



LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	Pang Steven Andrew	Student ID number:	1812205
Programme:	MBA		
Module:	Consultancy Management		
Module code:	SBMA7136	Contribution to Overall Module Assessment (%):	100%
Lecturer:	Dr Joe Leung	Internal Verifier:	Dr Poon Che Cheong
Assignment Title:	Assignment 1	Word count (or equivalent):	4,000 words
Submission deadline:	7 January 2019	Return date of provisional marks & written feedback:	28 January 2019
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
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.		

Module Learning Outcomes
(from module syllabus)

- Have an in-depth understanding of consultancy as a specialism and the potentially positive contribution that such intervention can make to aid an organisation's ability to achieve and sustain competitive advantage through effectively managing change and embracing innovation.
- Critically evaluate external and/or internal influences that impact upon an organisation's ability to serve and bring about outstanding customer service, product and service innovation.
- Timely progress of consultancy projects from initial idea to the presentation of persuasive, pertinent and actionable reports.
- Conduct critical and relevant literature and research reviews through the study of a wide range of resources, including wherever possible, in-company information that serves to increase the credibility of projects.
- Understand research methods and their relevance to different projects; data collection and handling, evaluation of the strengths and weaknesses of each and identification of the circumstances in which they might be used. Ethical considerations.

TASK DESCRIPTION

Assignment 100%

A Project Initiation Document (PID) and a Research Ethics Form need to be fully completed. These two documents will provide the basis for your consultancy project and are largely formative in nature. In the PID, project ideas are formulated and finalised, and then presented to peers for critical review. The PID carries a nominal mark of 10% and must not be longer than 1,000 words. This is followed by a 4,000 words consultant's report that addresses the specifics of the project aim and objectives as set out in the PID. Finally, the Student Self-Evaluation Form needs to be completed.

Tasks

- Select an organization as the assignment background (either the student's preferred company or a chosen public-list company)
- Identify a management problem and issue (e.g. customer service, product and service innovation, change management or process improvement) in the business environment.
- Conduct a timely and professional consultancy service for the chosen organization and prepare a consultancy report. The report needs to reflect a critical understanding of consultancy management tools and business research methods.

Project Length Required

4,000 words +/- 10%. Any deviation from this will be penalised.

Formatting and Layout

Please note the following when completing your written assignment:

1. **Writing:** Written in English in an appropriate business/academic style
2. **Focus:** Focus only on the tasks set in the assignment.
3. **Length:** **4,000 words**
4. **Formatting:** Typed on A4 paper in Times New Roman or Arial font 12 with at least 2.5 centimetre space at each edge, double spaced and pages numbered.
5. **Document format:** Ensure a clear title, course, and name or ID number is on a cover sheet and a bibliography using Harvard referencing throughout is also provided.
6. **Research:** Research should use reliable and relevant sources of information e.g. academic books and journals that have been peer reviewed. The research should be extensive.

The use of a range of information sources is expected – academic books, peer reviewed journal articles, professional articles, press releases and newspaper articles, reliable statistics, company annual reports and other company information. Ensure that you reference correctly, using University's referencing guide at <https://www.uwtsd.ac.uk/library/infoskills/referencing-handbooks/>

GUIDANCE FOR STUDENTS IN THE COMPLETION OF TASKS

NOTE: The guidance offered below is linked to the five generic assessment criteria overleaf.

1. Engagement with Literature Skills

Your work must be informed and supported by scholarly material that is *relevant* to and *focused* on the task(s) set; you should make use of scholarly reviews and primary sources, as appropriate (for example, refereed research articles and/or original materials appropriate to the discipline). You should provide evidence that you have accessed a wide *range* of sources, which may be academic, governmental and industrial; these sources may include academic journal articles, textbooks, current news articles, organisational documents, and websites. You should consider the *credibility* of your sources; academic journals are normally highly credible sources while websites require careful consideration/selection and should be used sparingly. Any sources you use should be current and up-to-date, mostly published within the last five years or so, though seminal/important works in the field may be older. You must provide *evidence* of your research/own reading throughout your work, using correctly a suitable referencing system, including in-text citations in the main body of your work and a reference list at the end of your work.

