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SBMA7103 Strategy Management

Assignment Title:

A case study report for Esprit company strategy

“I, Kwok Man Kam, Ken, student ID number 1812206, certify this work is the result of my own investigations, except where otherwise stated. All references have been duly cited”

A rectangular box containing a handwritten signature in black ink. The signature is stylized and appears to be 'Kwok Man Kam'.

Signed:

Date: 13th October 2019

Executive Summary

This report is focusing on Hong Kong well-known casual wear retailer – Esprit, analysing its position and relevant strategy in its relative market. The casual wear industry in Hong Kong is facing threats, at the same time it is enjoying the opportunities brought by the business environment changes. Also, the business environment among the industry itself is competitive and the bargaining power of customers and suppliers are affecting the industry's profitability. Esprit's corporate and business strategies are identified and analysed to evaluate their effectiveness for increasing the business's profitability and sales revenue. Hence, some recommendation and suggestions have given to improve the performance the profitability and the sales revenues, and the implementation plans of the recommendations.

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Introduction

In this report, the macro and micro business environments of the Hong Kong casual wear industry would be analysed. The analysis of corporate and business strategies of Esprit would be identified and discussed in the following report, and recommendations would be suggested to improve the recent strategies in order to increase the profitability of the business.

1. Business environment of Hong Kong casual wear industry

1.1 Macro business environment

The casual wear industry in Hong Kong is in a fast pace business environment, the industry is really sensitive to the factors change and the market would be affected. PESTLE (Aguilar, 1967) would be used to analysis the Marco business environment for the Hong Kong casual wear industry, which included political, economic, social, technological, legislative and environment, we would mainly focus on the economic, social, political and legislative factors which would bring the important effects to the industry.

1.1.1 Political factor

Mainland China has signed the CEPA (CEPA, 2003)- The Mainland and Hong Kong Closer Economic Partnership Arrangement, which is the first free trade agreement ever concluded by the Mainland of China and Hong Kong. The main text of CEPA was signed on 29 June 2003. The main content of the agreement is mainly focused on the cooperation between the two places and enhance economics. For the service and goods (HKTDC, 2018) that are made in and imported from Hong Kong, there is no tariff and taxes. The clothing could be exported to Mainland China with a lower cost and enjoy a bigger market. CEPA opens up huge markets for Hong Kong goods and services, greatly enhancing the already close economic cooperation and

integration between the Mainland and Hong Kong. Also, Committee for the Implementation of Textile Agreements (Tid.gov.hk, 2009) announced the Cancellation of Electronic Visa Information System (ELVIS) and Quota Reporting Requirements for Textiles and Textile Products Produced or Manufactured in the People's Republic of China and Exported prior to January 1, 2009. Mainly most of the manufacturing of clothing are in Mainland China, therefore, to the casual wear industry in Hong Kong, the policies are the opportunity to it. In the short term, the Hong Kong casual wear industry would have no quota on the goods exported to United States, that would be good for the clothing industry to increase its sales and its profitability. In long term, the industry could expand its economic scale and international market, which is an advantage for the Hong Kong casual wear industry.

1.1.2 Economic factor

The inflation rate keeps increasing among this year.



Figure 1 Inflation rate of Hong Kong (2008-2018)

Source: Worlddata.info: Inflation rates in Hong Kong (2019) Website. <https://www.worlddata.info/asia/hong-kong/inflation-rates.php>

Based on the above *Figure 1*, the inflation rate of Hong Kong is kept increasing year over year among these 10 years, which means the purchasing power of the money is kept decreasing since the money value is dropped. As a result, the casual wear industry is affected by the increasing inflation rate as the purchasing power of the people is decreasing. The increase in inflation rate is a threat to the industry, no matter in short term or long term, the inflation rate increased leads to the purchasing power of money decreased, the willingness of the consumers to purchase the recreational products, the sales and profitability would decrease.

