

LEVEL 7 ASSESSMENT SPECIFICATION

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I. Executive Summary

Bodibra, a prominent Hong Kong brand with 20 years of expertise in manufacturing and selling lingerie with specialized shaping functionality, has recently shifted its focus to the plus-size bra market. This study evaluates the effectiveness of this strategic pivot, assessing its impact on business performance, customer demand satisfaction, and the efficacy of current strategies.

The analysis of the external industry environment and the company's cost allocation reveals that Bodibra possesses significant advantages for further growth. By targeting the plus-size bra market, Bodibra intelligently leverages existing resources while enhancing its market positioning. The brand champions the inclusion of plus-size lingerie within mainstream underwear fashion, thereby attracting considerable attention.

Despite numerous strengths, Bodibra faces intense market competition. It is imperative for the company to continue emphasizing product and service quality, and to intensify promotional efforts to maintain its esteemed reputation and foster strong customer relationships.

The evaluation of the marketing mix indicates that Bodibra has successfully launched and developed this product line, outperforming competitors particularly in product offerings and market targeting. Recommendations for further product development, enhancements to the website and physical shops, and increased advertising efforts are expected to solidify Bodibra's position as a leading player in this market segment.

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1. Introduction

As human desires and technology evolve, essential items are being enhanced to offer more than basic functionality. For example, women's bras not only provide coverage and reduce discomfort during movement but are also designed to enhance body shape and improve appearance. In 2003, recognizing a gap in the market, a woman opened a small shop in Tsim Sha Tsui with the eye-catching slogan 'Are you wearing the wrong bra?' displayed outside (My Heart Bodibra Limited, 2021). This venture later evolved into 'Bodibra', which became the registered trademark and the shop's name; the company, now owned by Ocean Star Technology Group Limited and managed under its subsidiary My Heart Bodibra Limited, designs, manufactures, and sells a diverse range of lingerie products¹; moreover, these products are distinguished by their wide range of sizes and functionalities, aimed at improving body shape and promoting good posture (HKEX, 2017). After two decades in business, a significant shift in strategy has led 'Bodibra' to focus on plus-size functional bras, a move that is prominently reflected in their shop display and Instagram posts (Appendix 1). This study aims to evaluate whether this strategic pivot has been beneficial for the business, how well Bodibra meets the wants of customers seeking plus-size bras, and the effectiveness and impact of its current strategies. Finally, the study will propose a three-year marketing plan based on these insights.

¹ Products are including bras, body shaping underwear, chest support vests, breast creams, panties, nude bras, swimwear, pajamas, bra straps and pads, and waist bands (HKEX, 2017).

2. Situation Analysis for My Heart Bodibra Limited

(Hereafter, it will be referred to in short as 'Bodibra')

Before addressing the research objectives, an in-depth analysis of the company is essential. We will employ PESTEL Analysis to examine external factors, the Value Chain Model to assess internal operations, market positioning to identify product perceived to its competitors and SWOT Analysis to identify its strengths, weaknesses, opportunities, and threats.

2.1 External Factors Affecting the Business Environment

This part aims to explore the nature of changes in the macro-environment and assess their impact on the company.

2.1.1 Political

It seems that Hong Kong's political factors have no obvious direct impact on the women's functional underwear industry. According to Constitutional and Mainland Affairs Bureau (2023), due to China's political reforms and economic opening, Shenzhen has experienced rapid development over the past three decades. The city's sectors such as construction, manufacturing, and logistics are now prosperous and well-developed. The transportation links between Hong Kong and Shenzhen are very convenient and advanced, greatly benefiting Bodibra that need to transport products from factory and warehouse in Shenzhen (Lo, 2023). However, this easy access and Shenzhen's booming retail and catering industries have also encouraged a trend where Hong Kong residents travel northward for shopping and dining, impacting the local industries in Hong Kong.

2.1.2 Economic

Globally, economies are gradually recovering from the pandemic. Specifically in Hong Kong, the economic situation has been challenging, with the stock and property markets still below their pre-2019 levels (Financial Services and the Treasury Bureau, 2024). This downturn has diminished consumer spending power, negatively impacting the retail sector. Additionally, interest rates have not returned to the pre-epidemic level² thereby increasing the costs of borrowing and mortgages.

² Discount Window Base Rate: It was 2.25 in June 2018 and increased to 5.75 by June 2024 (HKMA, 2024).

Conversely, a declining RMB exchange rate³ has reduced the cost of products, providing some economic relief.

2.1.3 Social

According to Census and Statistics Department (2023), the female population in Hong Kong outnumbers the male population, with figures standing at 4.087 million and 3.416 million, respectively. There is a growing concern about body image, with an increasing trend in overweight and obesity rates⁴. According to Department of Health (2023), 32.6% (26.4% of females) of persons aged 15-84 were obese and another 22.0% (19.7% of females) were overweight. This means that 21% of females⁵ in Hong Kong between the ages of 15 and 84 are either obese or overweight.