Guidance specific to this assessment: *It is important that these reports are not overloaded with theory. You need to include and refer to academic theory, but only as a basis – consultancy reports are not dissertations where academic theory need to be discussed in detail.*

2. Knowledge and Understanding Skills

At level 7, you should be able to demonstrate a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of your academic discipline, field of study or area of professional practice, with a comprehensive understanding of techniques applicable to your own research or advanced scholarship. Your work must demonstrate your growing mastery of these concepts, principles, current challenges, innovation and insights associated with the subject area. *Knowledge* relates to the facts, information and skills you have acquired through your learning. You demonstrate your *understanding* by interpreting the meaning of the facts and information (knowledge). This means that you need to select and include in your work the contemporary concepts, techniques, models, theories, etc. appropriate to the task(s) set. You should be able to explain the theories, concepts, etc. meaningfully to show your understanding. Your mark/grade will also depend upon the *extent* to which you demonstrate your knowledge and understanding; ideally each should be complete and detailed, with comprehensive coverage.

Guidance specific to this assessment: *You need to demonstrate a genuine understanding of the management issue chosen and of the environment in which your chosen organisation is operating. Use research based (academic and applied) academic references to underpin your knowledge.*

3. Cognitive and Intellectual Skills

You should be able to: evaluate critically current research and advanced scholarship in the discipline; evaluate methodologies and develop critiques of them and, where appropriate, to propose new hypotheses; deal with complex issues both systematically and creatively to make sound judgements in the absence of complete data. Your work must contain evidence of logical, analytical thinking, evaluation and synthesis. For example, to examine and break information down into parts, make inferences, compile, compare and contrast information. This means not just describing what! But also justifying: Why? How? When? Who? Where? At what cost? At all times, you must provide justification for your arguments and judgements. Evidence that you have reflected upon the ideas of experts within the subject area is crucial to you providing a reasoned and informed debate within your work. Your choice of methodologies to gather data and information must be rigorously defended. Furthermore, you should provide evidence that you are able to make sound judgements and convincing arguments using data and concepts. Sound, valid,

persuasive conclusions are necessary and must be derived from the content of your work. Where relevant, alternative solutions and recommendations may be proposed.

Guidance specific to this assessment:

4. Practical Skills

At level 7, you should be able to demonstrate originality in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline. This includes acting autonomously in planning and implementing tasks at a professional or equivalent level, originality in tackling and solving problems, and decision-making in complex and unpredictable contexts or situations.

You should be able to demonstrate mastery of the leading edge subject-related concepts and ideas as they relate to real world situations and/or particular contexts. How do they work in practice? You will deploy models, methods, techniques, and/or theories, in those contexts or circumstances, to assess current situations, perhaps to formulate plans or plausible, justifiable recommendations to solve problems, or to propose new models, or to create artefacts, which may be innovative and creative, thereby demonstrating your understanding of how the boundaries of knowledge are advanced through research and/or application. This is likely to involve, for instance, the use of real world artefacts, examples and cases, the application of a model within an organisation and/or benchmarking one theory or organisation against others.

Guidance specific to this assessment: You need to demonstrate the use of a range of consultancy and project management tools, and if required, be able to select and evaluate appropriate business research methods.

5. Transferable Skills for Life and Professional Practice

Your work must provide evidence of the qualities and transferable skills necessary for postgraduate-level employment in circumstances requiring sound judgement, personal responsibility and initiative in complex and unpredictable professional environments. This includes demonstrating: the independent learning ability for continuing professional development to advance existing skills and acquire new competences of a professional nature that will enable you to assume significant responsibility within organisations; that you can initiate and complete tasks, projects and procedures, whether individually and/or collaboratively, to a professional level; that you can use appropriate media to effectively communicate information, arguments and analysis in a variety of forms for a variety of audiences; fluency of expression; clarity and effectiveness in presentation and organisation. Work should be coherent and well-structured in presentation and organisation.

Guidance specific to this assessment: This is an important area – time management, research skills and the presentation of your report will all show your professionalism.