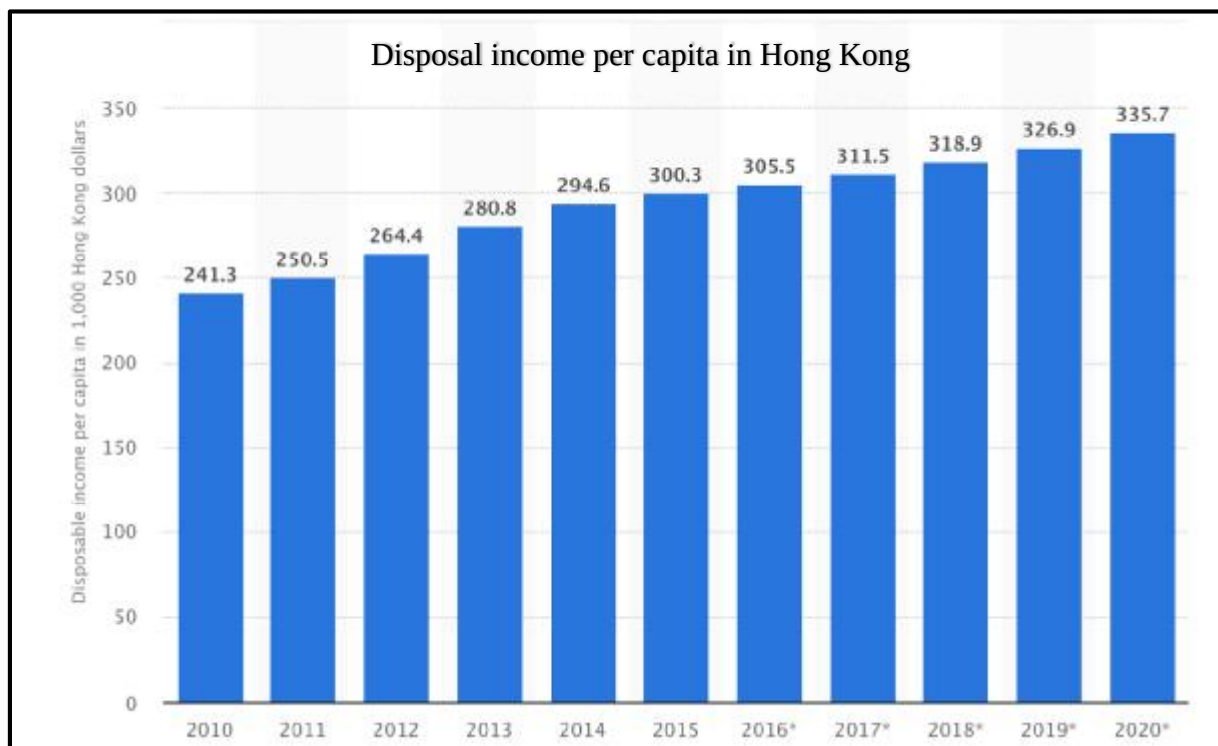


Figure 2 Disposal income per capita in Hong Kong (2010-2020)

Source: Statista.com (2015) Website. <https://www.statista.com/statistics/755874/hong-kong-disposable-income-per-capita/>

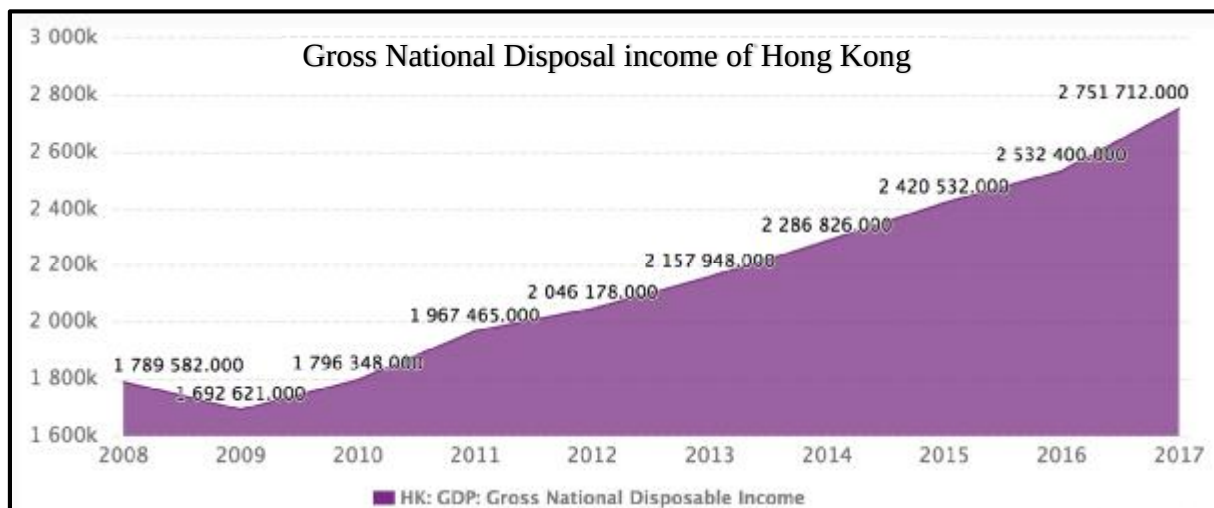


Figure 3 Gross National Disposal income of Hong Kong (2008-2017)

Source: Ceicdata.com (2018) Hong Kong SAR GDP Website. <https://www.ceicdata.com/en/hong-kong/gross-domestic-product-by-expenditure-annual/hk-gdp-gross-national-disposable-income>

Also, from above *Figure 2* and *Figure 3*, the disposable income of Hong Kong per capital and the Gross National Disposal income is increasing from 2010 to 2017, disposal income means the income remaining after deduction of taxes and social security charges, available to be spent or saved as one wishes. This is an opportunity to the industry since the increase in disposable income means the consumers have more money to use for their consumptions for entertainments and shopping, which the casual wear industry will have an increase with their sales in short term and long term, the profitability and the future business development would be benefited from the economic growth.

1.1.3 Social factor

The consumption patterns of consumers have changed. The e-commerce is being popular among these years and online shopping platform is the new platform for the casual wear providers to sell and promote their products. Nowadays, Hong Kong people spent at least 24 hours (GO-Globe Hong Kong, 2018) on the internet per week and over 40% of the consumers have made purchase through their mobile device among the past three months. And 88% of the

Hong Kong consumers (GO-Globe Hong Kong, 2018) shopped online for last 12 months. The casual wear industry is benefit with this trending since there are 52% (Nielsen.com, 2016) of the consumers that are consuming clothing by online platform. Also, the online shopping festivals have changed the consumers' consuming style, the consumers would be more likely to buy online when the festivals come as the discounts would be bigger for the goods, for example the single day (11.11), Amazon prime day and black Friday (GO-Globe Hong Kong, 2018). This is an opportunity for the casual wear industry in Hong Kong, in short term, the sales and profitability would be increased since the products are sold across the globe because of the online platform. In long term, the brands and companies in the industry are benefiting by this phenomenon since some of the local brands or self-designed products could be promoted online and sell internationally, and the Hong Kong casual wear industry could enter the international market and be a piece of puzzle in the world casual wear industry.