2.1.4 Technological

The ubiquity of mobile phones is undeniable, and leveraging the power of social media has become crucial for building customer relationships and influencing purchasing decisions (Tuten, 2021, pp.49). Additionally, the development and popularization of 3D printing have significantly reduced the entry costs for the clothing industry and increased manufacturing efficiency. There is no longer a need to invest in large shearing and sewing machines. Additionally, advances in synthetic materials have made them less sensitive and more comfortable than in the past (HKEX, 2017).

2.1.5 Environmental

Data indicates that the annual mean temperature has been rising at a rate of 0.14°C per decade from 1885 to 2023 (Hong Kong Observatory, 2024). This increase in temperature has significant implications for daily comfort. Specifically, the design of functional bras, which are often layered or thicker to provide additional support, can lead to discomfort as they may cause increased sweating, particularly in warmer conditions. This is especially relevant for women with larger body types who may find these bras uncomfortable in rising temperatures.

³ RMB to HKD Exchange Rate: It was 1.274 in Jun 2015 and decreased to 1.099 by Jun 2024 (Google Finance, 2024).

⁴ For Chinese adults living in Hong Kong, BMI from 23.0 to less than 25.0 kg/m² is classified as overweight and BMI 25.0 kg/m² or above is classified as obese (Department of Health, 2023).

⁵ After calculations using data from the Census and Statistics Department (2023) and the Department of Health (2023), it was found that 840,720 females are obese or overweight.

2.1.6 Legal

In Hong Kong, many lingerie companies implement membership or loyalty programs that encourage consumers to buy vouchers in advance for future purchases. This practice can sometimes lead to disputes, particularly in cases where consumers seek refunds. Such disputes are often escalated to legal authorities for resolution. Additionally, there have been instances where consumers experienced skin allergies from wearing lingerie products, leading to compensation claims against the retailers.

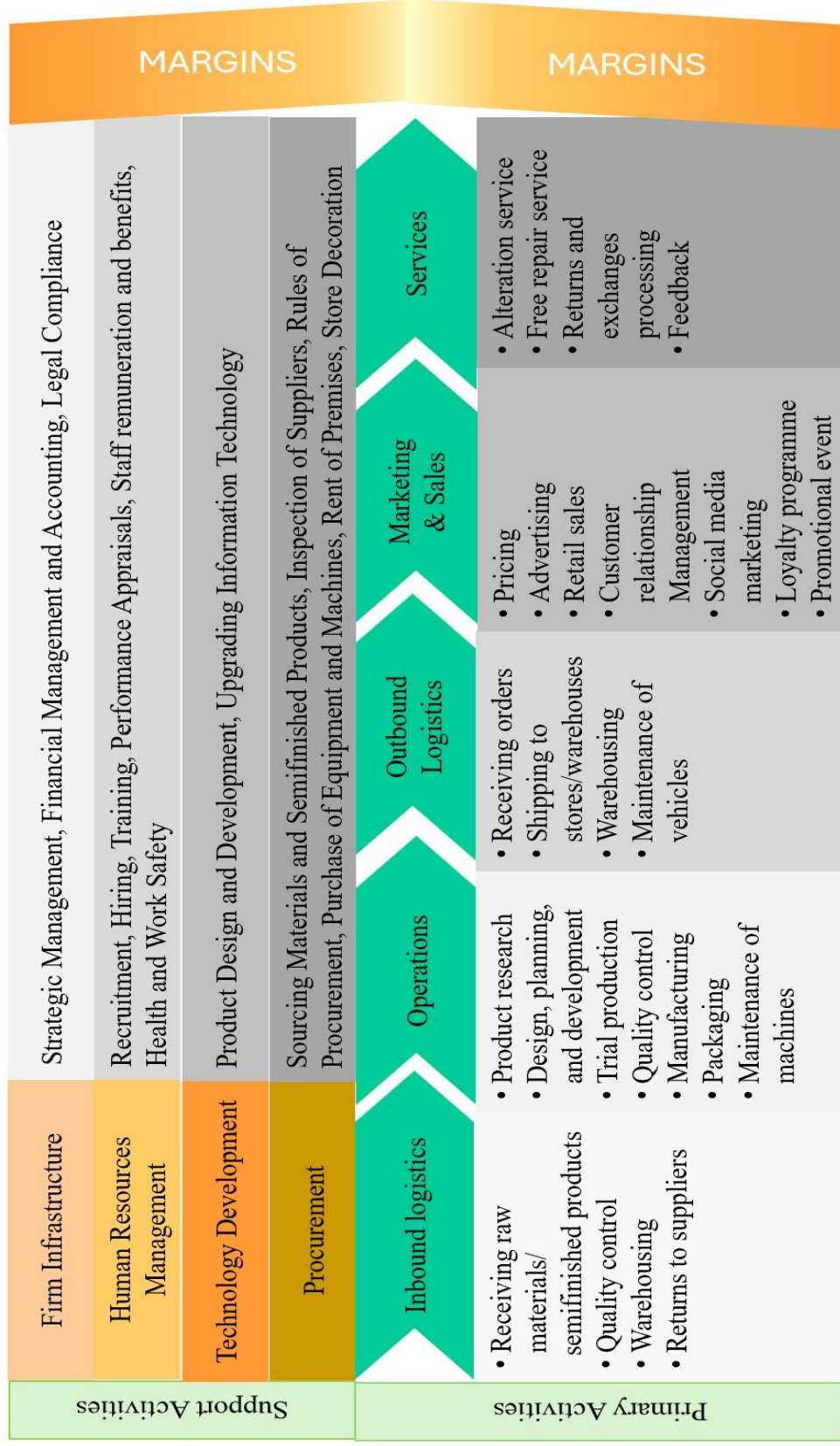
2.2 Company's Primary and Support Activities

