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Academic honesty/ referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		



Fairwood Holdings Limited

(Incorporated Bermuda with Limited Liability)

(HKEX Stock Code: 52)



**How Fairwood Holdings Limited
survives and grows
in the changing business environments**

Subject: HKBM7015 Change & Stability Management

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Synopsis

The purposes of this report are to illustrate what challenges Fairwood faced, study the current situation of Fairwood and the major drivers caused Fairwood to change by using the model of types of organizational environments, identify the organizational change is a benefit to Fairwood or not by using the theory of strategic drift, study the stability of Fairwood in the modern business environment during COVID-19 pandemic, study Fairwood's sustainability on the business growth by using John Kotter's eight steps change model, and recommend Fairwood on adaptation to the changing business environments and more directions to achieve its forthcoming business growth.

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Part One: Introduction

In this section, the research motivation, aim, and objectives of this study, and the research framework and the summarized objectives are included.

1.1 Research motivation, aim, and objectives

Fairwood Holding Company (Fairwood) is a listed fast-food chain in Hong Kong. In this high competition of dining industry and the changing business environment, Fairwood's revenue decreased sharply for 70% during COVID-19 pandemic and faced different challenges on operations.

This analytical report was given for evaluating Fairwood's current situation and challenges, ability and benefit to organization change, stability, and sustainability so that the recommendations were given to Fairwood on adaptation to the changing business environments and provided more direction to achieve its forthcoming business growth.

1.2 Research framework

In this report, the following research objectives are to be achieved:

1. To illustrate what challenges Fairwood faced
2. To study of the current situation of the Fairwood and the major drivers caused Fairwood to change by using the model of types of organizational environments
3. To identify the organizational change is a benefit to Fairwood or not by using the theory of strategic drift
4. To study of the stability of Fairwood in the modern business environment during COVID-19 pandemic

5. To study of Fairwood's sustainability on the business growth by using John Kotter's eight steps change model
6. To recommend Fairwood on adaptation to the changing business environments and the direction to achieve its forthcoming business growth

It is found that Fairwood was affected by political-legal, economical, international dimensions, competitors and customer dimensions and its culture. Fairwood has ability to change for keeping stability and sustainability on the business growth, but Fairwood should pay more attention on customer loyalty programme and development of big data analytics programme for achieving its business growth.

Part Two: Company background of Fairwood and the challenges it faced

Fairwood has been running its fast-food stores since 1972 and was listed on the Stock Exchange of Hong Kong from 1991 (Stock code 52). It aims to provide good quality food for grassroots and express its energetic and good social image to the public. Fairwood employed about 5000 staff, owned 157 stores in Hong Kong and 30 in China at the end of March 2022.

Fairwood faced different external pressures, the changes of customers trend, the issues of high rent and recruitment difficulties, and the increase concerns on ESG elements by different stakeholders.

Due to COVID-19 pandemic, it was an economic crisis in Hong Kong. Government established different anti-epidemic measures and restrictions - Social distance, group gathering, catering restrictions and immigration control, many people were afraid to go out and worked from home, almost no tourists visited Hong Kong, Fairwood had trouble making profits and recorded a sharp decrease of 70% revenue at that time.

Fairwood developed an online ordering system in 2020 to let customers order before picking up food at stores, it decreased the contact time between the customers and staff, increased the operational efficiency, and decreased the pressure of labour needs. Fairwood also considered expanding its business by renting small stores and continues using the online ordering system for saving operational costs.

Moreover, as customers are interested in changing tastes and are concerned more on healthy eating, Fairwood added the new dishes in menus with "No MSG" series, "Tasty & Green" for vegetarian and "Wholesome Delight" for health-conscious diners, and special dishes in different seasons to attract more customers.

Fairwood also put more efforts on ESG aspects, sourcing eco-friendly packing materials and cutlery, and caring the community to show its cares and good brand image.

However, the above strategies may not keep the customers in post-COVID-19 pandemic era. Fairwood seems has less customers' loyalty and big data analytic programmes for further promotion and business development. Fairwood should also pay more attention on these aspects.