1.1.4 Legislative factor

The Customer Council (Consumer Council, 2019) in Hong Kong has a comprehensive system to protect the consumers, such as the Sale of Goods Ordinance (Chapter. 26), Supply of Services (Implied Terms) Ordinance (Chapter. 457) and Unconscionable Contracts Ordinance (Chapter. 458). The comprehensive system can protect the customers' rights and prevent the argument between the sellers and buyers since there have contracts among them. This is an opportunity to industry, the comprehensive system could provide a good business transaction between the buyer and seller, in the overview, the industry could protect itself for being in an argument with the buyers and avoid the misunderstandings occurs. Also, the Competition Law (Chapter 619) is passed by the government (Competition Commission, 2015) and in full force in December 2015, the rules and regulations protect the unhealthy competitions between the companies in the industry, therefore, not only the consumers benefit by the laws in Hong Kong, but also the

companies and industries in Hong Kong. The labour law in Hong Kong has covered a comprehensive range of employment protection and benefits for employees which included the protection of wages, annual leave with pay, sickness allowance and etc. Therefore, Hong Kong has provided a good legislative business environment to the industries, and a good competitive environment among the businesses. In short term, the completed legal system could be understandable to all the stakeholders in the industry, and act as a guideline when they are operating the business in the market; In long term, the stable and comprehensive legal environment would attract more investors and buyers to invest into the Hong Kong casual wear industry, the growth of the industry would be enhanced.

1.1.5 Environment factor

The development of the casual wear industry has an increasing trending, which included the market for mans' clothing, kid's clothing, and the big size clothing market. And the most important thing is the customers now are more being a concern of the protection of the environment, the industry is focused with sustainable development with their products, the new methods and materials are used in the production procedures. Also, the different stakeholders in the supply chains have widely used the concept of "Economic recycle" (HKTDC, 2018), for example, H&M is collecting the unused clothes to reuse them to produce new clothes, with an exchange of a discount voucher. The clothing manufacturers are being concerned with the standard of material (HKTDC, 2018), such as OE Blended, OE 100 and GOTS, the leading casual wear retailers like Nike, Adidas and H&M are expanding the series of the sustainable clothing. This is an opportunity to the industry since the industry could derive and generate sales and revenue with the sustainable products and build its brand reputation in order to develop more potential customers and increase the profitability, the growth of the industry would be enhanced.

1.1.6 Technologies factor

The development of the online shopping technologies has been more mature, such as virtual fitting, which you could put the clothes on a model with your face to test whether the clothes suit you or not, and the video shopping and mobile snapshot for clothing. Also, the advanced development of material technologies helps the functional clothing being developed. Since the growing concerns on health and quality of life, the demand for the functional clothing is increasing, the appeal with various functions (HKTDC, 2018) can easily be found in the market, such as the Anti-UV, thermal insulation, self-cleaning and etc. Furthermore, the advanced development of the network technology enables the consumers to search online and find way to create their own made outfits, such as some small business allow consumers to customise and accessories with the own design online. It seems to be an opportunity for the industry since some outstanding ideas and improvement with the online shop platforms could be done to increase the economic growth of the industry.

1.2 Micro business environment

Porter's 5 force (Porter, 1979) would be used to analysis the Microbusiness environment for the Hong Kong casual wear industry. These factors would indicate the effects that the stakeholders of the business would bring to the profitability and difficulties of the business.