In 2016, the functional lingerie market represented 7.3% of Hong Kong's total lingerie market by retail turnover. With around 40 competitors, this niche was dominated by the top five players, who held about 91.7% of the market. Bodibra was the second-leading brand, capturing roughly 25.6%⁶ of the market share.

Drawing on insights from Bodibra's business operations (HKEX, 2017) and utilizing the framework proposed by Porter (1985), this report will conduct a Value Chain Analysis (Figure 2.1) to assess the efficiency and effectiveness of the detailed processes at each stage of the company's operations. Subsequently, the report will present financial highlights from the past six years, as illustrated in Figure 2.2 and Figure 2.3.

⁶ In 2016, the total retail sales of functional lingerie in Hong Kong were HKD286.7 million.

Figure 2.1 The Value Chain for Bodibra



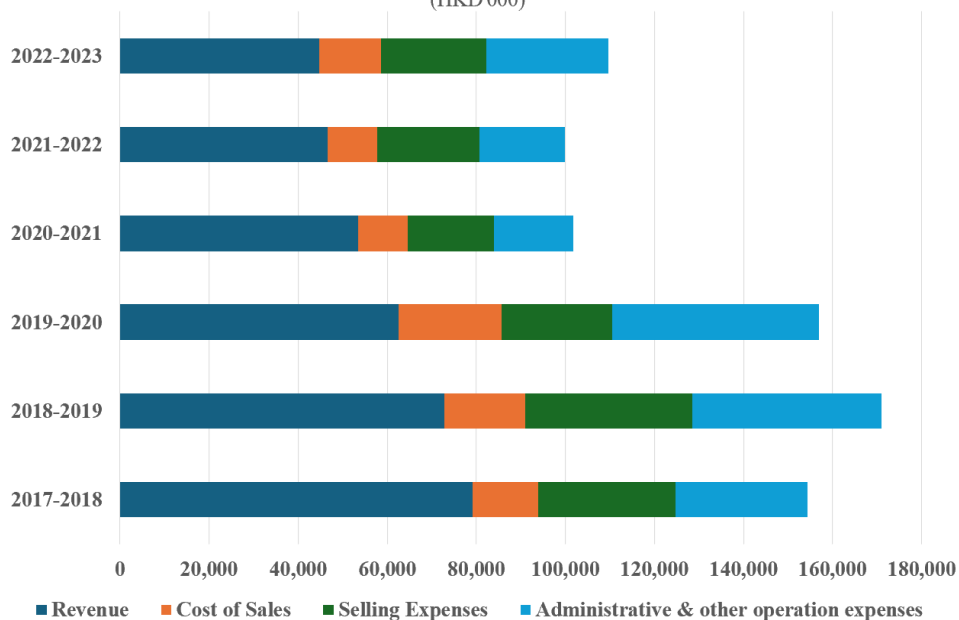
Source: HKEX, 2017

**Table 2.2 Bodibra - Financial Reports Highlights
(2017-2023)**

Key Item	2017-2018 (HKD'000)	2018-2019 (HKD'000)	2019-2020 (HKD'000)	2020-2021 (HKD'000)	2021-2022 (HKD'000)	2022-2023 (HKD'000)
Revenue	79,165	72,875	62,529	53,431	46,587	44,689
Cost of Sales	14,738	18,047	23,157	11,234	11,234	13,914
Gross Profit	64,427	54,828	39,372	42,197	34,537	30,775
Profit (Loss) from operations	4,101	-25,109	-30,251	10,048	-9,533	-28,335
Selling Expenses	30,877	37,623	24,753	19,374	22,878	23,577
Administrative & other operation expenses	29,550	42,409	46,438	17,699	19,183	27,484
Property, Plant and Equipment	10,604	12,493	5,207	3,294	3,263	4,179
Inventories (mainly finished goods)	35,427	36,071	25,918	23,908	23,551	21,139