Part Three: The current situation of the Fairwood and the major drivers caused Fairwood to change

As the business environments change over time, there are risks and opportunities for Fairwood operating its fast-food stores. In this section, the main factors of three types of organizational environments affected Fairwood and the major drivers caused Fairwood to change were illustrated.

The types of organizational environments can be defined as below three layers. The following figure. 1 shows the elements in three layers of General Environment, (2) Task Environment and (3) Internal Environment:

(1) General Environment - External macro factors of an organization:

International Dimension, Political-Legal Dimension, Socio-Cultural Dimension, Economic Dimension, Technological Dimension.

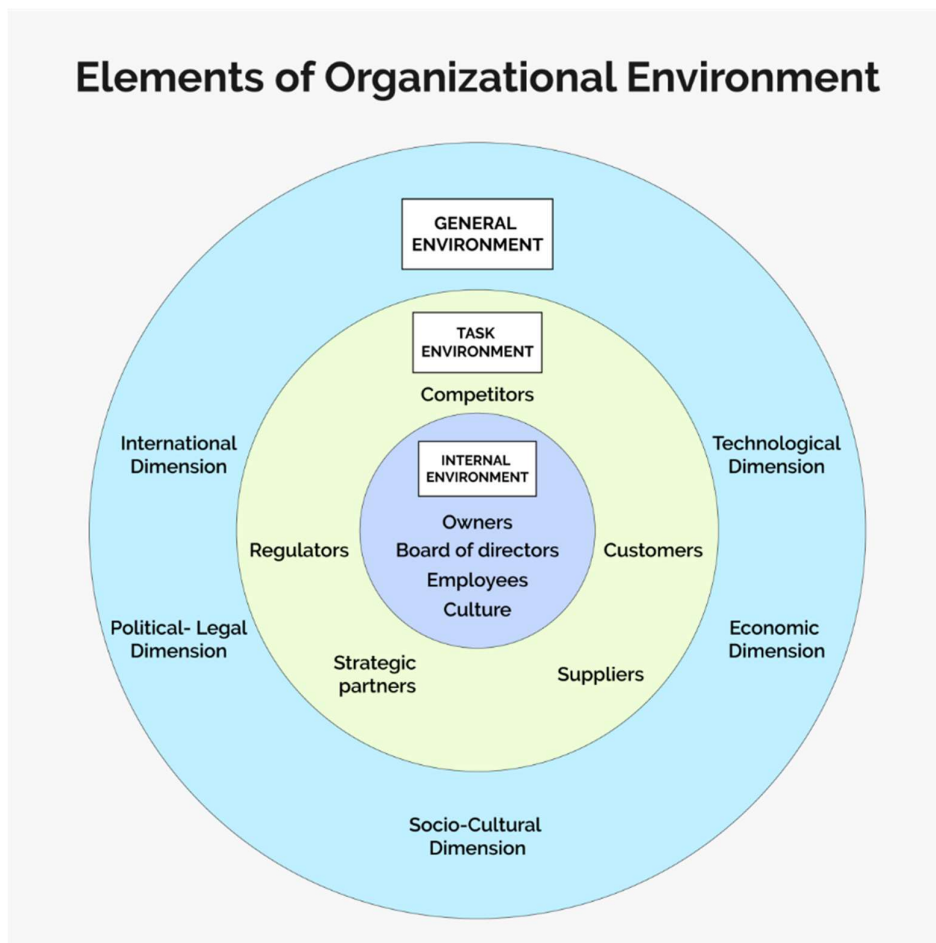
(2) Task Environment: External micro factors of an organization:

Competitors, Regulators, Strategic partners, Suppliers, Customers.

(3) Internal Environment: Internal factors of an organization:

Owners, Board of Directors, Employees and Culture.

Figure 1: Types of organizational environments



Source: Adrian Palmer, Bob Hartley (2006). The Business Environment. McGraw-Hill Education.

