** to re-establish the **customer database and cloud database** to improve the Group's **data processing efficiency**. The Group promoted a new concept of **"technology + consumption"**. It has **nurtured 200 frontline staff** to have live streaming sales at **various platforms**.

Directions ahead: For **traditional offline retail stores**, Bonjour will optimise its traditional beauty chain business and make **branding, specialisation and rejuvenation** the **mainstream** for its operations. As the Group has a **reducing** number of **traditional retail stores**, it **switches its focus** to E-commerce business.

As for its **all-inclusive e-commerce business**, the group continues to **improve its membership system** and **attracts local companies** to join as one of the online members of HKMall. It also aims to fully develop the **Bonjour New Retail Innovation Center**, introducing more **global trendy brands** into the industry and becoming the most **extensive base** for the online transaction of Hong Kong local brands and overseas merchants. With the **5G and global digitalisation** trend, the Group will actively promote the development of **comprehensive e-commerce, live-streaming, and cultivate frontline salespersons** for online live streaming.

Part E — SWOT analysis of Bonjour's financial performance

Strength

S1. Diversified products

Bonjour is dedicated to selling **international brands and private labels products**. Currently, the Group offers over **40,000 products**, including skincare, cosmetics, fragrance, health food and body care and lifestyle products and snacks from Japan, Korea and Taiwan to cater to customers' various needs. According to our market research, about **85%** of the respondents think Bonjour sells **diversified products**. Moreover, Bonjour **collaborates exclusively** with world-renowned brands and further increases its **product diversity, outcompeting** its local counterparts.

S2. Well-established foundation in both Hong Kong and Mainland

Bonjour has numerous branches and a good online shopping platform for both Mainland and overseas, namely Koala, Tmall, etc. Its online platform is easily accessible and multifunctional. Due to its reputation, many corporations should be willing to collaborate with Bonjour because of its mature sales network and experiences. KOL live streaming studio and live streaming sales on different platforms have been entrenched, providing online and offline exposure that attracted more local and foreign customers to purchase.

Weakness

W1. Unfavourable shop locations

Since Bonjour Cosmetic targeted the Mainland visitors before the COVID pandemic, most of its branches are located in the tourist spots, for instance, Tsim Sha Tsui and Mongkok. According to our market research, less than 10% of the respondents think the location of Bonjour's shops is convenient. The mandatory quarantine measures significantly decreased the number of visitors and made 1-day travel impossible. Bonjour's revenue is then mainly derived from local consumers. Yet, many shop locations are not close to the dense residential areas, which causes inconvenience for the locals and lower the desire to shop in Bonjour. Instead, they may find substitutes in their neighbourhood, such as Sasa and Mannings, as shown in the market research.

W2. Ambiguous market position

Compared to its competitors, Bonjour rarely sells viral products or products exclusive to the brand. The price of the products is not lower than its competitors either. These make Bonjour fail to attract middle-aged customers who usually look for cheaper products. Also, Bonjour's brand image can seem old-fashioned and aged to young customers as its popularity has dropped compared to the past decade. Therefore, no matter which age group Bonjour plans to target in its current marketing campaigns, the effects seem to be minimal.

W3. Heavy reliance on tourism

As Bonjour's marketing and operation strategy mainly target Mainland customers, its revenue primarily came from Mainland visitors. Ever since the COVID-19 pandemic, restrictions against tourism, such as the quarantine policy and the shutdown of the borders, had been imposed. The tourism industry plummeted, and the number of tourists visiting Hong Kong sharply decreased. Therefore, Bonjour's revenue dropped rapidly. Also, heavy reliance on tourism means that the company's performance mainly depends on external factors and is volatile. If the economic climate is poor,

Bonjour's performance would easily be **negatively affected**, leading to **unstable** financial performance.

Opportunities

O1. Increasing awareness of environmental protection

As global warming becomes more serious, Hong Kong people pay more attention to **environmental protection**. People are actively engaging in **eco-friendly activities** and are **willing to take the initiative** to save the Earth. In recognition of this trend, a business that shows its **genuine care** for the environment can gain a **good reputation** among citizens and be considered a **socially responsible business**. This bolsters corporate image and **builds its brand**, attracting more customers.

O2. Increasing acceptance for male makeup-wearing

According to our market research, **94%** of respondents **accept males using makeup products**. Due to the **social movements targeting misogyny** and phenomena like the **K-pop craze** in recent years, more and more men have started to **embrace their feminine side** and wear makeup. Also, because of social media, men can learn more about the **advantages of using skincare products**. These factors led to **rising demand** for male beauty products. This can **boost sales** for Bonjour in the male cosmetic products department, generating **more income** for Bonjour.

O3. Reviving of the Cantopop

Cantopop was once popular in Asia, which many youngsters have a craze for. However, due to the rise of other pop music trends, the **preservation** of the Cantopop has become one of the **major concerns** among the **Hong Kong community**. Instead of supporting foreign singers or idols, many Hong Kong people choose to support **local celebrities**, such as Mirror and Joyce Cheng, and always try to keep up with their idols' newest updates. With the support of the **advocators** and, most importantly, **celebrity endorsement**, **collaborating** with artists through **sponsoring** and **shooting advertisements** would be effective in improving brand awareness.

Threats

T1. COVID-19 pandemic

There is a local **economic recession** due to the COVID-19 pandemic. The strict border shutdown significantly reduces the number of Mainland tourists. Moreover, the **increased unemployment rate** due to the COVID-19 pandemic is alarming. Therefore, the locals have a lower **desire to consume**. As Bonjour sells mainly **non-necessity**

products, people may consume Bonjour products by a lower priority, choosing to cut down their expenditure in Bonjour stores and reduce the Group's revenue.

T2. Fierce competition from the local and foreign competitors

With the rising popularity of online shopping platforms, the Group faces intense challenges and competition. As online shopping platforms overcome the geographical constraints, both the Mainland and foreign competitors from various online shopping platforms, such as Taobao, Amazon, and eBay, became the Group's competitors. As a result, the customer base of the Group reduces significantly. The Mainland online beauty retail stores provide products at a low price, and local online shopping platforms such as HKTVmall started to compete with Bonjour Group on selling cosmetics products due to the prevalence of online shopping.

Part F — Business plan

After analysing the Group's SWOT and conducting a market survey, the following table shows how our campaigns can make use of its strength & opportunities; and alleviate the harms brought by its weaknesses & threats that we have discovered.

Note: Strength(S), Weakness(W), Opportunities(O), Threats(T)

SWOT:	Campaigns no.					
	1. Beauty without Boundaries (美麗無邊界)	2. Paint with Makeup (「化」腐成奇)	3. Seasonal MAKE-UP Booth (就喺你左近)	4. LESS is MORE (簡單就是美)	5. App and Social Media Improvement	6. Super Cat (卓越貓)
S 1 Diversified products	✓			✓		
S 2 Well-established foundation in both Hong Kong and Mainland				✓		
W 1 Unfavourable shop locations			✓		✓	
W 2 Ambiguous market position	✓	✓			✓	✓
W 3 Heavy reliance on tourism	✓		✓			
O 1 Increasing awareness of environmental protection		✓		✓		
O 2 Increasing acceptance for male makeup-wearing	✓					
O 3 Reviving of the Cantopop	✓					
T1 COVID-19 pandemic	✓		✓		✓	✓
T2 Fierce competition from the local and foreign competitors			✓			✓

Questionnaire results:	1	2	3	4	5	6
Q3 Most respondent said they usually get shop promotion information from social media					✓	
Q4 77.6% of respondent thinks "brand reputation" affect them from choosing a retail service provider						✓
Q10 82.1% of respondent have not heard of HKMall (卓悅香港貓)					✓	
Q14/15 86.6% of respondent have ever browsed Bonjour's Instagram and Facebook account					✓	
Q19/20 Around 95% of respondent agree that male beauty is on a rising trend and do accept male using makeup or skincare products	✓					
Q22/24 Around 80% of respondent have had experied beauty products and is willing to recycle them		✓				
Q25/26 Around 80% of the respondent are interested in trying different makeup looks virtually and think it would be helpful to them			✓			
Q27 71.6% of the respondent are interested in making their exclusive makeup products			✓			
Q30/31 Around 60% and 80% of the respondent thinks tips about beauty and health and a sales rank helps them					✓	
Q34 56.7% of the respondent will buy products without packaging from Bonjour				✓		
Q36/37 70.1% of the respondent will play simple games on online shopping platform and they think prizes is the pull factor				✓		
Q38 82.1% of the respondent think coupons can increase their willingness to purchase				✓		
Q39 Most respondent think celebrity endorsement and advertisement attract their attention the most	✓					✓

1. Beauty without Boundaries (美麗無邊界)

The empowerment campaign “Beauty without Boundaries” aims to **promote makeup and self-love** to everyone regardless of their **gender, age, background and family status**. There will be challenges **among influencers and the public** in which they will try their best to **showcase their makeup skills**. To promote positivity, **Bonjour Beauty Award** would be given to the participants who have the **top 20 highest views** of each challenge. There could be a topic given to all the participants to create their makeup look. Various **celebrities, artists and Olympic athletes** will be invited to **accept our beauty challenges** and make videos **about our campaign** to let it **go viral**. Examples of well-known local celebrities are Anson Lo, Hins Cheung (張敬軒), Siobhan Haughey (何詩蓓) and Edgar Cheung Ka Long (張家朗). The challenges include:

◆ **No Mirror Makeup Challenge!** (咩話? 無 Mirror?)