Source: HKEX, 2022
Ocean Star Technology Group Limited, 2018-2021 & 2023

**Figure 2.3 Bodibra - Annual Comparison of Revenue and
Main Expenditures 2017-2023**
(HKD'000)



Source: HKEX, 2022
Ocean Star Technology Group Limited, 2018-2021 & 2023

The Value Chain Analysis aims to enhance production efficiency and enable the company to deliver maximum value at the lowest possible cost (Porter, 1985, pp.62). From the Financial Report Highlights in the past six years, it can be noticed that Bodibra's Cost of Sales remains relatively low. However, Overhead Costs, such as Administrative and Other Operational Expenses, constituted a significant portion of revenue—74% in 2019-2020 and 62% in 2022-2023. In response to these financial pressures, Bodibra made a strategic decision to lay off 70% of its workforce in Shenzhen. The company has shifted from manufacturing its own lingerie (part of the products) to using an Original Equipment Manufacturer (OEM) model. This transition aims to reduce production costs and enhance the flexibility of the supply chain. (Ocean Star Technology Group Limited, 2020) (Ocean Star Technology Group Limited, 2023)

Another important aspect to consider is the inventory, given its substantial volume. As of March 31 in 2021, 2022, and 2023, the inventories were approximately HKD23.9 million, HKD23.5 million, and HKD21.1 million, respectively, with 82-84% consisting of finished goods (HKEX, 2022) (Ocean Star Technology Group Limited, 2021) (Ocean Star Technology Group Limited, 2023). The Director of the group attributes the large inventory levels to several factors: diverse product offerings in each shop to meet customer demands, frequent introductions of new products, and rare discounts on slow-moving items (Ocean Star Technology Group Limited, 2023).

2.3 Market Positioning of the Plus-Size Functional Bra Product Line

Between 53.6% and 57.6% of Bodibra's revenue from shaping lingerie comes from bras, making them the best-selling product (HKEX, 2017). In recent years, it has become evident that the plus-size bra line is their primary market focus.

2.3.1 Plus-Size Bra Market

As Filipe, et al. (2015) said, it is difficult to define what the size of a plus-size bust is, but according to their study, the average size for British women in 2007 had grown to 36D⁷. Therefore, it is defined as plus-size if it exceeds this size. This shift has led to a decline in demand for bras that flatten the breast, replaced by a niche market for detailed, trend-sensitive bras. Brands like Empreinte, Curvy Kate, and Freya now specialize in plus-size bras.

In Hong Kong, it is observed that the bras displayed in most shops typically range from A to D cups, with band sizes from 32 to 38. Bodibra and its direct competitor, Satami set themselves apart by offering a more extensive range, with cup sizes from A through JJ and band sizes from 30 inch to 44 inch. Both brands also emphasize that their products incorporate functional design elements (HKEX, 2017) (Satami Group, 2024). [The 'plus-size bra(s)' mentioned below are all interpreted as 'plus-size functional bra(s)'.]

Table 2.4 is a brief comparison between Bodibra and Satami focusing on the key marketing aspects: product and service, price, sales channel, discount and promotion, and social media marketing:

⁷ The size of bra, for example, 34B, the number 34 represents the band size of the bra, which is measured around the torso just under the bust. 'B' is the cup size. Bra sizing involves measuring both the underbust (directly under the breasts) and the bust at its fullest point, which is typically across the nipple. The difference in inches between these two measurements determines the cup size. For example, a 1-inch difference corresponds to an 'A' cup, a 2-inch difference to a 'B' cup, and so on. (Family Planning Association of Hong Kong, 2024)

Table 2.4 Comparison between Bodibra and Satami

Marketing Aspect	Bodibra	Satami
Product & Service	•Japanese style •More colour for selection •Detailed lace embellishment •Trademarks for supporting function design •Free repair service •Alteration service	•Western style •Young and energetic •Plain colour •Simple and one piece
Price	\$799-\$1,399	\$498-\$598
Sales Channel	9 shops (prime locations, such as Harbour City)	17 shops (mainly in popular, crowded shopping malls) and Online Shop
Discount and Promotion	•<u>Loyalty programme:</u> ~For a prepaid credit of \$1,800 to \$4,500, customers receive a 10% discount on purchases (for buying a credit package worth \$2,000 - \$4,999). ~For a prepaid credit of \$4,000 to \$7,200, the discount increases to 20% (for buying a credit package worth \$5,000 - \$8,999). ~For a prepaid credit of \$6,300 or more, members enjoy a 30% discount (for buying a credit package worth \$9,000 or more). • Seasonal discount: Buy 2 get 1 free	• Membership programme: New VIP welcome offer – when customer spends \$1,288 on the regular price before discount: ~become a permanent 10% off member and receive an instant 10% off on her entire order; ~receive a welcome gift; ~receive a 10% discount on an entire purchase from the third to the third month after becoming a member. Extra 5% off purchases within six months • Sign up at Satami webpage to Get \$50
Social Media Marketing	•Many promotions for plus-size bra on Instagram •Instagram followers: 75.9K •No promotion on Website and few promotions on Facebook •WhatsApp (one phone number)	•Few promotions for plus-size bra on Instagram and Facebook •Instagram followers: 8,936 •Website - each item is marked with A-D size or F-H size •WhatsApp (four phone numbers)

Source: My Heart Bodibra Limited (2021)
Appendix 1
Bodibra (2024a) & (2024b)

Satami Group (2024)
Satami (2024a) & (2024b)

Remark: Bodibra - 11,500 of credit packages were sold to its members and aggregate amount was HKD86 million in 2017.

