

Management Discussion and Analysis

管理層討論及分析

Beauty Services

Turnover for beauty services was HK\$195.3 million, representing an increase of 2.0% over the previous fiscal year. The performance was affected by a one-off adjustment in revenue recognition for exercise memberships in the beauty services business and increased cost pressure at Sasa Beauty⁺. The year saw further integration of our beauty services with our retail business. Phillip Wain provided beauty treatments at the new flagship store in Singapore and Sasa Beauty⁺ offered beauty services in the new stores in Hong Kong, where treatment rooms are now available. New treatments introduced in Phillip Wain and Sasa Beauty⁺ included Drum Stimulating Reflexology, Herbal Heat Massage, Radio Frequency Fat Burning Treatment and Light Emitted Diode Supreme Treatment.

Phillip Wain

Phillip Wain offers premium beauty and ladies' health clubs that cater for the discerning customers. Turnover increased by 1.0% to HK\$170.2 million. There was a small loss mainly due to a one-off adjustment in revenue recognition for exercise memberships.

The year saw an increase of 6.3% in treatments undertaken. Sales of products also grew and there was a marked improvement in marketing efforts. New exercise classes including Drum Alive and Latin Rhythm were introduced.

美容服務

年內美容服務營業額達一億九千五百三十萬港元，較上一財政年度增加百分之二。菲力偉運動會籍收入的入賬方法作出一次性調整，以及 Sasa Beauty⁺ 成本壓力上升，都令美容服務表現受到影響。年內集團進一步將美容服務與零售業務整合；菲力偉為位於新加坡的莎莎新旗艦店提供面部美容護理療程，而 Sasa Beauty⁺ 亦於香港設有美容護理房間的新店提供美容護理服務。年內，菲力偉及 Sasa Beauty⁺ 新引進的療程包括腳底敲擊按摩、草本定位療法、電頻消脂療程及光療纖體療程。

菲力偉

菲力偉為品味高尚的顧客提供尊貴女士美容及健身會所服務。於截至二零零六年三月三十一日止年度的營業額達一億七千零二十萬港元，增加百分之一。有關業務因運動會籍收入的入賬方法作出一次性調整而錄得輕微虧損。

年內美容療程總額增加百分之六點三。美容產品銷售錄得增長，而市場推廣的力度也大大加強。新引進的運動課程包括 Drum Alive 及 Latin Rhythm。

Q&A

How does Sa Sa manage to sell quality products at such competitive prices?

莎莎為什麼能以這樣相宜的價錢，出售如此優質的產品？

Sa Sa applies its global sourcing and purchasing capabilities to obtaining the best value products, buying in bulk to increase its bargaining power. A further factor is our excellent long-term relationships with vendors. While we pride ourselves on our ability to offer generous discounts, we also take exceptional care to ensure that everything we sell is genuine and in tip-top condition.

莎莎憑藉環球採購專長，得以精選最物有所值的產品，並透過大量購貨而提高議價能力；而我們與供應商保持長期良好關係也是箇中關鍵。我們的優勢不僅是為顧客提供豐厚的折扣優惠，更竭盡所能確保所售的商品皆是正貨，品質上乘。



Q&A

How can Sa Sa achieve such a high standard of customer service?

為什麼莎莎能提供優質的客戶服務？



• By Creating a Strong Training Team

Our training team is specialised in different training programs. These include product knowledge (with different trainers specialized in skin care, fragrance, make-up products and beauty treatments); skin analysis; make-up training; Mandarin speaking; selling skills; supervisory skills; customer service skills; and general management skills.

• Intensive Training

A new beauty consultant receives more than 150 training hours before she becomes a qualified beauty consultant ("BC"). We also provide continuous training to existing BCs to update their skills and knowledge in all the above categories. Good training is vital for cosmetics retailing because it improves sales and service, enhances the corporate image, the professionalism of our staff, and the sense of belonging of our employees.

• Knowledge of the Market and Customer

The cosmetic retailing industry changes very rapidly, always catching up with new trends and the evolving needs of customers. Therefore, our staff must be updated frequently. In addition, our sales staff act as personal consultants to customers for their beauty needs. They require an in-depth knowledge of both products and customer requirements in order to provide tailor-made beauty advice.

• Building Loyalty

We aim at providing a service to customers, not only at selling products. Our mission is to convert more and more buyers of our products and services into loyal customers. We therefore monitor our services very closely and strengthen our service-oriented culture through various internal programmes and through participation in external monitoring schemes such as mystery shoppers programmes.

• Gaining Recognition

Sa Sa stores as well as La Colline specialty store have repeatedly received accolades for their quality services and have been awarded the Quality Tourism Services certificate by the Hong Kong Tourism Board. This scheme honours tourism service providers that have achieved excellent quality in the areas of environment, products, processes, people and systems.

• 建立優秀的培訓隊伍

莎莎的培訓隊伍涵蓋專才，負責各方面的培訓課程：包括產品知識（護膚品、香水、化粧品及美容護理等均由不同專業培訓人員負責）；皮膚分析、化粧品技巧、普通話會話、銷售技巧、管理下屬技巧、客戶服務、以及一般管理知識等等。

• 培訓嚴謹

在莎莎剛入職的銷售員工，必須接受一百五十小時以上的培訓才可成為正式的美容顧問。而在職的美容顧問也須經常接受培訓，以提升她們各方面的技巧及知識。良好的培訓對化粧品零售業尤為重要，不僅有助改善銷售及服務表現，更可提升企業形象，提高員工專業水平及培養員工對公司的歸屬感。

• 了解市場及顧客的需要

化粧品零售業瞬息萬變，除了要緊貼潮流外，亦要迎合顧客各式各樣的需要。因此集團的員工必須擁有最新有關的知識及才能。莎莎旗下的專業售貨員都是顧客的私人美容顧問，因此對每樣貨品都必須非常熟悉，明瞭顧客的需要，從而提供最切合個人需要的美容建議。

• 建立穩健客戶基礎

我們致力為顧客提供完善的服務，不會單以售賣貨品為目的。莎莎的經營理念是令更多使用莎莎產品及服務的客人成為我們的忠實顧客。因此，我們一直密切監察我們的服務水平，並通過各種內部培訓及參與外間的服務監察計劃，例如「神秘顧客」計劃等，積極鞏固以服務為本的企業文化。

• 贏取業界認同

莎莎化粧品及La Colline專門店榮獲多項優質服務獎項，足證服務水準超卓，並獲香港旅遊發展局頒發「優質旅遊服務」認證，標誌著我們作為旅遊服務業的成員，在環境、產品、工作流程、人才及系統方面皆表現卓越。