The participants are not allowed to use **mirrors** during the makeup process. This could **increase the difficulty** of doing makeup while showcasing their basic makeup skills. The **exciting outcome of makeup (both success and failure)** could **catch the eyes of the public** and become a **hot topic**, arousing people’s interest in our campaigns.

◆ **Be CONFIDENT challenge** (自信就要行動!)

To challenge one’s confidence, participants have to take videos to **compare** their appearances **before and after makeup**. In the video, participants can tell **how wearing makeup can boost their confidence** and **when or how they started to be aware of both outer and inner beauty**. The challenge would positively impact society, teaching people to **love themselves**.

◆ **NON-DOMINANT hand makeup challenge** (左手·右手·邊隻更勝一籌)

Our dominant hands are often responsible for handling **precise and skilful movements**. On the contrary, our **non-dominant hands** are **clumsier**. In the challenge, two participants will work together and **do each other’s makeup** with the non-dominant hand. The process might be somehow **laborious**. However, it **brings joy** to the participants and also the viewers. Besides, it is a fun fact that training your non-dominant hand could **enhance one’s coordination**.



Expected impact: The campaign could be **all the rage** during the COVID 19 pandemic as the video creating challenges can be **easily carried out at home**. It can further enhance the publicity of Bonjour, adhering to the brand motto, bringing “**Beauty, Health & Beautiful Life**” to customers. A **well-known endorser** helps polish up the brand name. Bonjour will benefit from the **fanbase of the artists** as it would enlarge Bonjour’s **customer base** by attracting the fans of those celebrities. On top of that, the **male celebrities and endorsers** could also convey a **positive message** that males can also put makeup on their faces **without being considered strange**. This **eliminates the gender stereotype**, and the Group could extend their target customers from mainly females to both genders.

2. Paint with Makeup (「化」腐成奇)

The **unwanted or post-dated** makeup products collected from customers will be processed to become **recycled drawing materials** in this campaign. They will be **distributed to** Bonjour’s **physical branches**. Participants can pick up the materials from any Bonjour shops and **deliver their finished work to Bonjour Group**. The arts are then **posted on** Bonjour’s social media accounts and **voted** by the followers. The **winners** with the most votes get their work shown in an exhibition in **Hong Kong Art Centre** and will be awarded **cash prizes and unique gifts**. After they have been exhibited, works will be **donated to charities and hospitals** for good causes.

Expected impacts: This campaign allows participants to **express their creativity** in their artworks, showing that makeup can be **a form of art and expression**. In a lacking art development society, people often have a little channel to express their artistry. The campaign provides a platform for artistic people to express their feelings. This helps **build connections with customers**, facilitating a **positive image of makeup** through the painting of artwork with cosmetics. As the products used are primarily overdue or unsuitable, **no products are wasted**, which helps establish an **environmentally conscious image** for Bonjour. Furthermore, through voting on social media accounts, both the event and the brand can **gain social media traction**. The **donation** of the artworks after the exhibition can **build goodwill** for the brand.

3. Seasonal MAKE-up Booth (就喺你左近)

The following events last for **three months** respectively in different **retail malls**. A **longer-term recurring** event **globally** can be considered if they receive positive feedback.

◆ **Virtual make-up** (虛擬美妝)

To **modernise** the shopping experience, **virtual makeup fitting** will be provided. Customers could wear different makeup styles virtually, such as Korean, Japanese, and western-styled, giving them **a glimpse of each** while **reducing their time cost of trial and error**. After their fittings, the **Instant camera (即影即有)** machine will print out the style that the customers favoured. **A list of related product suggestions** will be **automatically** attached based on their choices. This could provide a feeling of **freshness**, impressing the **generation Z** born with technologically advanced age. Thus, the **desire of shopping** will be enhanced.

◆ **Make-your-own lab** (等我自己嚟!)

Uniqueness is being prioritised nowadays. In our **“Laboratory”**, we will provide customers with an opportunity to **mix and match** the **cosmetic ingredients**. The **colour tone, the aroma, and the waterproofness** can all be **customised** under the supervision of **cosmetic chemistry professionals** Bonjour hired. Products such as foundation, lipsticks and perfume can be **DIY** in the programme. With the above mentioned, each customer's shopping experience will be **exclusive**, creating a **feel-good effect**. Thus, according to the market research, **70.1%** of respondents were interested, and many were willing to pay a **higher price** for the experience.

◆ **All there LIGHT-to-DARK** (由淺入深)

Beauty is without boundaries; people with skin tones ranging from dark to light all **deserve the right** to wear makeup. However, the concept of **mass production** does affect the **availability of choices**, especially for makeup foundations, for those on two different ends, the lighter and darker coloured. The event will provide a **complimentary skin tone test** for customers who shop for **more than \$1000**, allowing them to know which products are suitable for them and **give out** the matched foundation to them. This can help further **promote the brand name** of Bonjour to people of **all races** and from **all around the world**.

Expected impact: The pop-up booth can **echo** Bonjour's new concept 'Technology + Consumption', providing **novel shopping experiences** to consumers. Bonjour can get closer to the public and sell products in the **residential areas**, thus **generating more revenue**. Moreover, the Group can conduct a **market survey on the required district**, which is useful in **expanding its business** in the future.

4. **LESS is MORE** (簡單就是美)

◆ Package free products

Bonjour will be the **first pharmacy** in Hong Kong to be package-free, aiming to be the **pioneer** of this area. The products that can be sold in **package free corners** are shampoo, toothpaste, mouth rinse, hand cream, cleansing, etc. Package-free stores **eliminate all forms of packaging**. Customers can buy as much or as little as they need with **reusable bags and containers** from home to **weigh** and buy their plastic-free produce. Due to **hygiene issues**, **biodegradable containers** will be used instead of plastic for packaged products. This change can begin with **Bonjour's own brand**.

Expected impact: It has to be acknowledged, however reluctant, that some companies still placed their profit before environmental protection. Bonjour can act as a **role model** for other firms in the same industry and brands that cooperate with Bonjour and use its **own experience** to **persuade brands** to make a slight change in a bid to **save the Earth**.

◆ Zero waste beauty products (綠色美容)

Bonjour can collaborate with some **foreign zero waste beauty brands** and **sell** their products in **Bonjour branches**. For example, **Dab Herb**, a plastic-free brand specialising in **skincare and makeup** and **Ethique**, has a wide range of **zero waste shampoo and conditioners** for all hair types. These products are either **naked** or **with reusable or compostable packaging**, reducing the **harm** to the environment.

Expected impact: The foreign zero waste beauty products can **enter the Hong Kong market** with the help of a veteran retail brand, having a wide network, resources and experience to sell products. Besides, Bonjour can have a more **diversified product line** as it could **collaborate exclusively** with these green brands. This **enlarges the customer base** because **environmentally conscious people** can be **attracted to purchase** in Bonjour. The Group's **eco-friendly image** will further be enhanced. With the promotion of zero waste beauty, the Group could make valuable contributions to **protecting the environment** and **fulfilling its social responsibilities**. A win-win situation will then be achieved.

5. App and Social Media Improvement

Adding a new section called **Latest News** could be an effective measure. Some **basic makeup tips**, **beauty and health information** and **introduction of some products** or the **comparison of specific products** of different brands can be displayed in the section.

Another new area called **Recommended Products** can also be added. The **best-selling products** or products with the **highest ratings** each month would be included.

As for the membership system, except for **purchasing online and offline**, members can **accumulate points** by doing some **daily tasks**, such as liking or commenting under an article and visiting the **Latest News** section. With the points, members can **redeem beauty products or coupons** used in Bonjour.

Expected impact: With the modified version launched, customers will have **more incentives** to use the app. Customers could **get more information** and **try new products** through the HKMall app. At the same time, Bonjour can benefit from obtaining more **big data** for market analysis and producing a **tailor-made recommendation section** for each customer. The **enhanced convenience** for the online platform customers will then **boost sales**.

◆ Hide and Seek (躲貓貓)



Simple games could be introduced according to the festival or latest trend. A game called **Hide and Seek (躲貓貓)** can **introduce the new function** of the apps to the members. The player will be given **a question every day**, for example, “Find the place where you can buy cleansers”. When the participants **arrive at the correct page**, a **cartoon cat** will be on the screen. The task is completed by **clicking the cat**, and members would be rewarded **some points**.

Expected impact: These games and daily tasks for gaining points can **maximise the members' engagement** in Bonjour app and **provide entertainment** to members while introducing a new function. Members can have numerous ways to earn points, and the prizes redeemed could be the **incentive** for people to register as members.

◆ E-connect (新·連繫)

In order to **increase the fans base**, having **more interaction** with the followers on social media is needed. One good way is **regular giveaways**. It can **attract more followers** and **promote its accounts** as there will be some **requirements** for participants to **join the giveaway**, such as tagging three friends in the comment and reposting the posts. **Posts about beauty and health tips** should also be added on social media. The posts should be **up to date** and can **catch up with the trend**. Followers can regularly **receive beauty information** through the account—for example, the **Top 10 highest rating masks** or the **procedure of doing makeup**. Under the posts, we could invite customers to share their **user experience and feedback** on different products in the commenting section. Coupons and gifts can be given to those followers who had the **most interesting comments** and **post on the status** regularly as a reward.