The main factors of general, task and internal environments of the Fairwood were studied in the following:

3.1 Layer of General Environment of Fairwood

a. Political-Legal Dimension and Economic Dimension:

Due to the COVID-19 pandemic, Government established different anti-epidemic restrictions - prohibiting dining in, requiring the stores to scan customers vaccination records, and controlling of immigration. Many people did not go out and almost no tourists visited Hong Kong, there was an economic lockdown in Hong Kong.

Fairwood recorded a sharp decrease of revenue of 70% so that Fairwood created the online ordering systems in 2020, and renting the small stores with less seats to reduce the needs of labour.

b. International Dimension: Elements on Environment, Social and Governance (ESG) aspects

As Fairwood is a listed company in Hong Kong, according to the rules and regulations of the Stock Exchange of Hong Kong, Fairwood commits to disclose its ESG report each year.

Regarding the environmental aspect, Fairwood promotes to procure eco-packaging materials and promotes the campaign of plastic cutlery reduction to its customers.

For the Social aspect, Fairwood offers “Cares of seniors’ card”, “Delivery-To-Your Table Service”, and donating free dishes to the needy with support of voluntary team during COVID-19 pandemic.

For the governance aspect, Fairwood follows the regulations of food industry in Hong Kong and the company policies for its operation.

3.2 Layer of Task Environment of Fairwood

a. Competitors & Customers

Fairwood’s main competitors are Café de Carol Holdings, Ltd. (Café de Carol) and Maxim's Caterers Limited (Maxim's). They also have central processing plants in Hong Kong to provide good quality food and provide similar dishes at nearly prices as Fairwood’s offer.

Due to COVID-19 pandemic, customers increased to use the digital platforms. The companies run their online ordering system, customers can enjoy discounts and save time for ordering.

These three companies are also concerned on environmental protection and cares to the community. They advocate to save energy, reduce to use plastic cutlery, put effort on recycling activities and provide different food assistance programmes and voluntary support to elderly, students, low-come persons and underprivileged.

Also, since customers increase awareness on healthy eating, interest in changing tastes, the companies start to provide different healthy food and dishes. Table 1 shows the dishes what three companies offer.

Table 1: Dishes are offered by Fairwood, Café de Carol and Maxim's

Company	Dishes they offer
Fairwood	To provide "No MSG" and "Additive-free" series, "Tasty & Green" for vegetarian and "Wholesome Delight" for health-conscious diners and instant fried dishes, also sell the lower prices of desserts and drinks at the cashiers for adding values.
Café de Carol	To provide vegetarian, additive-free, hormone free and other healthy food, and instant fried dishes.
Maxim's	To provide vegetarian and new meat dishes, "Low fat, low sugar, low salt and high fibre" dishes, instant fried dishes, cart noodles and Japanese style curry rice.

Source: Data collected from websites and news of three companies

3.3 Layer of Internal Environment of Fairwood:

a. Culture of Fairwood

Fairwood aims to provide good quality and services to the customers by maintaining its central processing plant and developing new dishes, express its cares to the community by offering discounts to elderly and organizing voluntary activities, protect environment by promoting no straw day and sourcing the eco-friendly packing materials as well as empower its staff to make some decisions and listen the opinions from staff.

After studying the types of organizational environments, the major drivers caused Fairwood to change are, the political-legal issues and economic lockdown due to COVID-19 pandemic, the increased concerns of ESG aspects by stakeholders, the increase to use of digital platforms, the competitors' offering and customers' trend, and the culture of Fairwood.

Part Four: The organizational change is a benefit to Fairwood or not

The organizational change is a move of organization taken from the current to the uncertain future, it is sometimes planned to ensure the expected objectives, or may be unplanned and unforeseen. In this section, the theory of strategic drift is used to analyze where Fairwood was and identify whether the organizational change benefit to Fairwood.

Strategic drift occurs when a company fails to be aware of the changes of business environment, builds its strategy different from its customers' demand and needs, the management is complacent, and cannot react fast to the related business environment. There is a gap between the company's strategy and the actual environment.

The strategic drift can be defined in four stages as below figure 2, the green line shows the change of business environment, and the red line indicates the strategic position of the company.