2.3.2 Segmentation

The primary segment for Bodibra's plus-size bras is based on gender.

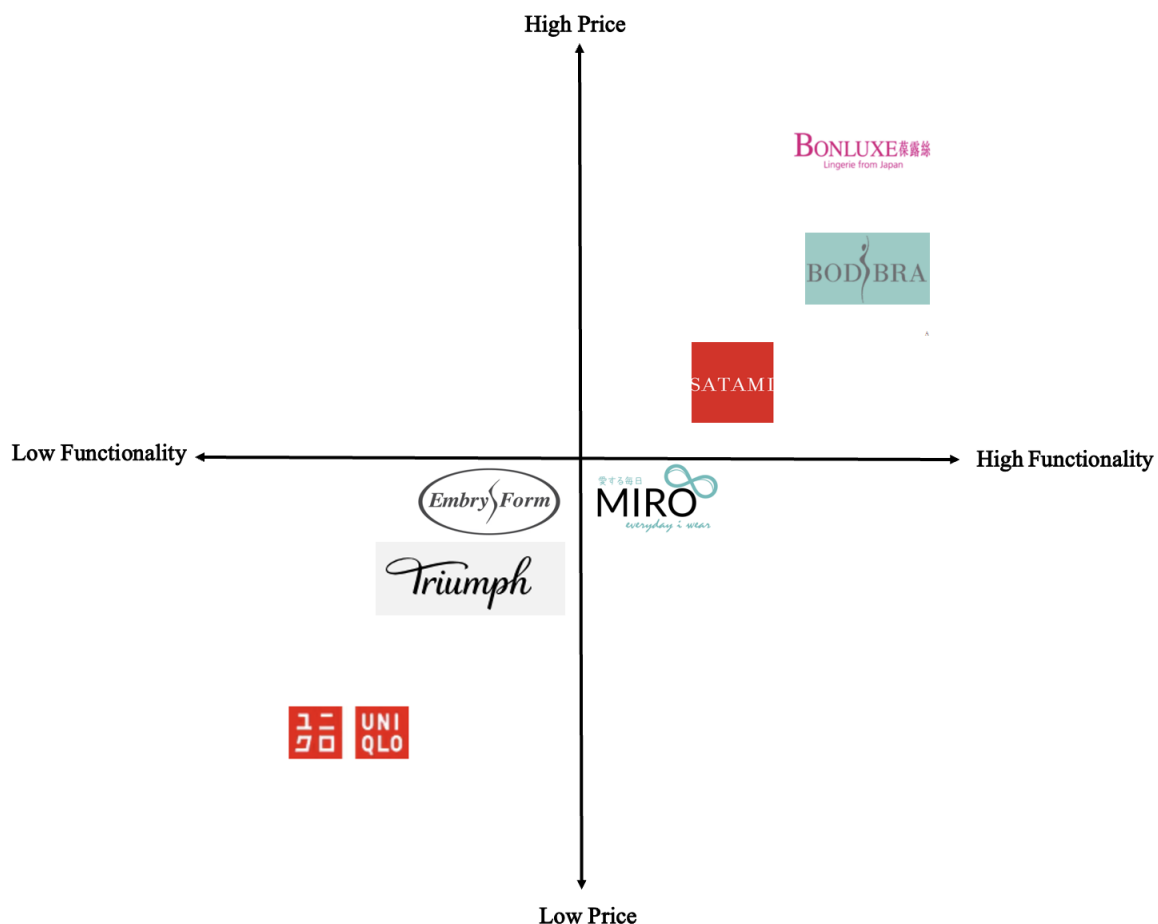
2.3.3 Targeting

Bodibra aims its products at women who require larger bra sizes, typically over 36D, and who seek bras with shaping functionalities to meet their specific body contouring needs.

2.3.4 Positioning

In Figure 2.5, the competitors of Bodibra are illustrated, all of whom offer a wide range of bra sizes. Some competitors also provide basic features, such as wire support. Bodibra positions itself in the market as offering products with mid-high pricing and high functionality. This strategy emphasizes quality and specialized features catered to the plus-size segment.

Figure 2.5 Perceptual Mapping of Bodibra in the Plus-Size Bra Market



2.4 Summary of Bodibra's Situation

Summarizing the information and findings above, a SWOT Analysis can be conducted on Bodibra to assess the current situation of its plus-size bra line.

Table 2.6 The SWOT Analysis for Bodibra

Strength	Weakness
•Expert in design and producing bra with own factory •Product variety •Well-known for functional designs •Clear product line promotion •Use of Plus-Size Models •Skilled Sales Staff •Adequate inventory in shops •Intimate after-sales service	•Inconsistent shop management •Fewer shops than competitors •No online sales and poor website maintenance •High overhead costs •High level of finished goods
Opportunity	Threat
•Growing number of overweight and obese women •Emerging customer needs •Rising average median income	•Economic recession •Technology lowering entry barriers •Intense price competitive

Bodibra's inherent strengths have endowed it with numerous substantial advantages, despite facing cost pressures. Nonetheless, the landscape is filled with both opportunities and challenges. A detailed analysis will follow next.