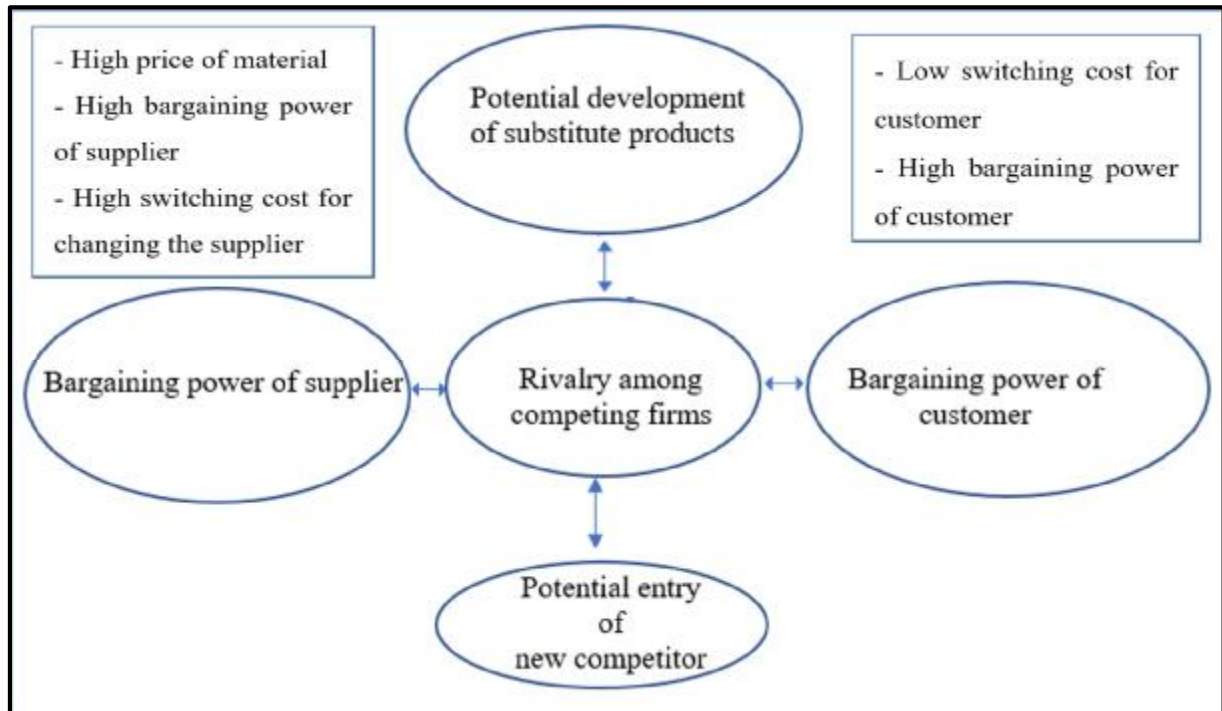


Figure 4 Porters'5 forces for the casual wear industry

Source: From this research

Forces	Impact Level	Impact of Profitability	Overall profit potential
Bargaining power of customer	High	Negative	No
Bargain power of supplier	High	Negative	No
Threat of potential entrants	Low to Medium	Negative	No
Threat of substitutes	High	Negative	No
Threat of competitive rivalry	Medium	Negative	No

Table 1 Level of the effectiveness of the Porters' 5 forces

Source: From this research

1.2.1 High bargaining power of consumers

In Hong Kong, the casual wear industry is mainly lead by a few companies, such as Zara, Uniqlo, Esprit and etc. The products of these companies are similar style and the customers would have

a wide range of choices, as a result the customers are easily switching from one retailer to another and the switching cost is low. The consumers have the bargaining power to affect the profitability of the industry. Also, the lifestyle and demand of the buyers are the factors to determine the profitability and the business environment of the industry. The high bargaining power of consumers might lead to a decline in the profitability and the future development of the company.

1.2.2 High bargaining power of suppliers

The suppliers have good power to the casual wear industry since the different suppliers in the industry have their material with distinguishing features, therefore, the retailer cannot switch from one supplier to another suddenly without planning because the switching cost may be higher. As a result, the suppliers have the bargaining power since they have the power to change the price and determine the quality of the material supplied, and the main important reason is they have the power to control the stability of providing material. Therefore, the high bargaining power of suppliers would lead to a decrease in the profitability of the industry since the cost of goods sold is not stable and the quality of the products are determined by the suppliers.

1.2.3 Low threat of potential entrants

There are few main leading casual wear retailers in the industry, but the barriers to entry casual wear industry are very low. For the casual wear industry, it does not require large capital and does not need to gain economies of scale quickly. Also, the loyalty of customers could be developed while the newcomers start their business. Therefore, the competitions among the retailers are high since they are selling the products with similar features and services in order to gain market share in the industry. The casual wear industry in Hong Kong is facing the fast pace of development and change with a huge number of competitors. But since there have

already a few main leading casual wear retailers in the industry, the profitability of the company might be having a slight decrease since the effect from the newcomers cannot develop huge effect to the main leading retailers as their market shares are not big enough.

1.2.4 High threat of substitutes

The threat of substitutes is high since in the casual wear industry, the switching cost of the consumers is low. And the sales and profitability of the retailers are easily affected because of the consumers' attention with the price decrease by their competitor. The profitability of the industry would be decreased since the buyers are easy to find the substitutes for replacement.

1.2.5 Medium threat of competitive rivalry

In the casual wear industry, the costs for switching brands and products are low, and the demand for the casual wear products is decreasing, in the first half of 2018 (reference), the total export decreased 5% and the domestic export decreased by 11%. The decreasing demand of the products leads to the price competition between the retailers in the industry, the price competition between the retailers affected the price of the products, which keep decreasing in order to capture as many profits as they can. The profitability of the industry would be decreased.

2. Corporate strategy and business strategy by Esprit

2.1 Eliminating loss-making areas of the business

In order to maximize the store portfolio, Esprit has undertaken a comprehensive assessment of the loss-making retail stores. The company has negotiations with the relevant landlords and stakeholders about the rent reduction, closure if required (the "Store Closure Plan") and space reduction which is the preferable option. For the Store Closure Plan has resulted in the total on-

off provision of \$1220 million for the first half of 18/19 financial year, as the provision is used as the compensations to landlords for early termination of lease and impairment of store assets. If the lease termination agreements are reached with landlords and notification has given to the related employees, the company needs to pay further provision which is estimated to be maximized \$180 million for the severance payments. For the first half of 18/19 financial year, 91 directly managed retail stores have been closed, together with the 50 stores that closed in the previous six months, the retail net sales area has decreased by 12.2%. The decrease in the retail net sales area can increase up the sales productivity since the profitability of the sales would not be lower down by the loss-making area, so from the financial aspect, the strategy is effective to the company in order to enhance the profitability.

2.2 Headcount reduction

As to reduce complexity and improve accountability in the organization and becoming a more efficient organization, the headquarters in Germany of Esprit has close cooperation and working by open communication with their social partner. A voluntary resign program has introduced for the non-store staff in January 2019, as to achieve the goal for the necessary headcount reduction. In the meanwhile, similar procedures are being replicated and agreements are estimated to be reached by Summer 2019 among the other countries in Europe. The staff reduction for the Asia Pacific area has been completed and the expected staff reduction numbers would be reached at the end of the financial year, and the final target for headcount reduction would be expected to reduce approximately 35% to 40% of the non-store employees. The strategies have resulted in a provision for one-off costs in relation to the staff reduction plan of \$401 million which was related to severance payments for the first half of 18/19 financial year. Not only the staff reduction, but also the mergence of the five offices in Ratingen into one and downsizing the Hong Kong office, in order to achieve the saving on rental costs. The strategies

are effective to the business and the costs could be lower down due to the reduction of the unnecessary staff expenses.