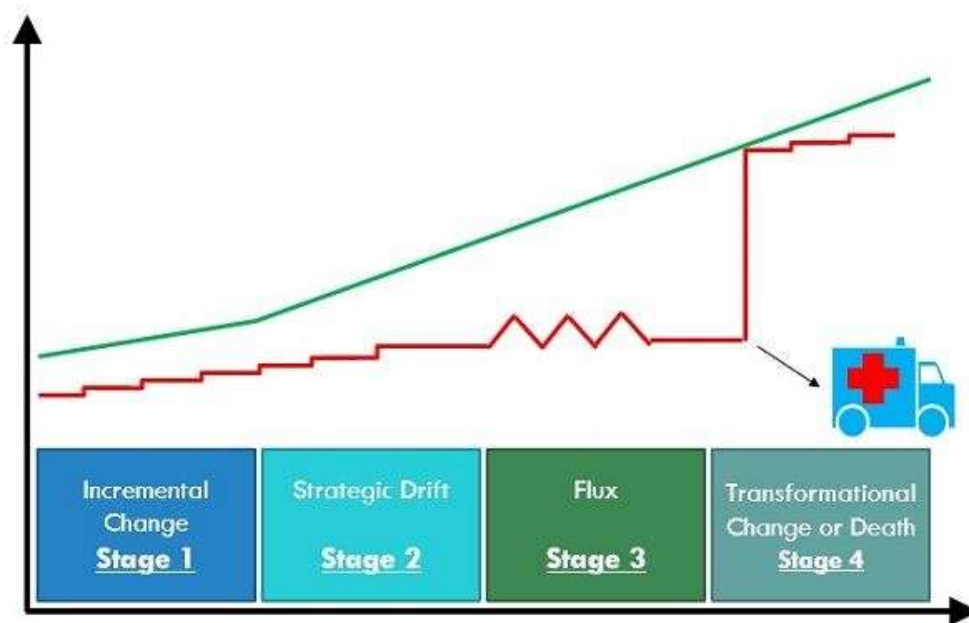
Stage 1 - Incremental Change: Company can make some small changes to adapt the small change of business environments.

Stage 2 - Strategic Drift: It is not enough to match the actual environment if company conducts only small changes when the change of business environments increases.

Stage 3 - Flux: The company knows there is the gap between customers' needs and its offers, but it is not easy to take action to react to the changes at this stage.

Stage 4 - Transformational Change or Death: There are two alternatives: (1) The company can implement a transformational change management strategy, but the result will be win or fail. (2) The company uses its old strategy, but it will die slowly.

Figure 2: Four stages of strategic drift



Source: Gerry John and et al. (2011). Exploring Strategy. Pearson Education Limited.

The company can prevent the strategic drift by determining new challenges and possibilities, keeping open-minded to receive any feedback, helping staff to work toward company's mission, ensuring the acceptance of the change in organization, and agreeing managers participate in decision-making processes.

During COVID-19 pandemic, Fairwood was under the stage of transformational change or death, it faced the economic lockdown in Hong Kong and there was a sharp decrease of 70% revenue. Fairwood knew that if it did nothing, it might die. As CEO of Fairwood has a comprehensive mind, was open-minded to listen the opinions from staff, accepted the managers to make some decisions, the organizational change became a good choice.

Fairwood also understood that customers were afraid to contact people, so it developed the online ordering system in 2020, to let customers order first and take the dishes at stores to reduce the contact time. It was benefit to Fairwood to boost the sales and be survive in that difficult time, but Fairwood had to recruit IT team and invest in development.

Also, Fairwood considered opening the small stores with less seats instead and promoting online ordering system so that it can reduce the pressure of recruitment difficulties and high rental issues in Hong Kong. It was benefit to Fairwood on the expanding strategy for its business growth, but Fairwood may reduce the cares of grassroots or people who would dine in.

Regarding the concerns of ESG aspects, Fairwood implemented the changes before the mandatory requirements announced by the Stock Exchange of Hong Kong, these planned actions increased the flexibility to Fairwood to change step by step in the future if needed and decreased the unexpected costs.