Expected impact: The Group's **brand awareness** can be **enhanced**, and the followers will **regularly check Bonjour's account** in a bid to **get free gifts**. It can effectively **improve the communication** between Bonjour and their customers as we can **receive users' comments** and better **cater to their needs**, improving the **after-sale service**.

6. Super Cat (卓越貓)

A mascot will represent the brand. The mascot can be **modified** based on the **cat of HKMall**, and it will be given a **warm-hearted** and **energetic** personality. **"Super Cat Mascot"** can promote **products in shops**, the **HKMall app**, and **social media posts**. Also, it would be appeared in the game **"Hide and Seek"**, as mentioned above.

Furthermore, **"Super Cat Cleaning Machines"** could be produced for the **promotion** of Bonjour and **"Seasonal MAKE-up (pop-up) Booth"** in shopping malls **two months before** the launching of the booth. Also, they could be placed in the **shopping malls** in which **Bonjour's branches** are located nearby. **"Super Cat Cleaning Machines"**



are **artificial intelligence robots**. Not only can it **disinfect the floor surface** while moving, but it also **communicates** and **answer questions** about Bonjour and beauty raised by the mall visitors, showing visitors the information **about a particular product**. **Two digital monitors** will be installed on the Machines, the upper one for the **Cat's facial expressions** and the lower one for the **touchscreen digital directory**. The Machine's

arms are **sanitising spray** that could **disinfect** its monitors regularly. During its “parade” in the shopping malls, the visitors can **view information** about Bonjour in **different sections** on the panels. For instance, Bonjour’s latest events and products, health and beauty tips, promotion of membership system, HKMall and its social media account. Additionally, **discount QR codes** for the **booth and shops** would be shown **randomly**, **motivating people to flock to find the “Super Cat Cleaning Machine”** as if they were playing **“Hide and Seek”**.

Expected impact: It helps Bonjour build and strengthen its **brand identity** and show its **friendly, customer-centric** side instead of feeling like a **distant enterprise**. The **personified brand** can help create an **emotional bond** with the customers, generating more **loyal customers** and **revenue**. It allows the Group to be in the **public’s eyes** while **promoting Bonjour’s new campaigns** to help pave the way for launching the pop-up booth.

Budget Plan:

Details	Budget (\$'000)	% of Budget	Details	Budget (\$'000)	% of Budget
1. Beauty without Boundaries (美麗無邊界)			4. LESS is MORE (簡單就是美)		
Promotion cost (advertisements)	350	3.5	Promotion cost	500	5
Celebrity Sponsoring cost	2,300	23	Layout and Design cost	150	1.5
Winners' Reward cost	600	6			
Sub-total	3,250	32.5	Sub-total	650	6.5
2. Paint with Makeup (「化」腐成奇)			5. App and Social Media Improvement		
Promotion cost	300	3	Maintenance cost	400	4
Winners' Reward cost	400	4	Game Designing cost	350	3.5
Collection and Distribution cost	20	0.2	Post Designing cost	100	1
Sub-total	720	7.2	Sub-total	850	8.5
3. Seasonal MAKE-UP Booth			6. Brand image improvement		
Promotion cost	400	4	Promotion cost	350	3.5
Machine cost	400	4	Designing cost	150	1.5
Labour cost	800	8	Research and development	300	3
Maintenance cost	50	0.5	Machine cost	800	8
Rental cost	1000	10	Maintenance cost	50	0.5
Booth decoration cost	100	1			
Sub-total	2750	27.5	Sub-total	1650	16.5
			Spare Budget	130	1.3
			Total	10,000	100

Implementation plan:

Implication	Research	Design	System testing	Decision-making	Promotion
Colour					
Implication	Contact	Launch	Updating	Evaluation	None
Colour					

Event promotion								
	Year ended 31/12/2022				Year ended 31/12/2023			
Campaign	Q1 (2022)	Q2 (2022)	Q3 (2022)	Q4 (2022)	Q1 (2023)	Q2 (2023)	Q3 (2023)	Q4 (2023)
Beauty without Boundaries (美麗無邊界)	Research on celebrities and purchase commodities as gifts	Contact the celebrities and invite them to accept the challenges	Launch campaign: No Mirror Makeup Challenge! and Be CONFIDENT challenge	Evaluation + Prize giving	Research on celebrities and purchase commodities as gifts	Contact the celebrities and invite them to accept the challenges	Launch campaign: NON-DOMINANT hand makeup challenge	Evaluation + Prize giving
Paint with Makeup (「化」腐成奇)	Research on related information Collect expired or unwanted makeup from the public	Collect expired or unwanted makeup from the public	Promote the campaign	Launch the campaign	Voting of winners	Results Announcement and Prize giving ceremony	Evaluation & Donating works to charities and hospitals	
Seasonal MAKE-UP Booth (就喺你左近)	Decide the date and the venue of the booth to be hosted Contact the person in charge for the venue	Design the booth Promote the booth	Launch campaign: All there LIGHT-to-DARK (由淺入深)	Evaluation Promote the booth	Launch campaign: Virtual make-up (虛擬美妝)	Evaluation Promote the booth	Launch campaign: Make-your-own lab (等我自己嚟!)	Collecting market response Evaluation
LESS is MORE (簡單就是美)	Research on possible green brands and products to be sold Design the green corner in shops	Contact and collaborate with various green bands Promote the campaign	Launch the campaign	Evaluation	Launch the campaign	Launch the campaign Collecting market response	Evaluation	Evaluation
Super Cat (卓越貓)	Contact designers for "Super Cat Mascot" and "Super Cat Cleaning Machine"	Design on mascot (& beauty advice slogans) & machine Contact manufacturer for the cleaning machines	Launch campaign: "Super Cat Mascot" start to be use in stores, app and social media; "Super Cat Cleaning Machine" start to operate in malls	Updating the system Evaluation	Launch campaign: "Super Cat Mascot" Launch campaign: "Super Cat Cleaning Machine"			Evaluation

App and social media Improvement								
	Year ended 31/12/2022				Year ended 31/12/2023			
Part	Q1 (2022)	Q2 (2022)	Q3 (2022)	Q4 (2022)	Q1 (2023)	Q2 (2023)	Q3 (2023)	Q4 (2023)
App Improvement	Design the layout of 'Recommended products'	System Testing	Launch the new section	Evaluation	Design the layout of 'Latest News'	System Testing	Launch the new section	Evaluation
"Hide and Seek" (躲貓貓)	Code and design the layout and cartoon illustration of the game	System Testing	Launch the game					Evaluation and giving out rewards
E-connect (新·連繫)	Research on recent trends	Design on posts and content	Launch the campaign	Evaluation	Design on events held on social media	Launch the campaign		Evaluation

Projected impacts on turnover and profit

The following projection assumes the relaxation of social distancing measures, and the makeup and skincare shopping patterns started to normalise from the second half of 2022.

Turnover: Through launching the campaigns and events “Beauty without Boundaries”, “Paint with Makeup”, “LESS is MORE”, and “Super Cat”, more long-term customers will be attracted. Meanwhile, the game “Hide and Seek” and beauty tips in “App Improvement” could make online shopping joyous and motivate people to shop. It is projected that the turnover of Bonjour Group can be raised by 39% from \$538 million in 2020 to \$750 million in 2022 and further increase by 67% to \$1.25 billion in 2023, which is closer to the turnover level in 2019 when all campaigns are launched.

Profit: Expanding into the green market can attract environmentally conscious customers, “Beauty without Boundaries” can enlarge the customer base, and

implementation of the “Seasonal MAKE-up (pop-up) Booth” can provide **easily accessible products** and **brand-new shopping experiences** to customers. We project that the **loss** of the Group could be **reduced** from \$258 million (loss) in 2020 to **nearly breakeven** at \$0.5 million loss in 2022, and a profit in 2023 at \$7 million.

Part G — Conclusion

As reflected from the financial analysis, **survival** is of utmost importance. The Group should actively seek **new funding and capital injection** to ensure **solvency and liquidity**. Meanwhile, it should **prudently allocate its expenses** to prevent further loss during the COVID pandemic and **wait for the market and business turnaround**.

Next step, the Group needs to formulate a **strategic plan** to turn around its **business and profitability**. As shown in the SWOT analysis, despite the **well-established foundation** in Hong Kong, it is adversely affected by **the pandemic** and faces **fierce competition** from local and foreign counterparts. The Group should strive to **improve its brand awareness** and **explore new markets**. Considering these, six campaigns were proposed, including organising a **beauty empowerment campaign** and **seasonal pop-up booths**, **collaborating with green brands**, **advocating products recycling**, **improving social media promotion**, and **strengthening brand image**. It is believed that considerable **profits** can be brought about and a **good reputation** from the public will be gained.