STUDENT FEEDBACK FORM

Generic Assessment Criteria	Marks available	Marks awarded
1. Engagement with Literature Skills		
- Conduct relevant literature and research review of the research focus areas. - Discuss the recent/relevant models, framework or concepts of scholars. - Refer to text books, current news items and benchmark your chosen organisation. - Demonstrate the high-level referencing skills (Harvard Method System).	20	
2. Knowledge and Understanding Skills		
Project Initiation Document Planning (less than 1,000 words): - Describe project initial idea and the background of the chosen organisation. - Define your role and responsibilities - Explain aims and objectives, risk, information sources, research method and time plan. Consultancy Project Report - Consultancy and Content (4,000 words): - Understanding of consultancy and the potentially positive contribution to aid an organisation's ability to achieve and sustain competitive advantage through effectively managing change and embracing innovation. - Critically evaluate external and/or internal influences and impact upon the organization's ability to serve and bring about outstanding customer service, product and service innovation, change management and process improvement. Highlight the management problem/issue, relevant solutions and discuss what measures should be taken to improve the performance.	10 20	
3. Cognitive and Intellectual Skills		
- Appropriate research design for the research problem(s) and objective(s). - Describe the sources, contents and collection methods of primary and secondary data. - Describe the samples, sampling techniques and data gathering. - Analytical skill of the data presentation. - Discussion of the findings	20	
4. Practical Application Skills		
Conclusion and recommendation are relevance to the project objectives.	20	

• Conclusion is justifiable and relating to the research findings. • Recommendation is practical to solve the problem/issue. • Project results are applicable to business organization.		
5. Transferable Skills for Life and Professional Practice		
Writing style, logical flow, structure, presentation style, appendix and referencing (Harvard Referencing System).	10	

Assessment Mark (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)	Late Submission Penalties (tick if appropriate)		%
	Up to 1 week late (40% Max)		
	Over 1 week late (0%)		

GENERIC ASSESSMENT CRITERIA

Level 7

In accordance with the Framework for Higher Education Qualifications, at the end of Level 7 students should be able to demonstrate: a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of their academic discipline or area of professional practice; a comprehensive understanding of techniques applicable to their own research or advanced scholarship; originality in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline; conceptual understanding that enables the student to evaluate critically current research and advanced scholarship in the discipline to evaluate methodologies and develop critiques of them and, where appropriate, to propose new hypotheses. They will be able to deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to specialist and non-specialist audiences. They will demonstrate self-direction and originality in tackling and solving problems, and act autonomously in planning and implementing tasks at a professional or equivalent level to continue to advance their knowledge and understanding, and to develop new skills to a high level. They the qualities and transferable skills necessary for employment requiring the exercise of initiative and personal responsibility; decision-making in complex and unpredictable situations/professional environments; and the independent learning ability required for continuing professional development.

Level 7	FAIL	FAIL	MARGINAL FAIL	SATISFACTORY (Pass)	GOOD to VERY GOOD (Merit)	EXCELLENT (Distinction)	EXCEPTIONAL (Distinction)
Category	0-29%	30-44%	45-49%	50-59%	60-69%	70-84%	85-100%
Engagement with literature (including current research, referencing, academic conventions and academic honesty)	Little or no evidence of reading and/or reliance on inappropriate sources. Views and findings mostly unsupported and non-authoritative. Referencing conventions used incoherently or largely absent.	Poor engagement with essential reading. No evidence of wider reading. Reliance on inappropriate sources, and/or indiscriminate use of sources. Heavily reliant on information gained through class contact. Inconsistent and weak use of referencing.	Engagement with a very limited range of relevant and credible sources. Some omissions and minor errors. Referencing conventions evident though not always applied accurately or consistently.	Engagement with an appropriate range of research-informed literature, including sources retrieved independently. Some over-reliance on texts. Referencing may show minor inaccuracies or inconsistencies.	Engagement with a wide range of research-informed literature, including sources retrieved independently. Selection of relevant and credible sources. Very good use of referencing, with no/very few inaccuracies or inconsistencies.	Engagement with an extensive range of relevant and credible literature, informed by the latest research. Consistently accurate application of referencing.	Exceptional engagement with an extensive range of relevant and credible literature, informed by the latest research. High-level referencing skills consistently and professionally applied.
Knowledge and	Major gaps in knowledge and	Gaps in knowledge, with	Limited knowledge and	Knowledge is accurate and	Knowledge has a well-defined	Excellent mastery of a	Exceptional mastery of a