Moreover, it is easy to understand that if Fairwood conducted too many changes at the same time, it may cause different issues, such as the confusion at different working levels, and the increase of unexpected costs. Fairwood may lose the control on operation and result in failure. The above level of changes was run appropriately during the time and was benefit to Fairwood's survival and growth strategies.

Part Five: The study of the stability of Fairwood in the modern business environment during COVID-19 pandemic

During COVID-19 pandemic, there was an unexpected economic lockdown in Hong Kong, the old business strategies of Fairwood were not enough for sustaining the business and the revenue decreased sharply for 70%.

Fairwood took the changes to develop the online ordering system to improve the operational efficiency and boost sales, to rent small stores to save costs, and to keep putting effort on eco-procurement and supporting the needy. The changes could solve some of Fairwood's financial issues, the recruitment difficulties, and the environment and social concerns.

At the same time, Fairwood conducted other small changes on marketing mix: Product, price, place, people, promotion, and process, and internal changes. In which, Fairwood had abilities to manage the difficulties and get the immediate advantages to its business.

Product and price: Fairwood started to provide the sides dishes at lower prices to attract more customers, customers can also enjoy a lower price for ordering extra bowls of rice. In addition, Fairwood developed other meal sets and arranged with the special packing materials for takeaway easier and could keep the temperature of dishes. such as Claypot rice.

Place: As Fairwood's revenue decreased a lot, saving time and costs were the methods to sustain. During COVID-19 pandemic, when there were less customers, Fairwood switched off parts of air-conditioning and lighting systems, lower the number of staff working in stores and shortened the operation time for keeping the basic operations.

People, Promotion and Process: Besides, since customers were afraid of eating out, Fairwood promoted online order systems with discounts for customers. Fairwood would also keep the hygiene of stores and aim to attract the customers to dine in or buy takeaway by arranging more disinfection services by external companies and its staff, the isolation partitions, and hand sanitizer at the stores, let customers and staff reduce unpleasant emotion caused by the threat of COVID-19 pandemic.

Internal changes: About the managers to supervise the stores, to save time and increase the efficiency, the management requested them to take the photos and upload to the intranet instead of old methods of writing the paper reports.

The above changes were good, but it seems cannot keep the stability of Fairwood in the modern business environment. It is found that Fairwood's main competitors, Café de Carol and Maxim's also did the similar things and even did more than Fairwood.

Fairwood is planning to expand its business by opening more special stores in 2023 with the position of superior grade than the current fast-food stores, to attract different types of customers, Fairwood will recruit more staff for the operations.

Fairwood is also planning to digitalize and simplify the operations to increase the efficiency, and keep enhancing the elements on ESG aspects, not only would like to fulfil the basic requirements of the Stock Exchange of Hong Kong, but also are pleased to express its cares on the environment, customers, its team, its company, and the communities it serves.

Regarding the above new plans, Fairwood should consider more on budgeting, training of current and new recruited staff, monitoring and control assessment, and the scopes and levels of development.

Part Six: The study of Fairwood's sustainability on the business growth by using John Kotter's eight steps change model

In this section, John Kotter's eight steps change model is used for studying Fairwood's sustainability on the business growth.

John Kotter's eight steps change model can be illustrated in three phases:

Phase (I) Creating a climate for change is the stage to create urgency and define the crisis, communicate with stakeholders on the needs of change, set up supportive team to carry out and create a vision for change.

Phase (II) Engaging & enabling the organization is the stage to engage and empower the organization to gain quick wins and keep the effort on long-term change.

Phase (III) Implementing & sustaining for change is the stage to build on the change, keep the momentum for changes and make it become the organizational culture.

During the post-pandemic era now, the environmental change becomes stable with less unexpected impacts on Fairwood, and the environmental complexity is simple and low. Fairwood's resources scarcity is low as Fairwood has solved the financial issues and has no difficulties on hiring experienced operation, IT, and technical staff. Then the uncertainty of business is low, Fairwood can be easier to understand or predict the external changes and trends. Fairwood has plans on business growth strategies.