Figure 5 Regular Operation Expenses (incl. Special projects)

Source: Esprit Holding Limited (2019), Annual reports (2009-2019) Website. <https://www.esprit.com>

Based on *Figure 5*, the regular operation expenses which including the ‘Store Closure Plan’ and ‘Headcount reduction’ projects are decreasing continuously from 2008 to the first half of 18/19 financial year; which means the cost reduction strategies are effective for the business to lower its operating expenses and improve the profitability.

2.3 “Customer-oriented” strategies

2.3.1 Direct communication with customers

Extensive research and Friendly database have been conducted and introduced in the market, in order to gather consumer preference of the target customers and collect the feedbacks and options from them. The data could help the business to design the correct products with the

right style and design, fashion level and the quality and price to satisfy the customers' expectation. Also, as to enhance the ESPRIT experience, the group is using the customer-focused, brand-based and data-driven approach to improve customers' experience with online and offline, a new store concept would be introduced in second half of 2019.

2.3.2 ESHOP – Online shop

ESHOP of Esprit has testified by the best digital fashion store award in Germany, in order to maintain the competitive advantage, there would be a renewal of the online presence with better-curated content and editorialized, to increased customer engagement and achieve the objective of increasing customers' attraction and generating more sales revenue.

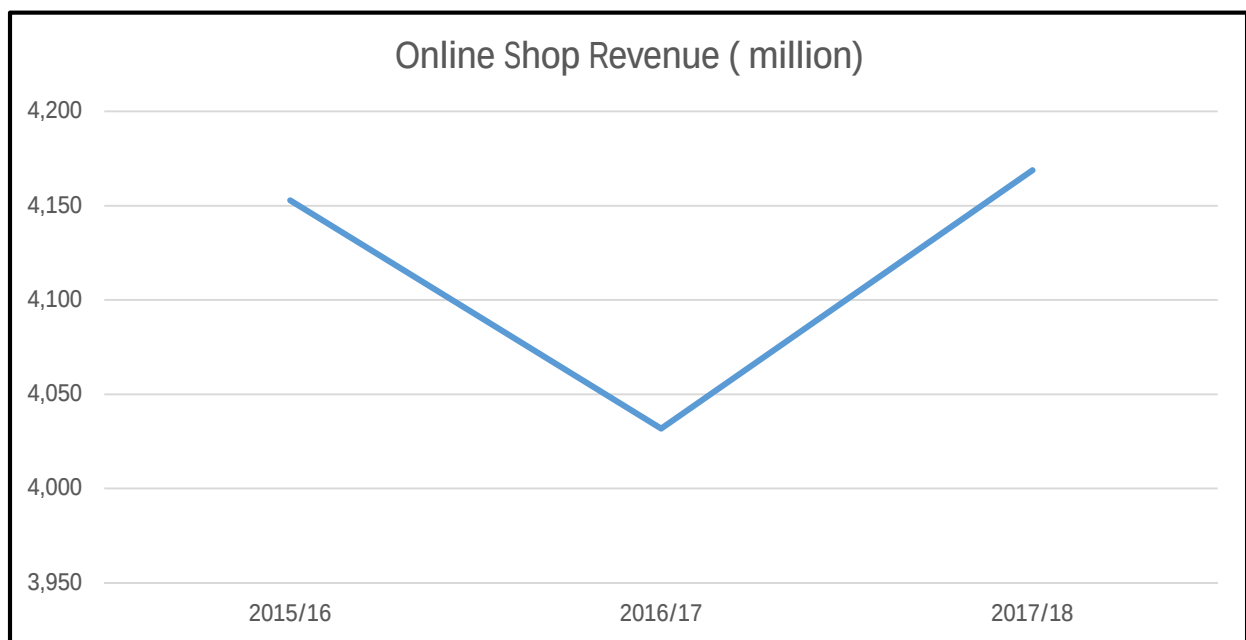


Figure 6 Esprit Online Shop Revenue 2015/16-2017/18

Source: Source: Esprit Holding Limited (2019), Annual reports (2016-2018) Website. <https://www.esprit.com>

From *Figure 6*, the online shop revenue has a stable revenue between these 2015/16-2017/18, which are all above \$4000 million, therefore, with further development and enhancement of the

online shopping system and renewal of the content, the performance of the online shop revenues, would be higher up.

2.3.3 Concentration on market demand and “Localization”

The business aims to increase the sales revenues with tightly structured and commercially successful assortment with three main strategies: reduction in the number of options and kick colours, increase the share of basic and core products to improve the sell-through and enhancement with the quality and fit of the products with block system and core fabrics program. The clear objectives and organized production plans could help the group to develop product differentiation and being cost-effective, in order to generate more sales and increase profitability since the company increase its own competitive advantage. Also, an independent product team has been formed to address the needs of the Asian market, the products designed are with the adaptation of fittings and styles of the regions. The group has set up a new team which has local knowledge and profession in marketing, merchandising and e-commerce in Shanghai to meet the customers’ satisfaction of the region. The localization strategy is effective since the group has an increasing revenue of the Asian region.

2.3.4 “Sustainable products” strategy

As the increasing concern of environmental protection, the group has collaboration with the Better Cotton Initiative, use the certified organic cotton, commitment on “Responsible Wool Standard” and response to the Canopy initiative for sustainable viscose. Also, the group has signed the United Nations Fashion Industry Charter for Climate Action. The group made its products in order to achieve sustainable development objective in terms of the sustainable materials, elimination of hazardous chemicals and design for circularity. This strategy is effective since it could enhance the contribution of social responsibility and bring good effect

to the business reputation, in order to increase the loyalty of the customers and attract more potential customers, which would increase the sales and profitability.