3. Evaluation of Bodibra's Marketing Mix

In this section, subsection 3.1 will address the questions raised in the introduction regarding whether the strategic pivot has benefited the business and how effectively Bodibra meets the needs of customers seeking plus-size bras. Subsection 3.2 will assess the effectiveness of the strategies in securing a competitive advantage over the competitors in this segment and the impact of these strategies.

3.1 Marketing Mix Analysis

Here is an evaluation of how Bodibra utilizes the 4Ps in its marketing strategy.

3.1.1 Product

The previous text mentioned that the average bust size of women has shown an upward trend over the past few decades, and in Hong Kong, one in every five women is obese or overweight. Therefore, it is a suitable strategy to combine larger sizes with the sweet Japanese style and advanced functionality products that improve breast shape, which naturally benefits the company's business.

Hooley et al. (2020, pp. 288) referred to product as the mix of physical, emotional, tangible and intangible elements. Regarding whether the product satisfies customer needs, there is a diverse selection of styles, sizes, colors available. Additionally, the expertise and service provided by the shop assistant, alongside excellent after-sales support, ensure a positive shopping experience for customers.

However, a drawback of large-sized functional bras is their thicker material, which, while offering better fit, can be uncomfortable in Hong Kong's hot climate. Despite efforts by Bodibra to make these bras breathable and lightweight, this issue remains unresolved.

3.1.2 Price

Plus-size bras are more expensive than smaller size. The pricing is mid-to-high range within the market. Purchasing a package offers a discount ranging from 10% to 30%, allowing it to remain competitive and enhance cash flow. Maintaining this pricing strategy is beneficial for the business.

Certainly, customers prioritize both affordability and quality. The acceptability of Bodibra's pricing depends on individual customer demand. If Bodibra's products, coupled with the service provided at the shop, offer a unique level of satisfaction that other lingerie shops do not, then its pricing can be considered reasonable (Granot, Greene and Brashear, 2010).

3.1.3 Place

Bodibra currently lacks an online sales channel, which is justifiable as this type of product requires fitting to ensure comfort and suitability. Due to variations in individual body shapes, such as bust size, breast shape, and body fat distribution, customers often need to try on multiple sizes; additionally, proper guidance from a shop assistant is essential to understand how to wear the product effectively to achieve the desired shaping effect (Tsarenko and Lo, 2017). Therefore, operating physical shops in prime locations or within residential areas is most effective.

It is an advantage that at the Causeway Bay Plaza I shop, a plus-size model is featured on a poster outside the shop, and at Harbour City shop, a plus-size mannequin is displayed inside, both welcoming plus-size women to enter⁸. It is because women often have concerns about potential embarrassment and can be more sensitive to perceived discrimination.

According to the study of intimate apparel female shoppers by Tsarenko and Lo (2017), the environment and atmosphere of are key to customer satisfaction and repeat purchase, the relevant factors like section layout and fitting room comfort. There are areas where Bodibra's shops need to improve, such as increasing privacy and tidying up fitting rooms.

3.1.4 Promotion

Bodibra actively promotes its plus-size product line on Facebook and Instagram more extensively than its competitors. Utilizing plus-size models offers numerous advantages, such as representing a broader spectrum of body types and enhancing inclusivity. This allows customers to better visualize how the garments will fit, appealing to the expansive and often underrepresented plus-size market, which positively impacts the business.

⁸ Having visited Satami Shop at Shatin, there was no either plus-size model or mannequin in or out of the shop (14 July 2024).

However, the Bodibra website falls short of expectations. It lacks any detailed introduction or promotion of large-size bust products. The site's design is lackluster, featuring unattractive photos, outdated information, and some pages are even left blank. This poor online presence adversely affects the company's image.

Furthermore, the inventory levels are excessively high. While maintaining a large inventory ensures that credit package holders have access to the products they desire at any time, implementing more promotions or employing consignment strategies could help sell off the inventory more quickly.

3.2 Assessing the Effectiveness of Marketing Mix and Impact

Upon analyzing the marketing mix, it's evident that while there is room for enhancement, the current marketing strategy has largely proven effective. It successfully meets the demands of customers seeking plus-size bras, which is a significant strength for Bodibra. The following are the assessing the effectiveness in securing a competitive advantage over the competitors and the impact of Marketing Mix:

Originally, there was no distinct market for plus-size bras; only general underwear shops carried larger sizes for women in need. Bodibra's marketing strategy has been to deliberately carve out and cultivate this niche with exclusive product lines, targeted promotions, and specialized in-shops displays. Meanwhile, competitors such as Satami have primarily focused on catering to medium-sized bodies. Bodibra offers a more extensive and comprehensive range of sizes, provides quality service, and maintains a mid-to-high price range due to its indirect costs. Its shops are strategically located across various districts—fewer in number than Satami's outlets but surpassing other similar size companies. Prominently, Bodibra's shops visibly promote plus-size options, effectively associating the brand with plus-size offerings. However, a significant oversight is the absence of this focus on their website, highlighting a neglect of digital marketing—a critical misstep. In contrast, while Satami's website does not promote larger sizes prominently, it indicates that sizes F to H are available for many items, subtly supporting a broader size range.