Part H — Appendices

Appendix: References

2019 Annual Report of Bonjour Holdings Limited

<https://corp.bonjourhk.com/en/projects/2019-全年業績報告/>

2020 Annual Report of Bonjour Holdings Limited

<https://corp.bonjourhk.com/en/projects/2020-annual-report/>

Bonjour Instagram account ([bonjour.cosmetics](https://www.instagram.com/bonjour.cosmetics))

https://instagram.com/bonjour.cosmetics?utm_medium=copy_link

Bonjour Facebook page

<https://www.facebook.com/bonjourhk/>

HKMall APP

<https://www.bonjourhk.com/tc/>

Appendix 2: Market Research and Results

(A) Basic Questions:

1. When you buy beauty and cosmetic products, do you usually shop physically or through online platforms?

當您購買美容和化妝品產品時，您通常是通過實體店還是通過在線平台購物？

- Physically 門市
- Online 網上

2. Which shops do you usually buy your beauty products from? (You may choose more than one option)

您通常在哪間店鋪購買美容產品？（可選多於一項）

- Bonjour 卓悅
- Sa Sa 莎莎
- Colourmix 卡萊美
- Mannings 萬寧
- Watsons 屈臣氏
- Other (please specify) 其他（請註明）

3. How do you usually get shop promotion information from? (You may choose more than one option)

您通常從什麼渠道獲得商店的宣傳資訊？（可選多於一項）

- Street advertisements 街頭廣告
- TV advertisement 電視廣告
- Website advertisement 網站廣告
- Social media 社交媒體
- Recommendations from family, friends or colleagues 家人、朋友或同事的推薦
- Other (please specify) 其他（請註明）

4. What factors affect your choosing a retail service provider? (You may choose more than one options)

哪些因素會影響您選擇零售服務提供商？（可選多於一項）

- Service 服務
- Brand reputation 品牌聲譽
- Convenience 便利
- Product diversity 產品多樣性
- Discount 優惠
- Price 價格
- Other(please specify) 其他（請註明）

5. How much did you spend on cosmetic and skincare products in the last 12 months?

在過去的 12 個月裡，您在化妝品和護膚品上花了多少錢？

- <\$1000
- \$1000- \$5000
- \$5000- \$10000
- \$10000- \$15000
- \$15000- \$20000
- \$20000- \$25000
- \$25000- \$30000
- >\$30000

6. How much did you spend on cosmetic and skincare products in a year pre-Covid?

在疫情前，您每年在化妝品和護膚品上花了多少錢？

- <\$1000
- \$1000- \$5000
- \$5000- \$10000
- \$10000- \$15000
- \$15000- \$20000
- \$20000- \$25000
- \$25000- \$30000
- >\$30000

7. How much will you spend on cosmetic and skincare products in the coming 12 months?

在未來 12 個月，您預計會在化妝品和護膚品上花多少錢？

- <\$1000
- \$1000- \$5000
- \$5000- \$10000
- \$10000- \$15000
- \$15000- \$20000
- \$20000- \$25000
- \$25000- \$30000
- >\$30000

(B) Questions about Bonjour:

8. Have you ever heard of Bonjour ?

您有否聽說過卓悅？

- Yes 有
- No 沒有

9. Have you ever purchased any products from Bonjour before?

您有否從卓悅購買過產品？

- Yes 有
- No 沒有

10. Have you ever heard of HKMall (卓悅香港貓) ?

您有否聽說過卓悅香港貓？

- Yes 有
- No 沒有

11. Have you ever purchased any products from HKMall before?

您有否從卓悅香港貓購買過產品？

- Yes 有
- No 沒有

12. Have you heard about the membership system of Bonjour?

您知道卓悅有會員制度嗎？

- Yes 有
- No 沒有

13. Are you a member of Bonjour?

您有卓悅的會員嗎？

- Yes 有
- No 沒有

14. Have you ever browsed Bonjour's Instagram account?

您有曾經瀏覽卓悅的 Instagram 帳號嗎？

- Yes 有
- No 沒有

15. Have you ever browsed Bonjour's Facebook account?

您有曾經瀏覽卓悅的 Facebook 帳號嗎？

- Yes 有
- No 沒有

16. Why do you purchase products from Bonjour? (you may choose more than one option)

您為甚麼選在卓悅購買美容和保健產品？（可選多於一項）

- Convenient locations of the stores 便利的店舖位置
- Cheap in price 價格便宜
- Good quality products 產品品質良好
- Good shop appearance 店舖外觀良好
- Good reputation 良好的聲譽
- Other 其他

17. How diversified do you think Bonjour's products are?

您認為卓悅的產品多樣化嗎？

- 1 卓悅的產品非常不樣化 Bonjour's products are very not diversified
- 2 卓悅的產品不樣化 Bonjour's products are not diversified
- 3 卓悅的產品多樣化 Bonjour's products are very diversified
- 4 卓悅的產品非常多樣化 Bonjour's products are very diversified

18. On a scale of 1 (very disagree) to 4 (very agree), how good-quality do you think Bonjour's products are?

您認為卓悅的產品多高質素嗎？（1 非常不同意 4 非常同意）

- 非常不同意
- 不同意
- 同意
- 非常同意

(C) Questions specifically for campaigns

19. Do you find that more of your male friends are using makeup or skincare products in recent years?

您認同近年有更多男士使用化妝或護膚品嗎？

- Agree 同意
- Disagree 不同意

20. Do you accept males using makeup or skincare products?

您接受男性使用化妝品或護膚品嗎？

- Accept 接受
- Not accept 不接受

21. Would you purchase cosmetics products/ play games from (Bonjour) pop-up stores?

您會在(Bonjour)快閃店購買化妝品/玩遊戲嗎？

- Yes 會
- No 不會

22. Have you ever had some expired beauty products at home?

您曾有試過有過期但未用完的美妝產品嗎？

- Yes 有
- No 沒有

23. Do you have expired beauty products, how will you deal with them?

您會如何處置過期美妝產品？

- Throw away 扔掉
- Continue to use 繼續使用
- Other (please specify) 其他（請註明）

24. If Bonjour provides beauty products recycling services, would you like to join? (Recycled materials will be used for some painting events and competitions)

如果卓悅提供美容產品回收服務，您願意參與嗎？（部分回收材料將用於繪畫活動及比賽）

- Yes 願意
- No 不太願意

25. Would you be interested in trying different makeup looks (Japanese, Korean and Western styles) on your face virtually?

如果可以虛擬地測試不同的妝容（日韓風、歐美風），您會有興趣嘗試嗎？

- Yes 有
- No 沒有

26. Hence, how will you think the service may help you? (1 Lowest, 4 Highest)

承上題，您認為這項服務會對你購買化妝品有幾大的幫助？（1 最少 4 最大）

- 1 do not help 並沒有幫助
- 2 not so helpful 並不是有太大幫助
- 3 a bit helpful 有些許幫助
- 4 very helpful 很多幫助

27. Are you interested in having some exclusive makeup products?

您會有興趣製作自己獨一無二的化妝品嗎？

- Yes 有
- No 沒有

28. If yes, how much are you willing to pay?

如果有，您願意給多少錢去製作呢？

- <\$100
- \$100-300
- \$300-500
- >\$500

29. What factors would make you join the membership system of a brand? (You may choose more than one option)

有甚麼因素會令您加入成為某品牌的會員呢？（可選多於一項）

- membership discount 會員優惠
- Earn points 儲分
- frequent purchase 經常惠顧
- easy to join 容易加入
- support to the brand 支持品牌
- Other (please specify) 其他（請註明）

30. If there is beauty and health-related information in the membership app, would you be interested in reading it?

如果會員程式內有美容和健康相關的資訊，您會有興趣去閱讀嗎？

- Yes 有
- No 沒有

31. Do you think a sales rank can help you choose your favourite products?

您認為銷量排行榜能幫助您選購心儀的產品嗎？

- Yes 能夠
- No 不能夠

32. What attracts you to follow Bonjour's social accounts? (You may choose more than one option)

有甚麼因素能吸引您追蹤卓悅的社交帳號？（可選多於一項）

- regular giveaway
- live show 直播
- product promotion 產品推廣
- celebrity endorsement 明星代言
- tips about health and beauty issues 美妝冷知識
- Other (please specify) 其他（請註明）

33. Have you ever bought any products without packaging?

你曾購買過沒有包裝的產品嗎？

- Yes 有
- No 沒有

34. If Bonjour sells packaging-free products, will you be interested in buying them?

如果卓悅有售賣沒有包裝的產品，您會有興趣購買嗎？

- Yes 有
- No 沒有

35. If so, which kinds of products will you buy? (You may choose more than one option)

如果有，您會購買哪類型的產品呢？（可選多於一項）

- shampoo 洗髮水
- body wash 沐浴露
- facial cleanser 洗面乳
- lotion 乳液
- soap 肥皂
- Other (please specify) 其他（請註明）

36. Would you like to play simple games on online shopping platforms?

您會否在網購平台玩過小遊戲？

- Yes 會
- No 不會

37. What attracts you to play these games? (You may choose more than one option)

以下哪些因素能吸引您去玩這些遊戲？（可選多於一項）

- Prizes 獎品
- Entertainment & fun 娛樂
- Cute characters 可愛的角色
- Other (please specify) 其他（請註明）

38. Would coupons increase your willingness to purchase cosmetics products?

優惠券能吸引您購買美妝產品嗎？

- Yes 能
- No 不能

39. Which of the following option(s) can catch your attention? (you may choose more than one option)

以下哪一個/些選項能吸引您的關注？（可多選於一項）

- Mascot 吉祥物
- Brand song 品牌主題曲
- Celebrity endorsement 明星代言
- Sponsor activity 贊助活動
- Advertisement 廣告
- Other (please specify) 其他（請註明）