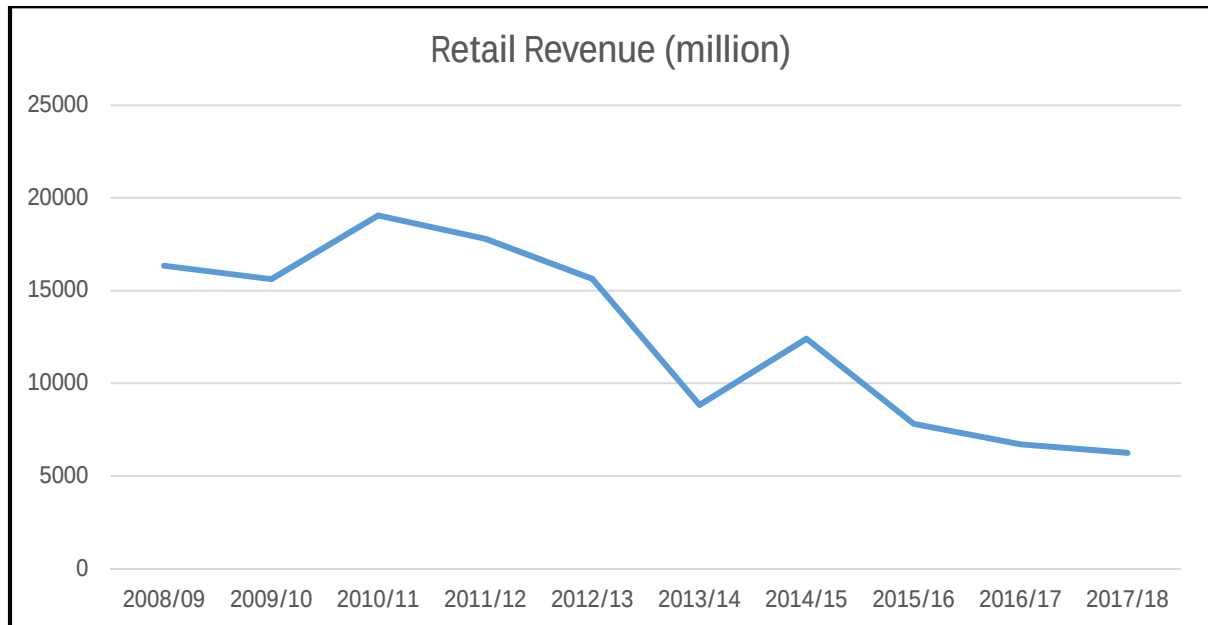


Figure 7 Retail revenue performance

Source: Esprit Holding Limited (2019), Annual reports (2009-2018) Website. <https://www.esprit.com>

Form *Figure 7*, the retails revenue was decreasing since 2012/13 to 2017/18, the business profitability declined. The retail sales revenues might be affected by the online shop since the customers nowadays prefer a more convenient and fast way to buy the things on the internet and smart electronic devices are be widely used in the public. Therefore, new and tight marketing and production strategies are introduced to improve the situation.

2.4 Wholesale partnership

Esprit has a corporation with the wholesale's partners, which offer the "best-in-class" services, marketing and other supports. The thorough segmentation of the partner portfolio is in progress to provide the right service for each partner, adjustments with the delivery schedules which ensure the business partners receive suitable priority. In the meanwhile, a franchise business

model business is developing as to stronger the collaboration with third party wholesale ecommerce partners. The Wholesales partners have their channels and platforms to promote the products and help the company increase the sales. Also, the e-billing platform is implementing in the corporation to enhance the efficiency and saving the administrative cost.

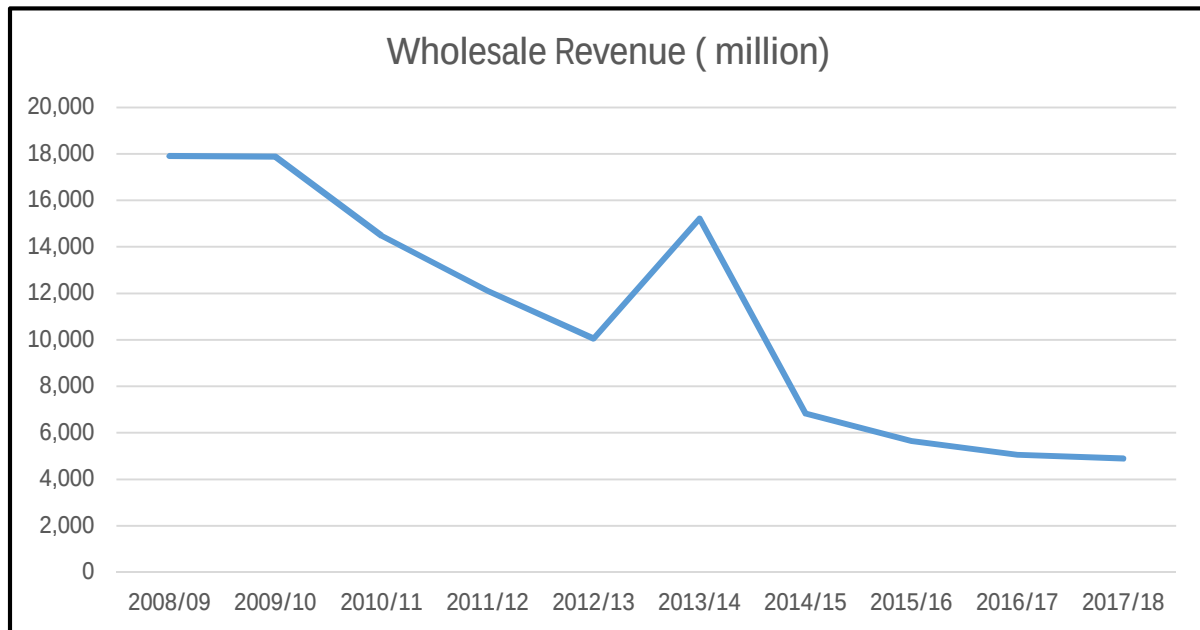


Figure 8 Wholesale revenues (2009-2018)