It is evident that bras are the primary revenue source for the group. In 2023, the combined income from prepaid packages amounted to HKD56.6 million, and Revenue totaled HKD44.7 million, culminating in HKD101.29 million. This figure represents approximately 21% of the total retail sales⁹ of functional lingerie in Hong Kong (HKEX, 2017), reinforcing Bodibra's position as the industry's second-leading brand. The plus-size bras line is a vital part of Bodibra's portfolio, significantly contributing to its financial health.

⁹ Given the absence of updated industry reviews after 2017 and the lack of specific data on the plus-size bra turnover for Bodibra, this historical figure will be used for reference. The total retail sales of functional lingerie, which were predicted to amount to HKD472 million for 2020 (HKEX, 2017), remain a valid reference point, as the revenue in the retail industry for 2023 was worse than during the pandemic levels.

4. Conclusion

Bodibra has strategically targeted the plus-size bra market by effectively utilizing its marketing mix, which includes product differentiation, promotion strategies, and focused physical shop placements. While the company has successfully leveraged social media for promotion, the lack of a robust digital presence on its website remains a notable gap. Despite this shortfall, Bodibra's financial results indicate a stable and healthy contribution from revenue and prepaid packages, underscoring its position as a significant player in Hong Kong's functional lingerie market. The company's approach illustrates the importance of market segmentation and customer-focused strategies in achieving competitive advantage.

5. Recommendation

The aim of this section is to arrange a Marketing Plan for the coming three years for plus-size bra line.

5.1 Objective

Before developing the marketing plan, it is essential to establish clear objectives, including both marketing and financial goals (Mullins and Walker, 2013, p. 489). The marketing objective for Bodibra is to position its plus-size bra line as a market leader, achieving at least a one-third market share¹⁰ in this segment by June 2026. The corresponding financial objective is to reach HKD52.5 million¹¹ in revenue during the same period. A budget of five million HKD has been allocated to support this initiative, which is 9.5% of the financial objective.