(D) Personal information:

40. What is your age?

您的歲數是多少？

- 20 or under 20 或以下
- 21-30
- 31-40
- 41-50
- 51-60
- Above 60 60 以上

41. What is your gender?

您的性別是什麼？

- Female
- Male
- Non-binary

42. What is your monthly income?

您的月收入為多少？

- <\$15000
- \$15000- \$30000
- \$30000- \$50000
- >\$50000

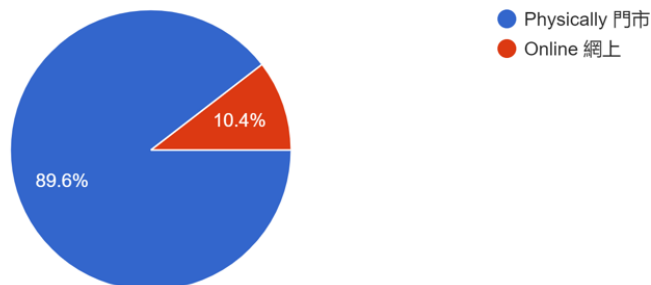
Thank you for participating in our survey

感謝閣下的參與

Result of the questionnaire:

When you buy beauty and cosmetic products, do you usually shop physically or through online platforms? 當您購買美容和化妝品產品時，您通常是通過實體店還是通過在線平台購物?

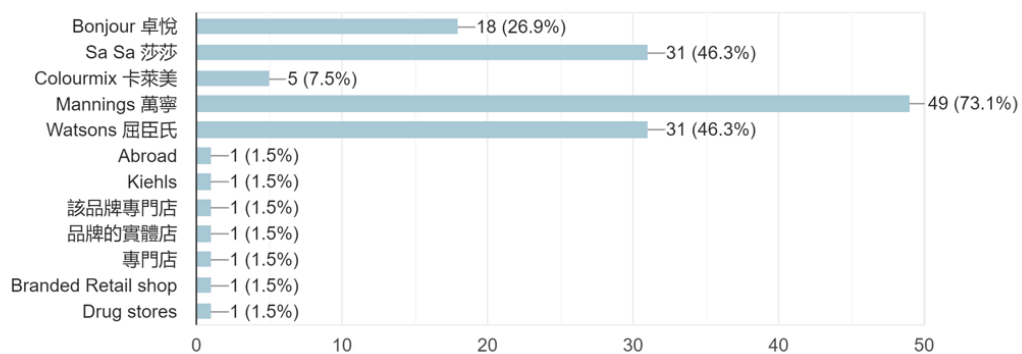
67 則回應



Which shops do you usually buy your beauty products from?

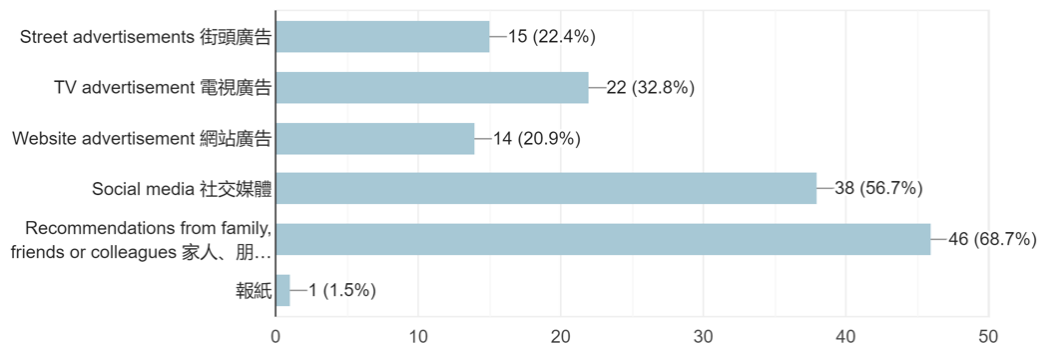
您通常在哪間店鋪購買美容產品? (可選多於一項)

67 則回應



How do you usually get shop promotion information from? 您通常從什麼渠道獲得商店的宣傳資訊? (可選多於一項)

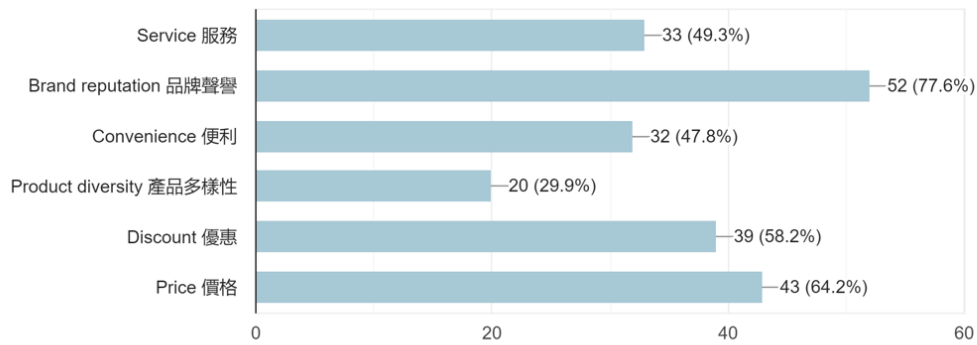
67 則回應



What factors affect you choosing a retail service provider?

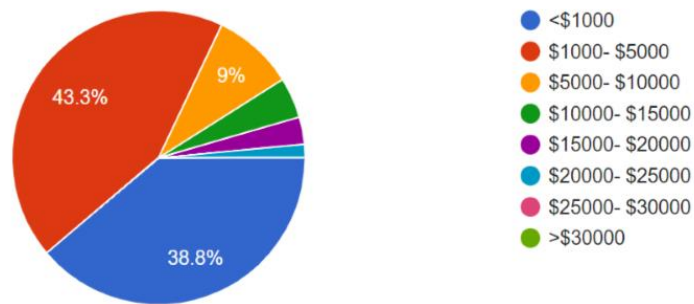
哪些因素會影響您選擇零售服務提供商？(可選多於一項) (You may choose more than one options)

67 則回應



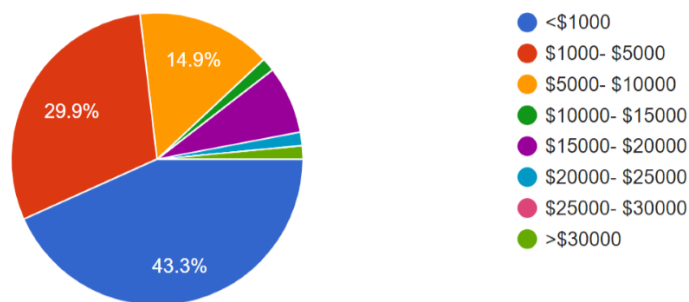
How much did you spend on cosmetic and skincare products in the last 12 months? 在過去的12個月裡，您在化妝品和護膚品上花了多少錢？

67 則回應



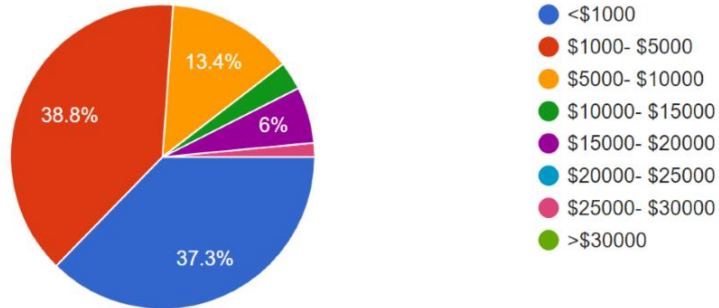
How much did you spend on cosmetic and skincare products in a year pre-Covid? 在疫情前，您每年在化妝品和護膚品上花了多少錢？

67 則回應



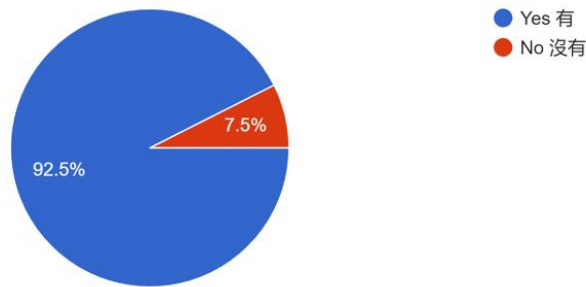
How much will you spend on cosmetic and skincare products in the future 12 months? 在未來 12 個月，您預計會在化妝品和護膚品上花多少錢?

67 則回應



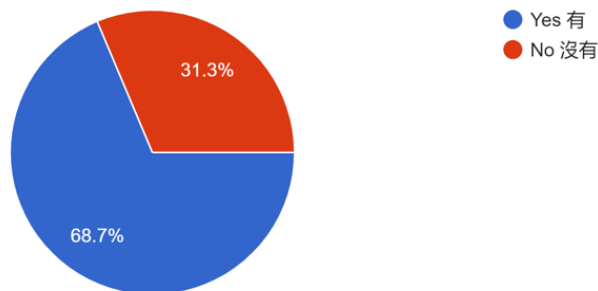
Have you ever heard of Bonjour ? 您有否聽說過卓悅?