Source: Esprit Holding Limited (2019), Annual reports (2009-2018) Website. <https://www.esprit.com>

From above Figure 8, the Wholesales revenue is continuously decreasing from 2009-2018, the drop percentage is over 200%. The wholesale revenue may be affected by the online shop business since the customers have a more convenient and easier way to buy the stuff they want. Therefore, strategies for generating more revenues with the wholesales seems to be not effective, some new ideas have to come up in order to settle the situation.

3. Recommendations

3.1 Development on the opportunity

3.1.1 Development with the international market

Due to the increased number of cooperation across the globe, the company should develop connection with the whole world. Recently, the company's business is mainly focused on three areas: Europe, Germany and Asia. The CEPA policy and the cancellation of quota for exporting goods and service to the United States are the opportunities for Esprit to expand and develop the market in United States. This expansion could help Esprit to increase the sales and profitability due to the expansion of the market scale. The Research and Development team in the company should conduct a comprehensive proposal to analysis the probability of expanding the United States market.

3.1.2 Attract potential customer

Since the disposal income of the Hong Kong people is increasing, it is an opportunity for the company to capture a higher profitability and a chance to boost up the sales due to the increasing purchasing power of the buyers. The marketing team should conduct a survey to understand the target customers and potential customers' needs in order to promote the correct products in the market. For example, the increasing concern of the healthy lifestyle in the Hong Kong society make people exercise more, Esprit could have cooperation with the gymnastic business, the customers could enjoy benefits and discounts when they have consumed in the shops. Also, seasonal promotion and outlet would be good marketing strategies to attract more customers.

3.1.3 Sustainable development

The increasing concern about the environmental protection has provided an opportunity for the company. Esprit could conduct research to analyse the probability to introduce the recycle material into the production line. Esprit has already done some environment protection actions like changing their package to 100% paper-made material. Esprit could try to reuse the recycle material and develop the clothing technology in order to innovate the new products and trending. This strategy could help the company to increase its social responsibility and enhance its public image and reputation.

3.2 Lower the impact of threats

3.2.1 Threats from the inflation rate

The increasing inflation rate lowers down the purchasing power of money and the incentive for customers to consume, to solve this problem, the marketing strategies need to be modified. The marketing team should do research and capture the level of people's purchasing power and the average spending level. Re-design the marketing and promotion plan in order to attract more customers with an affordable consumption level, this could help lower down the effects by increasing inflation rate and improve the decreasing revenue situation of the company.

3.3 Reduce the power of customer and supplier

3.3.1 Reduce the power of customer

Due to the low switching cost and large number of substitutes in the market, the bargaining power of customer is high. To lower down the power of customers, the company should have innovation and development on new products, have differentiation with other competitors in the market, to lower down the number of substitutes, in order to higher up the switching costs

of the customers and have a differentiation between Esprit and others retailers in the industry. This strategy could help the business to higher up the loyalty of consumers and lower the effects of the business's profitability.

3.3.2 Reduce the power of supplier

For the suppliers, Esprit has 75% of products (Esprit, 2018) are made by 114 manufacturers, although the distributions could avoid the instable of the supply, the lack of the central management leads to the uncertainty of the supply chain. The suppliers have the power to determine the cost price of the products which might affect the profitability of the company. Therefore, Esprit should have a central management system to control the stability of supply or it might develop a backward integration in order to ensure the stability of product's quality and supply, and also lower the cost to increase the profits since the cost of outsourcing could be saved.

3.4 Differentiation with substitute goods

To have differentiation with the substitute goods, the research and development department could do research of all the recent products in the market, being specific to figure out the missing products in the market. Next, Esprit could design feature products with up-to-date popular elements in the fashion trending in order to be differentiated with the market's products. Also, crossover with some brands could increase the sales and profits with the special edition products, such as the crossover of Uniqlo and Kaws for the limited-edition t-shirts, it has a good result and raises the public attention to the products.

3.5 Maintain the competitive advantage of “ESHOP” and raise up the sales

The “ESHOP” of Esprit has been awarded the best digital store in Germany and the company should use it as the competitive advantage, use the advanced technologies to invent a better online shopping system to provide a better online shopping experience, such as Nike has enabled their customers to design and accessories with the own design online; Walmart has rolled out 3D virtual online shopping system for the customers to experience high quality of online shopping. Esprit could design the 3D virtual shopping system to enable the consumers to put up their face and try the clothes with the online shopping platform, which make the service being “customer-oriented” and increase the customers’ satisfaction to the company, in order to raise up the sales and improve the profitability.

4. Implementation

The following Gantt chart would show the lengths of the project of different departments in 2019 to 2020.

