重整零售业 学生有见地

提升零售业的服务水平固然是很重要的环节，但是服务“仅占10%的比重”，零售商最重要还是掌握本身在市场上的定位和策略。

新加坡管理大学和先得坊属下购物中心举办第一届“零售业管理比赛”，一共吸引28组学生参加，前天一共有六组入围，三组获奖。

曾秀丽：建议
可供参考与采纳
时计钟表（The Hour Glass）副主席曾秀丽是评审嘉宾之一，她也是零售商协会副会长。

她说：“学生的分析报告水准很高，他们对目前的零售策略进行思考，提出大部分‘不对’的地方，然后提出对策。我认为本组很多零售商并没有做到这一点。一些零售商甚至应该参考他们的分析，以及采纳他们的建议。”

她强调：“零售商甚至包括媒体一般上认为，要重整零售业是要靠提升服务水平，但是更重要的是行销概念、成本管理、了解顾客群、产品的呈现、内部装修和指示牌等，而服务水平也许只占10%的比重。”

三组获奖学生分别针对爱客坊(Anchorpoint)、服装品牌Hang Ten和城市连道购物廊(City Link Mall)的零售策略进行分析，然后提出方案来扬长抑短，目的是吸引更多顾客，创造商机。

负责城市连道购物廊的学生共有三人，她们是刘思莹、苏慧明和雷智萍。今年25岁的刘思莹说：“我们选择城市连道是因为新加坡将出现更多的地下购物廊，进行分析和调查将对将来的购物廊零售商有帮助。”

小组对购物廊定位的精辟分析赢得评审的青睐。她们三人曾在购物廊对120名顾客和商家进行实地访问。

她们认为，由于购物廊是顾客通往另一个目的地的必经之处，因此顾客往往是“冲动型”的顾客，他们没有太多时间停留。小组分析后发现，高档次的商店顾客反应欠佳，因此必须作出调整。

由于经过购物廊的顾客很多是上班族，小组也建议开设迷你杂货店，让顾客在上班途中购物。

学生一共花了四个多月的时间进行调查和分析，入围的六组昨天呈现报告。其他三份报告是针对罗敏申、百汇广场和莱佛士进行分析。

三组得奖学生均组赢得1000元的奖金，先得坊属下购物中心(Malls of Centrepoint)将为这个比赛赞助每组3000元的奖金，长达三年。
STUDENTS SHARE IDEAS ON RETAIL MAKEOVER

While it is important to raise service standards in retail, this accounts for only 10% weightage in the overall scheme of things. Retailers should be more mindful of having a better grasp of their market positioning and strategy.

Singapore Management University and Malls of Centrepoint organized the first Retail Management competition which attracted 28 participating teams of which six were shortlisted for the final rounds and three emerged as winners.

Jannie Tay: ideas are worth studying and implementing

Dato' Dr Jannie Tay, Vice Chairman of The Hour Glass Ltd as well as President of the Singapore Retailers Association was one of the judges.

She said, “The analysis by the students was of a very high standard. They examined the current strategies of the retailers and fleshed out the major shortcomings and proposed solutions. I feel that many local retailers have not done these themselves. Some should consider studying their ideas and consider implementing some of them.”

She emphasized, “Many retailers including the media have this perception that raising service standards is key to restructuring the retail business. However, it is even more important to understand your retail philosophy, capital management, customer segmentation, product branding, interior fittings and signboards. Service standards count for only about 10% importance.”

The three winning teams researched on Anchorpoint, Hang Ten and City Link Mall and proposed ideas on how to attract more customers and improve businesses.

Ms Patricia Low, Ms Gwendolyn Soh and Ms Loi Chen Min took on the City Link Mall project. Said 26-year-old Patricia Low: “We chose to research on City Link Mall because there are increasingly many underground malls in Singapore and doing studies on them would bring benefits to future retailers in these malls.”

The team's brilliant analysis won accolades from the panel of judges. In the course of their research, the team once interviewed 120 shoppers and retailers in the mall itself.

The team observed that most of the customers in City Link Mall are impulse shoppers as the nature of the mall is a conduit for them to travel to their main destination. Therefore, the shoppers do not have time to linger at the shops. The team discovered that higher end retailers in City Link Mall have poorer business and they need to re-examine their strategy.

The team also suggested that the mall has more mini supermarkets or grocery stalls as most of the passing crowd are working people who need to pick up groceries.

The students spent four months doing research and analysis. The finalist teams presented their findings the day before. The other finalist teams studied Robinsons, Parkway Parade and Metro.

The three winning teams received $1,000 cash prize sponsored by Malls of Centrepoint who is sponsoring $3,000 each year for the competition for a period of three years.