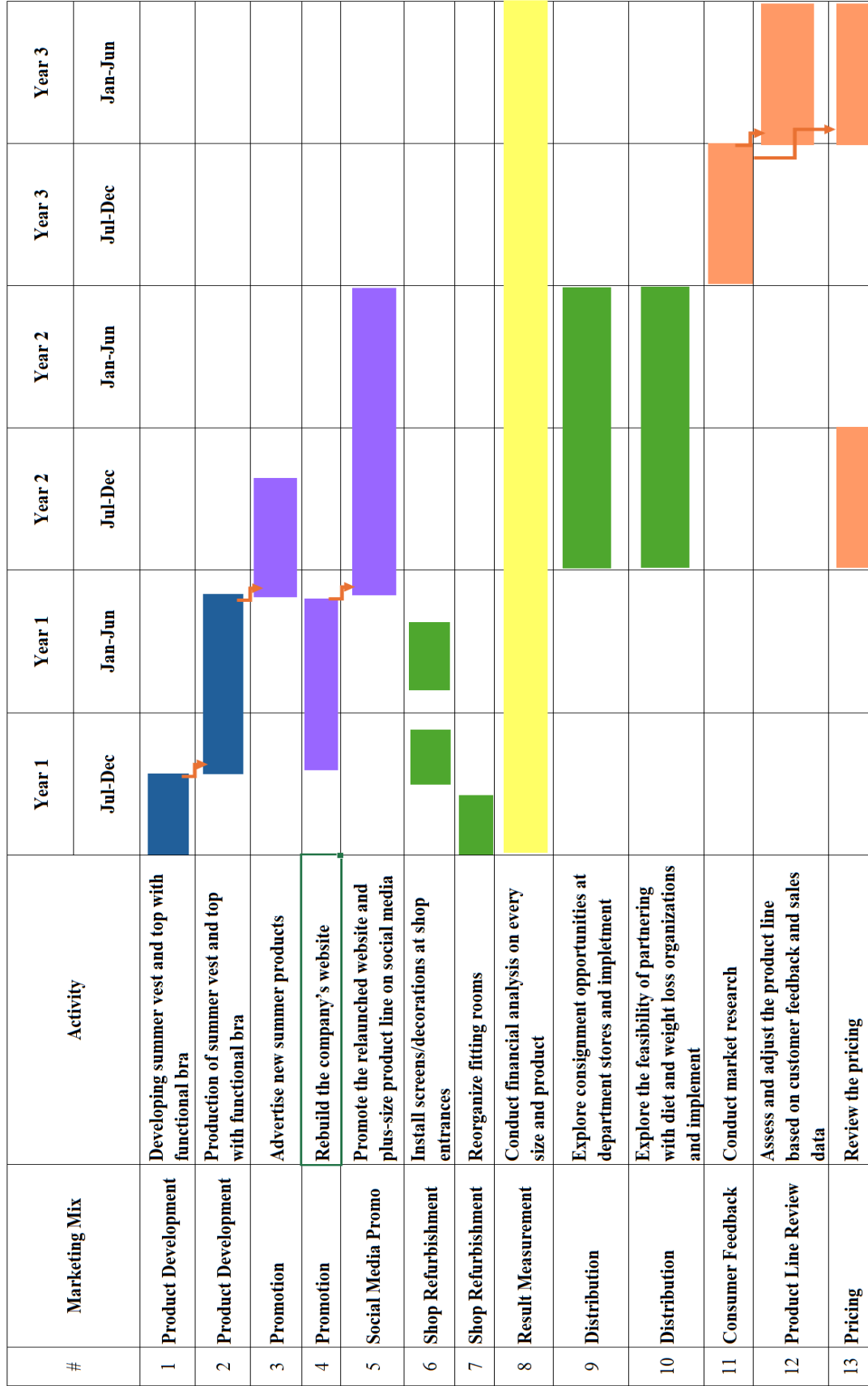
5.2 Gantt Chart Overview

To achieve the objective, detailed marketing plans are required. Figure 5.1 presents the Gantt Chart Overview, which illustrates the activities and schedule for completion.

¹⁰ Bodibra previously captured 25.6% of the market share. Given the absence of updated industry reviews after 2017 and the lack of specific data on the plus-size bra market, this historical figure will be used as a reference.

¹¹ Assuming each day 10 customers purchase a prepaid package worth HKD5,000, and accounting for the business being closed for 15 days annually due to typhoons and Chinese New Year holidays, the business operates 350 days a year. This results in an annual revenue of HKD17.5 million. Over three years, this accumulates to a total of HKD52.5 million.

Figure 5.1 Gantt Chart Overview (Marketing Plan for Bodibra: Plus-size Bra Product Line)



After implementing the Gantt chart, it is essential to review whether the objectives have been met.

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A. The Shopper's Report (Ms. Tsoi Mei Kwan)

Date and Time	Shop	Observation
Visit (1) 5 July 2024 (Friday) 3:20 – 3:30 pm	Room 206A-207A, 2/F, Causeway Bay Plaza 1, 489 Hennessy Road, HK.	1. Poster Display: A plus-size model featured in the poster outside the shop (Photo 1) 2. Shop Layout: The shop is approximately 200 sq.ft. in size. Despite the abundance of items creating a seemingly chaotic appearance, everything is orderly. About six display racks are present, half of which feature large-size bras. 3. Sales Interaction: A shop assistant in casual dress was present, actively encouraging shoppers to try their products. However, there is no formal fitting room; instead, a storeroom cluttered with goods serves this purpose. 4. Product Interaction: Shoppers are allowed to touch the products. Most items are lightweight and smooth, available in various colours. 5. Price: ~ Bras are between \$399 - \$1,399 each (general). ~ Body shaping underwear is average \$2,999 each. 6. The Mall: The flow of people is sparse in the mall, with nine out of ten stores vacant. When visitor inquired whether the shop would relocate, the shop assistant confirmed that there were no plans to move.
		Photo 1 

Date and Time	Shop	Observation
Visit (2) 10 July 2024 (Wednesday) 6:35 – 6:50 pm	Shop 2107, Level 2, Gateway Arcade, Harbour City, Tsim Sha Tsui, KLN.	1. Shop Layout: The shop presents an elegant, clean, and bright ambiance with a simple layout (Photo 2). A sewing machine is prominently displayed on the central table to commemorate their first shop's unique service of altering bras for customers on-site (Photo 3). The shop features a spacious and welcoming fitting room equipped with a comfortable sofa. 2. Product Organization: Products are well-categorized and easy to locate within the shop, enhancing the shopping experience. Mannequins representing three body sizes, including a plus-size model, are effectively used to display the merchandise. 3. Staff Professionalism: The shop assistant, dressed in a smart black T-shirt and pants, appeared professional. She was courteous and patient, demonstrating an in-depth knowledge of the products likely gained from over ten years of experience with Bodibra. She explained the breast-shaping process using their products and encouraged customers to return weekly to monitor their progress. 4. Customer Service Experience: Although I did not try on any products during my visit, the saleswoman remained attentive and ensured I had a pleasant experience there. 5. Brand Identity and Local Pride: The shop exudes a distinctively local style, and I felt a sense of pride in this Hong Kong brand. 6. The Mall: Despite it not being a weekend, the mall was quite crowded. Surprisingly, at least 65% of the shoppers were Chinese/Asian tourists, which exceeded my expectations.

Photo 2



Photo 3



B. Instagram Information

Plus size promotion

Photo 4



Photo 5