The following eight steps were used to study Fairwood's planned changes in COVID-19 pandemic whether they can sustain Fairwood's business growth.

Table 2: Studying of Fairwood's planned changes in COVID-19 pandemic by John Kotter's eight steps change model

		Change no. 1.	Change no. 2.
		Digitalizing the operational processes	Opening superior stores
Phase I: Creating a climate for change			
1	Create urgency	Fairwood promotes the digitalization to catch up the modern environment	Fairwood plans to develop its business
2	Form a powerful coalition	IT team involve in updating online ordering system, and staff need the job training	Experienced operational staff, technical staff, IT teams involve
3	Create a vision for change	To increase the operational efficiency and reduce labour costs	To increase the sales and attract more customers
Phase II: Engaging & enabling the organization			
4	Communicate the vision buy-in	To promote this change to the customers and staff	To communicate with management and staff to work toward this change
5	Empower action	To let staff advise more	To let staff advise more
6	Create quick wins	Customers started to accept online ordering system and staff adapt to work in a digitalized working environment	Fairwood can start one or two stores first to test the market, and get the quick wins
Phase III: Implementing & sustaining for change			
7	Build on the change	To continue using new technology	To continue opening superior stores
8	Make it part of the culture	To strengthen Fairwood's goals on increasing operational efficiency by using new technology	To strengthen Fairwood's goals on increasing sales and business growth
Source: Data collected after studying of Fairwood's sustainability by using John Kotter's eight steps change model			

After studying the above eight steps, as Fairwood has IT team and staff have experience on digital working environment before, digitalizing the operational processes is only add-on targets that Fairwood should have ability to do.

Also, Fairwood has experiences on food-chain stores with experienced staff and has central processing plant, to open superior stores is a also good idea for Fairwood to expand its business.

Part Seven: Conclusions and Recommendations

In conclusion, after the study, Fairwood was affected by political-legal, economical, international dimensions of ESG aspects, competitors and customers trends, and internal organizational culture.

Fairwood took small and big changes to overcome the impacts of economic lockdown during COVID-19 pandemic, such as the development of online ordering systems, the changes of its marketing mix and internal operations. Fairwood has ability to develop these organization changes to adapt the changing business environments, keep the stability and can sustain the business growth by establishing its new directions on opening superior stores, increasing digitalization of operation and keep enhancing on ESG aspects.

By quoting the Red Queen Hypothesis, Fairwood has to run faster at least twice relating to its competition instead of running to stay. But Fairwood seems has less customers' loyalty and big data analytics programme for further promotion and business development. Fairwood should pay more attention on these aspects.

For long run, Fairwood keeps using the online ordering system for ordering purpose is good, but Fairwood can do more. Fairwood should develop the big data analytics programme for further promotion and business development. Fairwood can create the customer journey map to analysing the customers' buying behaviours to develop Fairwood's business strategies.

Also, Fairwood can develop the customer's loyalty programme by using this online ordering system, give more discounts for the customers. For example, Fairwood can send the birthday blessing to the customer and give them coupons for the month of birth, also can send the updated news and menus for its customers to keep their awareness.

Apart from the above development, it is found that Fairwood updates its website when it serves new dishes. Fairwood can consider disclosing more about its ingredients to let its customers know more and choose their best dishes.

However, although Fairwood would like to show its heart to care more about the environment and the community, the exposure is low. Fairwood should promote more about its jobs done in different channels and post more at its stores.

Regarding Fairwood's new plans on opening superior stores, the ideas on digitalization of operation and enhancing on ESG aspects, Fairwood should consider more on budgeting, training of current and new recruited staff, monitoring and assessment, and the scopes and levels of development so that it can increase the chance to achieve the business growth.