67 則回應

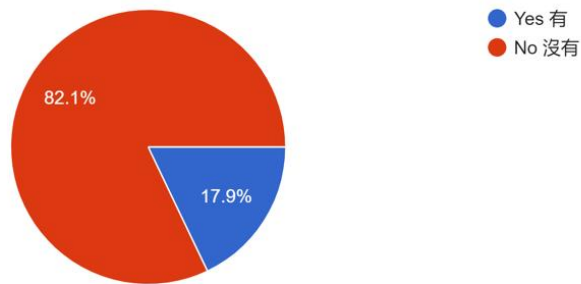


Have you ever purchased any products from Bonjour before? 您有否從卓悅購買過產品?

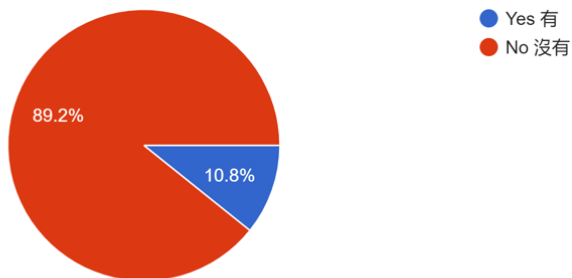
67 則回應



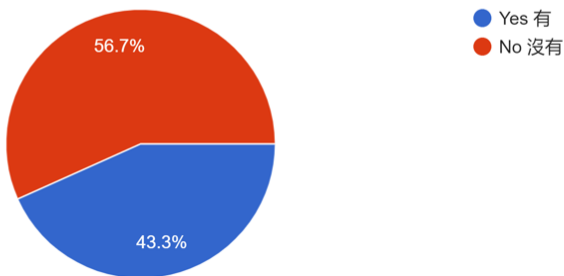
Have you ever heard of HKmall (卓悅香港貓)? 您有否聽說過卓悅香港貓?
67 則回應



Have you ever purchased any products from HKmall before? 您有否從卓悅香港貓購買過產品?
65 則回應

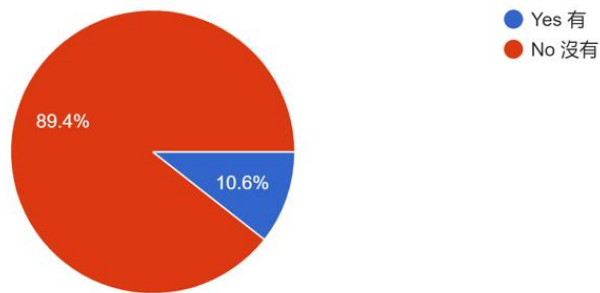


Have you ever heard about the membership system of Bonjour? 您知道卓悅有會員制度嗎?
67 則回應



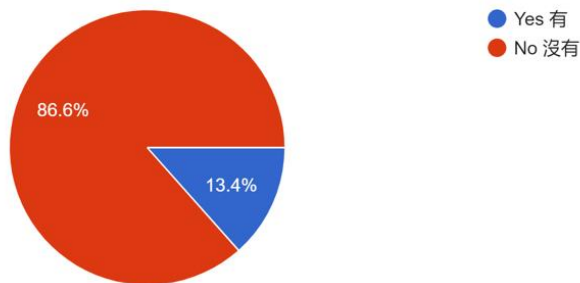
Are you a member of Bonjour? 您有卓悅的會員嗎?

66 則回應



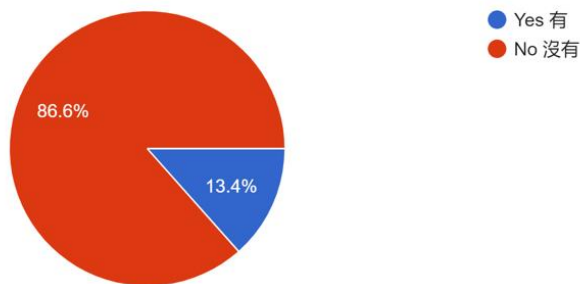
Have you ever browsed Bonjour's Instagram account? 您有曾經瀏覽卓悅的Instagram 帳號嗎?

67 則回應



Have you ever browsed Bonjour's Facebook account? 您有曾經瀏覽卓悅的Facebook 帳號嗎?

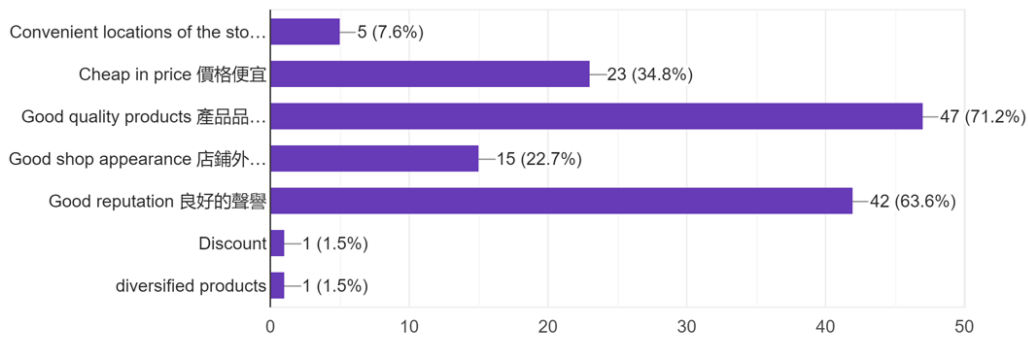
67 則回應



Why do you choose to purchase products from Bonjour? (you may choose more than one option)

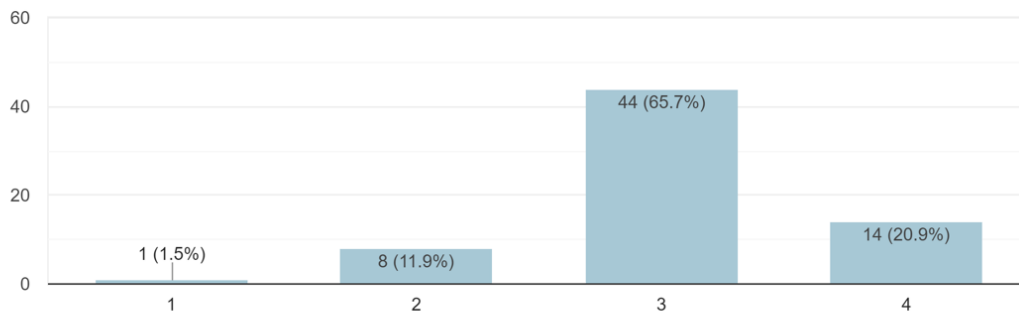
您為甚麼選在卓悅購買美容和保健產品? (可選多於一項)

66 則回應



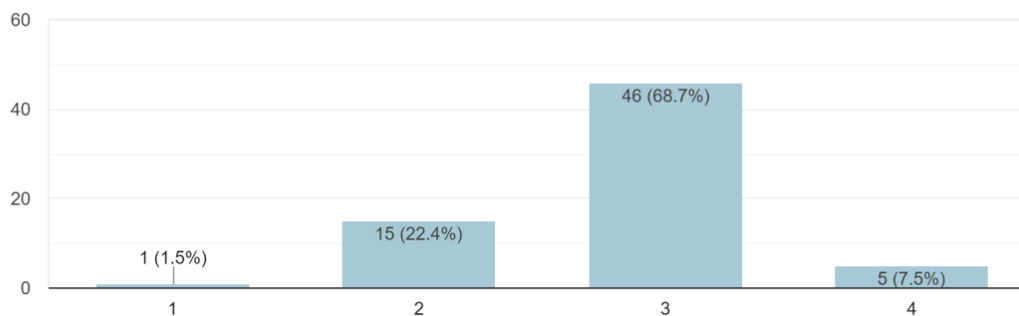
How diversified do you think Bonjour's products are? 您認為卓悅的產品多樣化嗎?

67 則回應



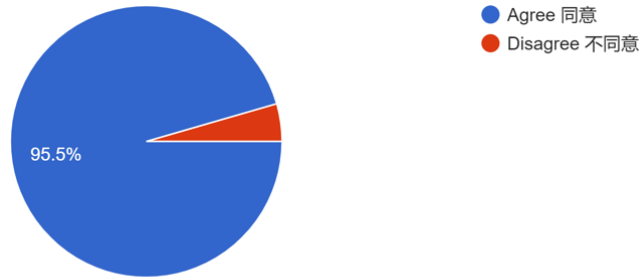
On a scale of 1 (very disagree) to 4 (very agree), how good-quality do you think Bonjour's products are? 您認為卓悅的產品多高質素嗎? (1 非常不同意 4 非常同意)

67 則回應



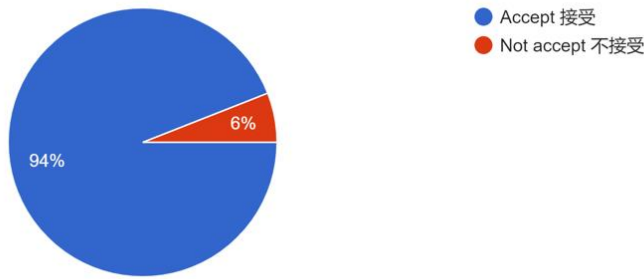
Do you find that more of your male friends are using makeup or skin care products in recent years? 您認同近年有更多男士使用化妝或護膚品嗎?