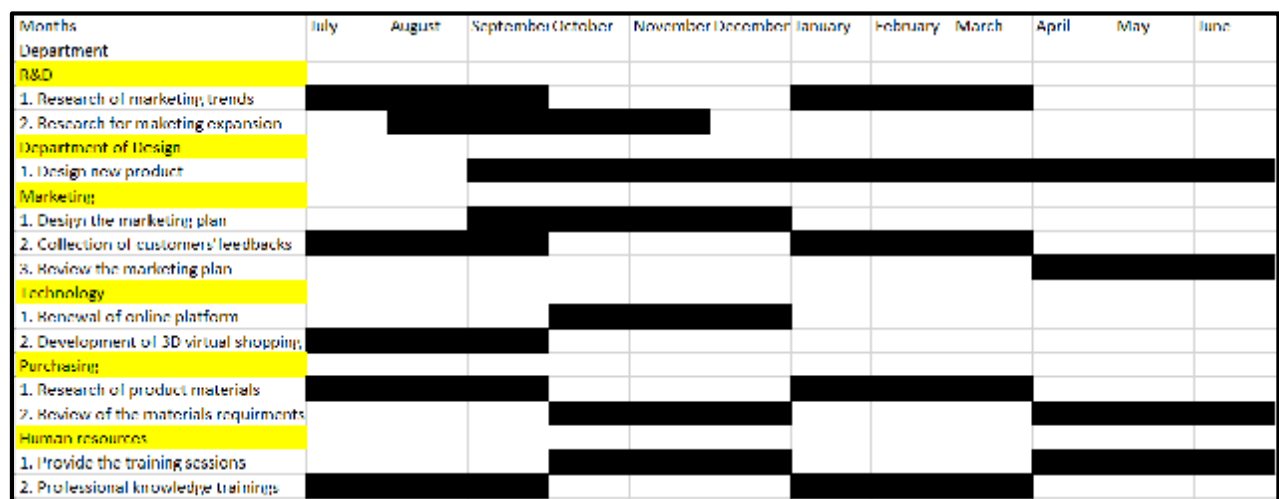


Figure 9 Gantt chart for the implementation of the recommended strategies

Source: From this research

4.1 Research and development department

The department has to do the research about the market situation, the products in the market, in order to figure out the products that could be differentiating with the products in the market. Also, researches need to be conducted to find out the purchasing power of the society and the economic situation of different countries that enable the marketing team could design the suitable marketing and promotion plan. And for the international market expansion, business analysis has to be done for the United States, as to know the business environment over there. After the researches have done, the details would be passed to the marketing and department of design to do further action.

4.2 Department of design

Design new products with sustainable materials and the products strategies promoted by the company. After finish the draft design, pass to the marketing team as to review the probability to introduce the products and design the promotion plans if the products have potential to launch in the market; and the purchasing team have to prepare the materials and inform the suppliers to ready for the product line.

4.3 Marketing

After receiving the reports, the marketing team should start to design a marketing plan for the products. The marketing plan should be specifically designed for different regions and be localized, and conduct research for the feedbacks of the level of customers' satisfaction and expectation, also review needs to be done for the promoted marketing plans, which in order to improve the marketing plans and design a more comprehensive market strategy to enhance the profitability of the company.

4.4 Technology

The technology department has to develop a better online shopping system and to optimize the imperfections of the online system. Also, development on the 3D virtual shopping operating system is an important project, the design and the content of the online store should be refreshing and user-friendly.

4.5 Purchasing

The purchasing department has to do a research about the sustainable and functional material in order to achieve the sustainable products development strategies, the price, the sources and the production process of the materials need to be focused and need to fulfil the business-standard. Also, the standards and requirements of purchasing have to review for every half year, to make sure everything is in the right direction and process.

4.6 Human resources

The Human resources team have to familiar with the rules and regulations that have to follow and have to design the corresponding training sessions to the staff members in different departments in order to make sure everyone know the objectives and standards of the company. Also, professional knowledge training has to be given to the staff members by the expertise of the related areas.

5. Conclusion

In conclude, the macro and micro business environment of the Hong Kong casual industry is challenging and competitive, the changes are fast and the industry is sensitive to the environment change. Esprit's strategies could be improving to generate more revenues and increase its profitability, and marketing plans and business strategies have to be followed the Gantt chart in order to be time effective.

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Student Self Evaluation Form			
Student name:	Kwok Man Kam, Ken	Student number:	1812206
Programme:	MBA	Year of programme	2018
Assignment Title:	A case study report for Esprit company strategy		

This section repeats in brief the common assessment criteria detailed on previous pages. The extent to which these are demonstrated by you determines your mark. Using these criteria, tick the box that best indicates the level of achievement you feel you have achieved with regard to each of them.

Common Assessment Criteria Applied	Level of Achievement						
	REFER			PASS		DISTINCTION	
	OUTRIGHT FAIL	FAIL	UNSATISFACTORY	SATISFACTORY	GOOD	EXCELLENT	EXCEPTIONAL
1. Research-informed Literature	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☒	70-79% ☐	80-100% ☐
2. Knowledge and Understanding of Subject	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☒	70-79% ☐	80-100% ☐
3. Analysis	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☒	70-79% ☐	80-100% ☐
4. Practical Application and Deployment	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☒	60-69% ☐	70-79% ☐	80-100% ☐
5. Skills for Professional Practice	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☒	70-79% ☐	80-100% ☐

PLEASE COMMENT ON AREAS IN WHICH YOU FEEL THAT YOU HAVE PERFORMED WELL		PLEASE COMMENT ON AREAS YOU FEEL THAT YOU NEED TO DEVELOP	
N/A		Practical Skill	
Student's Name	Kwok Man Kam, Ken	Date	13 th October 2019
Student's Signature	