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understanding (A systematic, conceptual understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of the discipline; a comprehensive understanding of techniques applicable to their own research)	understanding of the subject matter is not systematic. Substantial inaccuracies. No awareness of current problems, insights or the latest research and/or advanced scholarship within the discipline.	only superficial systematic understanding. Some significant inaccuracies and/or irrelevant material. No critical awareness of current problems, insights, or latest research within the discipline.	systematic understanding of the concepts and principles within the subject area, which to some marginal extent, is informed by current research and scholarship. Some critical awareness of current problems and/or new insights, but often under-developed.	reasonably detailed. A systematic understanding of the field of study informed by, to some extent, current research and scholarship. A critical awareness of current problems and/or new insights though this may be under-developed occasionally.	focus, which is reasonably extensive, coherent and detailed, with a critical awareness of current problems and/or new insights. Exhibits good understanding of the breadth and depth of contemporary and established views, and the work is, at least in part, well-informed by current research and scholarship.	complex and specialised area of knowledge. A systematic, excellent understanding of the concepts of the subject informed by current research and scholarship. Highly critical awareness of current problems and/or new insights. A critical, awareness of how the boundaries of knowledge are advanced through research.	complex and specialised area of knowledge. An exceptionally critical awareness of current problems and/or new insights. An outstanding understanding of the concepts of the subject, well-informed by current research and scholarship. A critical, sophisticated and nuanced awareness of how the boundaries of knowledge are advanced through research.
Cognitive and intellectual skills (Critical evaluation of current research and methodologies and develop critiques of them and, where appropriate, to propose new hypotheses; make sound judgements in the	Wholly or almost wholly descriptive work. Little or no evaluation or critique or attempt at a systematic approach. Failure to develop arguments, leading to illogical or	Largely descriptive work, with superficial use of critical evaluation of research and methodologies. Absent or weak development of hypotheses and judgements. Information accepted uncritically, uses	Limited attempt at critical evaluation/ critique of current research and methodologies, tending towards description. Limited attempt to propose new hypotheses. Can deal with complex issues	Some critical evaluation/ critique of current research and methodologies, though slightly underdeveloped in places. Proposes adequate but limited new hypotheses, where relevant.	Sound critical evaluation/ critique of current research and methodologies. Proposes new hypotheses, where appropriate. Can deal with complex issues systematically and with some	Excellent critical evaluation/ critique of current research and methodologies. Proposes innovative hypotheses, where appropriate. Can synthesise complex issues systematically	Exceptional critical evaluation/ critique of current research and methodologies. Proposes innovative hypotheses, where appropriate. Exemplary systematic and