67 則回應



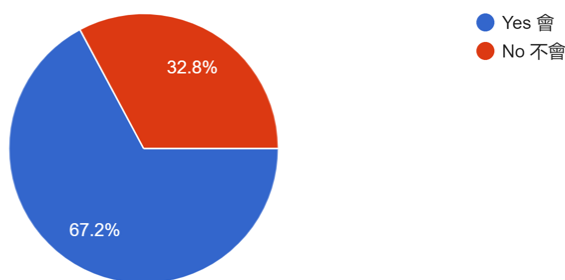
Do you accept male using makeup or skincare products? 您接受男性使用化妝品或護膚品嗎?

67 則回應



Would you purchase cosmetics products/ play games from (Bonjour) pop-up stores? 你會在 (Bonjour) 快閃店購買化妝品/玩遊戲嗎?

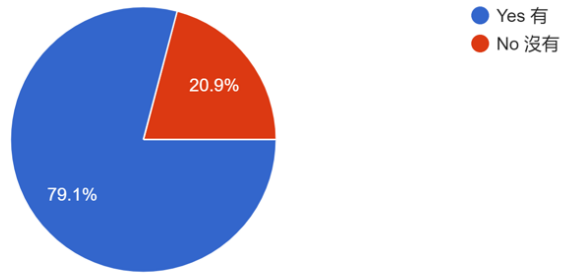
67 則回應



Have you ever had some expired beauty products at home?

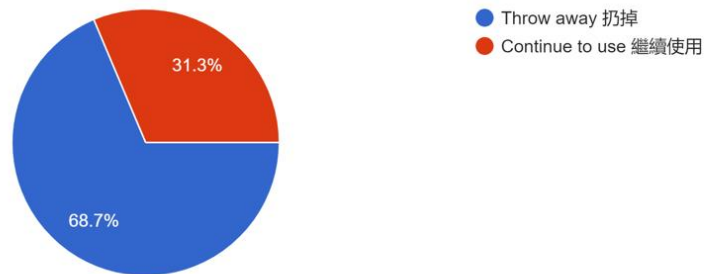
您有沒有試過有過期但未用完的美妝產品?

67 則回應



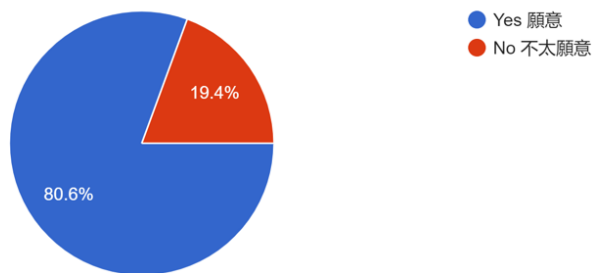
If you have expired beauty products, how will you deal with them? 您會如何處置過期美妝產品?

67 則回應

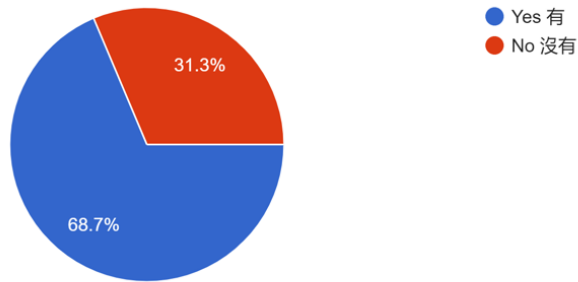


If Bonjour provides beauty products recycling services, would you like to join? (Recycled materials will be used for some painting e...品回收服務, 您願意參與嗎? (部分回收材料將用於繪畫活動及比賽)

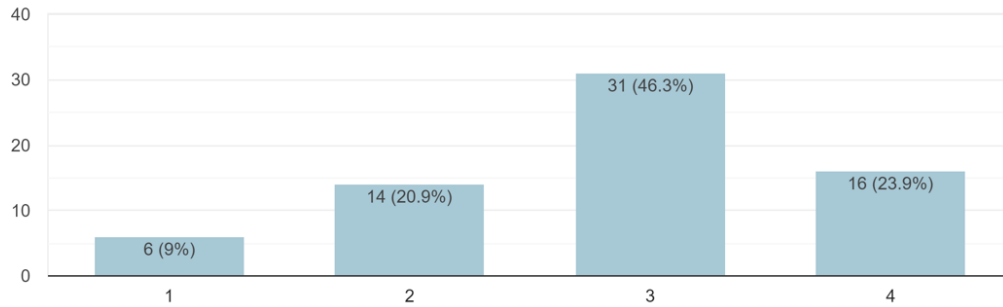
67 則回應



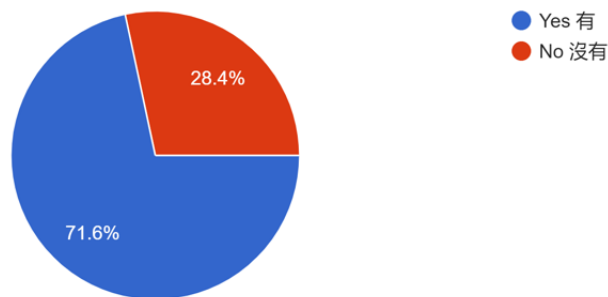
Would you be interested in trying different makeup looks (Japanese, Korean and Western styles) on your face virtually? 如果可以虛擬地測試不同的妝容 (日韓風、歐美風), 您會有興趣嘗試嗎?
67 則回應



Hence, how will you think the service may help you? (1 lowest, 4 Highest) 承上題, 您認為這項服務會對你購買化妝品有幾大的幫助? (1 最少 4 最大)
67 則回應

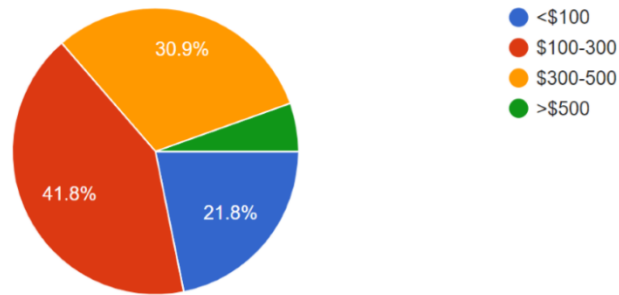


Are you interested in having some exclusive makeup products? 您會有興趣製作自己獨一無二的化妝品嗎?
67 則回應



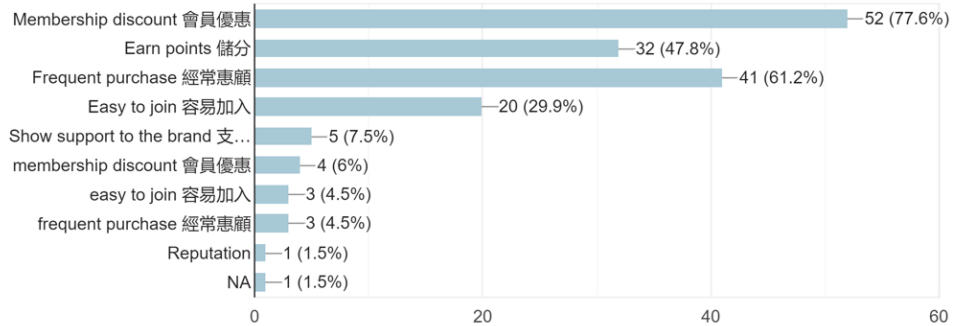
If yes, how much are you willing to pay?如果有，您會願意給多少錢去製作呢?

55 則回應



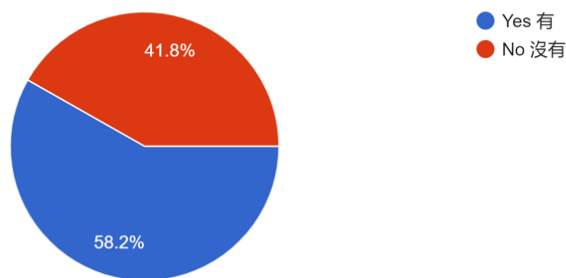
What factors would make you join the membership system of a brand? (you may choose more than one option)有甚麼因素會令您加入成為某品牌的會員呢? (可選多於一項)

67 則回應



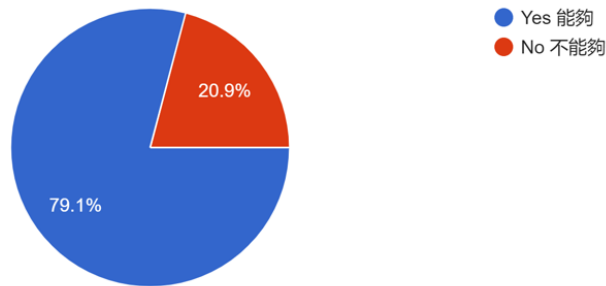
If there is beauty and health related information in the membership app, would you be interested in reading it?如果會員程式內有美容和健康相關的資訊，您會有興趣去閱讀嗎?