Appendixes

Appendix I:

Table 1: The stock performance of Fairwood from 2018 to 2022

Date	Stock Close Price (HKD)
1/5/2018	31.20
1/4/2019	27.45
1/4/2020	18.58
1/4/2021	17.60
1/4/2022	14.34
1/4/2023	12.12
Change (%) in 2018 to 2023	-61.15%

Sources: Dated 17 Apr 2023

<https://nz.finance.yahoo.com/quote/0052.HK/history?period1=1523923200&period2=1681689600&interval=1mo&filter=history&frequency=1mo&includeAdjustedClose=true>

Appendix II:

Table 2: The financial performance of Fairwood in 2018 to 2022

Year	Revenue (HK\$'m)	Basic earning per share (HK cents)	Profit attributable to equity shareholders (HK\$'m)	Net assets (HK\$'m)
2018	2840.6	169.16	216.1	763.1
2019	2970.5	140	179.9	777.7
2020	3030.2	47.03	60.9	720.8
2021	2646.5	118.59	153.6	777.8
2022	2881.9	32.91	42.6	714.2
Change (%) in 2018 to 2022	1.45%	-80.55%	-80.29%	-6.41%

Source: Data collected from Fairwood's annual report in year 2021-2022

Appendix III:

Table 3: SWOT analysis of Fairwood

1	Strengths	a. Strong energetic brand image – A logo of “Jumping Man” and the stores in orange are used b. Good social image – Fairwood offers “Cares for seniors’ cards” and “Delivery-To-Your Table Service” c. High food quality – Fairwood has its own central processing and bakery plants
2	Weaknesses	a. Lack of food variety b. Lack of customer loyalty programme
3	Opportunities	a. Customers are health conscious – Fairwood creates different healthy dishes b. Online ordering system was created- Fairwood increases operational efficiency
4	Treats	a. High competition of dining industry b. Government set restrictions during COVID-19 pandemic c. High labour costs and rent

Source: Data collected after conducting SWOT analysis of Fairwood

Appendix IV: Study of Fairwood, Café de Carol and Maxim's - Main fast-food chains in Hong Kong

Table 4.1 Study of Fairwood in Hong Kong

Items	Fairwood Holdings Limited
Listed company	Stock code: 0052
Estimated no. of fast-food stores (Hong Kong) in 2023	About 157
No. of employees in 2023	About 5000
Slogan	Enjoy Great Food. Live a Great Life
Prices	Breakfast: About HKD 25 - 40 per set; Lunch: About HKD 35 - 60 per set; Tea set: About HKD 25 - 40 per set; Dinner: About HKD 40 - 70.
Central Processing Plants	ISO certified plant in Hong Kong
Any certificate	Hong Kong Q-Mark Service Scheme by Hong Kong Q-Mark Council
Signature dishes	"Ah Wood curries", "Baked pork chop rice", "Spaghetti bolognaise", and "Sweetcorn and diced pork rice"
Renovation of stores	From 2003
New innovation	No
Customer trend	To provide "No MSG" and "Additive-free" series, "Tasty & Green" for vegetarian and "Wholesome Delight" for health-conscious diners and instant fried dishes, also sell the lower prices of desserts and drinks at the cashiers for adding values.
Online ordering system	10% off for online order and take away
Customer loyalty programme	No specific, By online ordering system only
Environment aspect	1. Fairwood management requests its procurement department to procure and provide the sourcing report of eco-packaging each month. 2. Fairwood advocated no straw campaign. 3. Fairwood also advocated to reduce plastic cutlery – Fairwood will donate 2 meals when the customers save 8 sets takeaway cutlery.

Social aspect	1. "Cares of seniors' card" 2. "Delivery-To-Your Table Service" 3. Cares to the community and voluntary activities
Added value programme	Selling the desserts and drinks at cashiers with lower prices