67 則回應



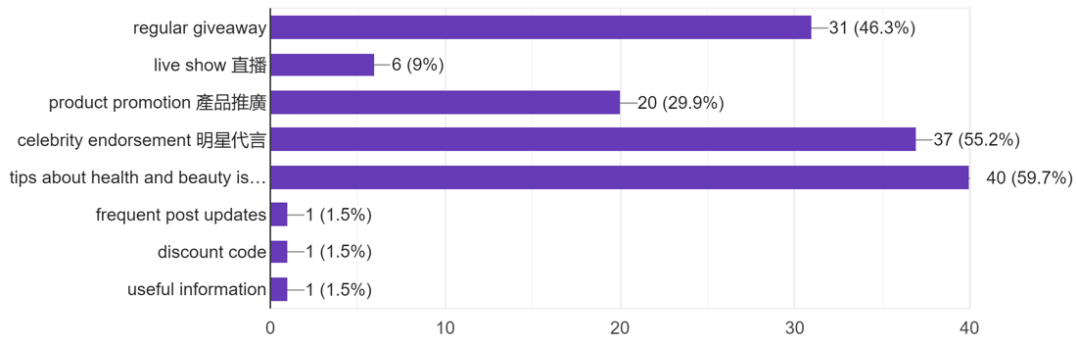
Do you think a sales rank can help you choose your favourite products? 您認為銷量排行榜能幫助您選購心儀的產品嗎?

67 則回應



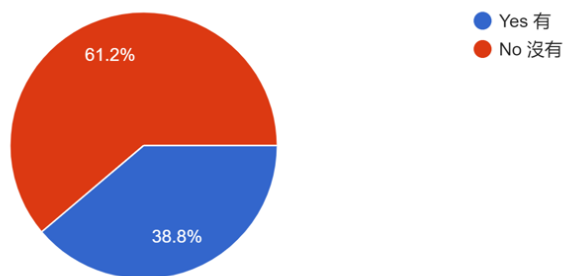
What attracts you to follow Bonjour's social accounts? (You may choose more than one option)
有甚麼因素能吸引您追蹤卓悅的社交帳號? (可選多於一項)

67 則回應



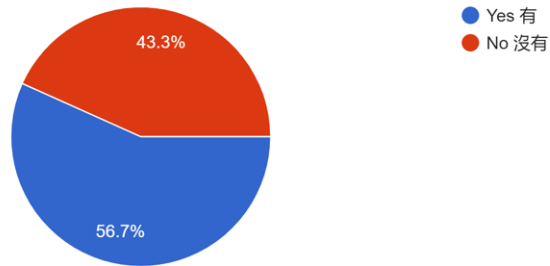
Have you ever bought any package free products? 你曾購買過沒有包裝的產品嗎?

67 則回應



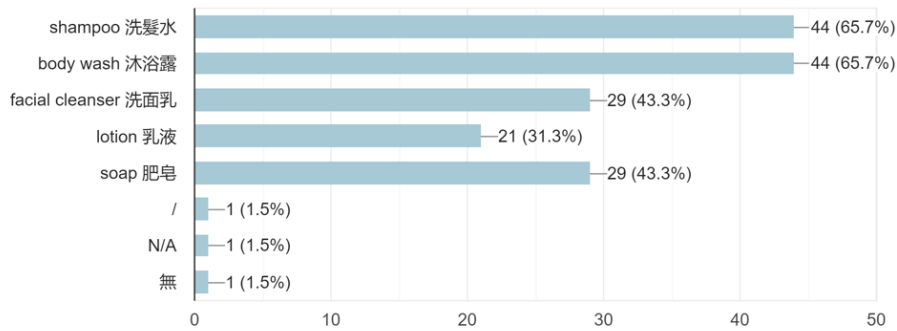
If Bonjour sells package free products, will you be interested to buy?
如果卓悦有售賣沒有包裝的產品，您會有興趣購買嗎？

67 則回應



If so, what kinds of products would you buy? (You may choose more than one option) 如果有，您會購買類型的產品呢？(可選多於一項)

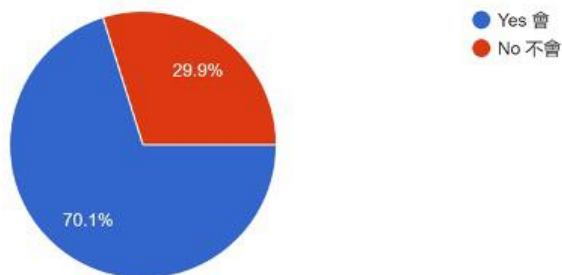
67 則回應



BONJOUR

Would you like to play simple games on online shopping platforms? 您會否在網購平台玩過小遊戲？

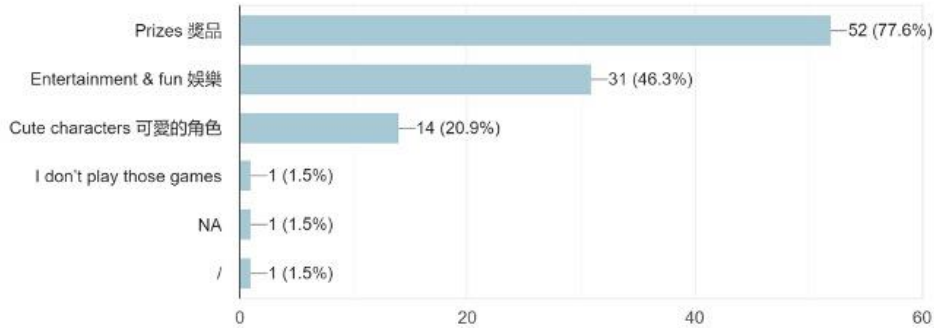
67 則回應



What attracts you to play these games? (You may choose more than one option)

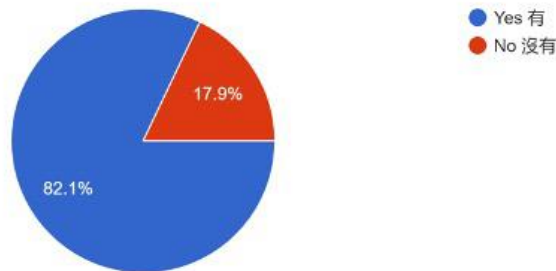
以下哪些因素會吸引您去玩這些遊戲? (可選多於一項)

67 則回應



Would coupons increase your willingness to purchase cosmetics products? 優惠券能吸引您購買美妝產品嗎?

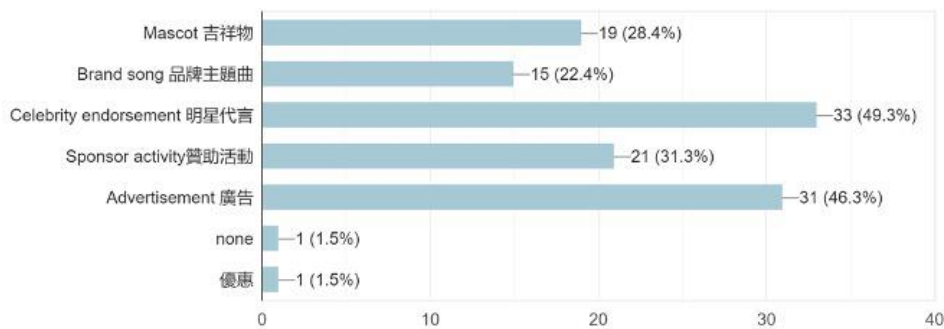
67 則回應



Which of the following would catch your attention? (You may choose more than one option)

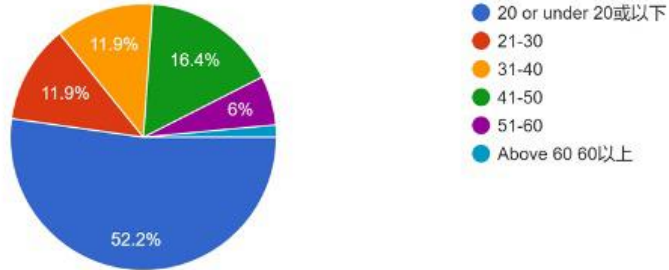
以下哪一個/些選項能吸引您的關注?(可多選於一項)

67 則回應



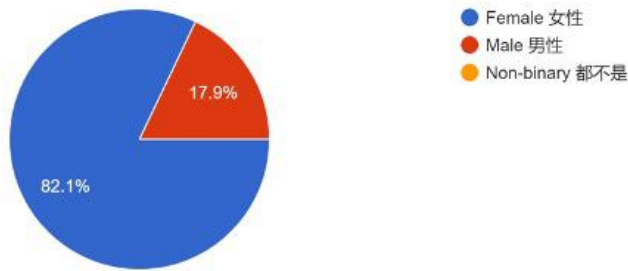
What is your age? 您幾歲?

67 則回應



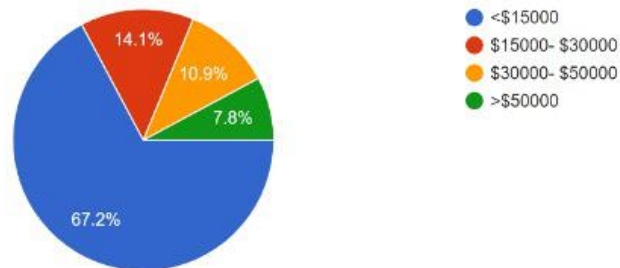
What is your gender? 您的性別是什麼?

67 則回應



What is your monthly income? 您的月收入為多少?

64 則回應



~ End of Proposal ~