Source: Data collected from annual report, websites, and news of Fairwood

4.2 Study of Café de Carol in Hong Kong

Items	Café de Carol Holdings, Ltd.
Listed company	Stock Code: 0341
Estimated no. of fast-food stores (Hong Kong) in 2023	About 168 (About 460 in the whole group)
No. of employees in 2023	No breakdown for fast-food chains, About 19000 in the whole group
Slogan	1. A Hundred Points of Excellence 2. 有大家就有大家樂 (You here, Café de Carol here)
Prices	Breakfast: About HKD 25 - 40 per set; Lunch: About HKD 35 - 60 per set; Tea set: About HKD 25 - 40 per set; Dinner: About HKD 40 - 70.
Central Processing Plants	4 ISO certified plants in Hong Kong and China
Any certificate	-
Signature dishes	Milk tea, Fresh Brew Coffee, New Zealand Fish Fillet, Depp boiled soup and Chinese dish, New Zealand sirloin steak, HK Style Curry- Beef brisket curry with rice, Chicken in glutinous rice
Renovation of stores	Not mentioned
New innovation	Installed self-service kiosks for some stores
Customer trend	To provide vegetarian, additive-free, hormone free and other healthy food, and instant fried dishes.
Online ordering system	Different discounts for Club 100 members; Offers discounts for online ordering
Customer loyalty programme	Membership club: " Club 100" - Offers discounts for members

Environment aspect	1. Using LED lamps, energy saving dishes washing machines. 2. Using new ventilation method to save energy of air-conditioning. 3. Water saving by using high-tech fridges during meat unfreezing. 4. Recycling waste oil to biodiesel and use it at company's cars. 5. No straw day and sourcing eco-friendly cutlery. 6. Working with suppliers on climate change target.
Social aspect	1. Bon Appétit Café Food Assistance Programme in 2022: to support families, the unemployed and low-income individuals facing immediate financial difficulties. 2. Community Spring Feast in Chinese New Year from 2017: to invite the underprivileged and staff to enjoy Poon Choi at its restaurants. 3. Cheer YOU up" Community Support Programme with cash coupons during the pandemic: to provide short-term food assistance to the needy. 4. Project WeCan: to provide financial and volunteering support to its partner schools and equip students with useful skills in the F&B industry. 5. Corporate Volunteer Team: to motivate employees' participation to serve our community 6. Discounts for students
Added value programme	Not mentioned

Source: Data collected from annual report, websites, and news of Café de Carol Holdings, Ltd.

4.3 Study of Maxim's in Hong Kong

Items	Maxim's Caterers Limited
Listed company	-
Estimated no. of fast-food stores (Hong Kong) in 2023	About 63
No. of employees in 2023	No breakdown for fast-food chains, About 24000 in the whole group
Slogan	TAKE-EAT-EASY
Prices	Breakfast: About HKD 25 - 40 per set; Lunch: About HKD 35 - 60 per set; Tea set: About HKD 25 - 40 per set; Dinner: About HKD 40 - 70.
Central Processing Plants	Plants in Hong Kong
Any certificate	-
Signature dishes	Siu Mei (燒味)
Renovation of stores	From 2015
New innovation	1. Robots for collecting trays after customer leaving; 2. Installed self-service kiosks for some stores 3. QR code for ordering.
Customer trend	To provide vegetarian and new meat dishes, “Low fat, low sugar, low salt and high fibre” dishes, instant fried dishes, cart noodles and Japanese style curry rice.
Online ordering system	10% off for online order and take away
Customer loyalty programme	No specific, By online ordering system

Environment aspect	1. "No straw everyday" since 2 October 2018 for environmental protection. 2. No Straw Day: in June 2018, straw is available upon request to our customers on every Wednesday. 3. Reuse golden cutlery for in Dec 2022 to advocate the environmental protection. 4. Staff uniform: Using new REPREVE thread which are made of 7 pcs recycled bottles.
Social aspect	1. "Less Rice" on Aug 2018: MX will donate \$5 to Baptist Oi Kwan Social Service's Kiddy Heart Canteen to subsidize students from low-come families for the start of their new school year. 2. "Bring Your Own Bag" on July 2018 - We will donate \$0.5 to selected charity organizations for each transaction that required no plastic bag or bring their own bag during 1st – 31st July 2018. 3. 12% off for students and elderly. 4. Thank you for elderly campaign: 30% off for elderly and their family at the beginning of each month. 5. Different discounts will be offered over time.
Added value programme	Not mentioned

Source: Data collected from websites and news of Maxim's

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