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absence of complete data.)	invalid judgements. Unsubstantiated generalisations, made without use of credible evidence.	generalised statements made with scant evidence and unsubstantiated opinions. Ideas sometimes illogical and contradictory.	but not systematically or creatively. Some evidence to support emerging judgements but these may be underdeveloped or with a little inconsistency / mis-interpretation. May assert rather than argue a case.	Can deal with complex issues but not fully systematically or creatively. Ability to make judgements based on data (that may be incomplete) but with some tendency to assert/state opinion rather than argue on the basis of reason and evidence.	creativity. Ability to make sound judgements based on data (that may be incomplete)	and creatively. Ability to investigate contradictory or incomplete information and make strong, persuasive, arguments and sophisticated judgements.	creative synthesis of complex issues. Ability to investigate contradictory or incomplete information and make strong, persuasive, arguments and sophisticated, nuanced, judgements. Potential for journal publication or doctoral research.
Practical skills (Originality / creativity in the application of knowledge, tools and techniques and in tackling and solving problems in complex and unpredictable professional situations; practical use of established techniques of research and enquiry to create and interpret knowledge in the discipline.)	Limited or no use of methods, materials, tools and/or techniques. Little or no appreciation of the context of the application. Limited understanding of the application of theory to practice or making appropriate links between the two. Very weak problem-solving skills in complex and	Rudimentary application of methods, materials, tools and/or techniques but without consideration and competence. Flawed appreciation of the context of the application. Weak understanding of the application of theory to practice, with only occasional evidence of	An awareness and mostly appropriate application of well-established methods, materials, tools and/or techniques, with occasional errors. Basic appreciation of the context of the application. Theoretical knowledge and understanding applied in practice, but not always making	An appropriate application of standard methods, materials, tools and/or techniques. Clear appreciation of the context of the application. Mainly consistent, accurate and logical application of theory to practice, making appropriate links between the two. Can identify	A very good application of a range of methods, materials, tools and/or techniques. Very good consideration of the context of the application, with perceptive insights. Can identify problems and propose appropriate solutions in complex and unpredictable contexts. Evidence of	An advanced application of knowledge, methods, materials, tools and/or techniques. The context of the application is well considered, and insightful. Can identify complex problems and propose excellent solutions. An excellent grasp of techniques applicable to own research or	Exceptional application skills in complex, unpredictable, contexts, drawing skilfully on the latest research within the discipline. Can identify complex problems and propose sophisticated, original solutions. An outstanding application of techniques applicable to

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	unpredictable contexts.	making appropriate links between the two. Weak problem-solving skills in complex and unpredictable contexts.	logical links between the two. Can identify problems and propose basic solutions without fully appreciating the complexity of unpredictable contexts.	problems and propose mostly appropriate solutions in complex and unpredictable contexts, with elements of originality.	originality and creativity.	advanced scholarship. Shows originality in application of knowledge and techniques, and of how established techniques of enquiry create and interpret knowledge in the discipline.	own research or advanced scholarship. Shows originality in application of knowledge and techniques, and of how established techniques of enquiry create and interpret knowledge in the discipline with assimilation and development of cutting edge processes and techniques.
Transferable skills for life and professional practice (Exercise of self-direction, autonomy and personal responsibility; plan and implement tasks at a professional level; independent learning; use appropriate media to communicate effectively and professionally to a variety of audiences; fluency of expression;	Communication medium is inappropriate or misapplied. Work is poorly structured, disorganised and/or confusingly expressed. Very weak use of language and/or very inappropriate style. Little or no evidence of autonomy (or collaboration, where relevant) in the completion	Communication medium is poorly designed and/or not suitable for the audience. Work is poorly presented in a disjointed manner. It is loosely, and at times incoherently, structured, with information and ideas often poorly expressed. Weak use of language and/or inappropriate	Can communicate in a suitable medium but with some room for improvement. Mostly ordered presentation and structure in which relevant ideas / concepts are reasonably expressed. Work may lack coherence in places. Can work as part of a team, but with limited involvement in	Can communicate effectively in a suitable format, but may have minor errors. Mostly coherent, organised work, in a suitable structure and is for the most part clearly expressed. Can work effectively independently and/or as part of a team, with clear contribution to	Can communicate well, confidently and consistently in a suitable format. Work is coherent, fluent, well-structured and organised. Can work very well autonomously and/or as part of a team, with a good contribution to group activities. Demonstrates comprehensive	Can communicate professionally confidently and consistently in a suitable format. Work is coherent, very fluent and is presented professionally. Can work autonomously with initiative. Where relevant can work professionally within a team, showing	Can communicate with an exceptionally high level of professionalism. Work is remarkably coherent, very fluent and is presented professionally. Can work outstandingly well and professionally within a team, showing advanced leadership

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systematic approach; clarity and effectiveness in presentation and organisation.)	of tasks. Little or no evidence of the skills required in professional, postgraduate employment.	style. Weak independent initiative (or collaboration, if relevant). Limited evidence of the skills required in professional, postgraduate employment.	group activities. Demonstrates some but not all of the basic skills required in professional, postgraduate employment, with some areas of minor weakness.	group activities. Demonstrates the skills required in professional, postgraduate employment, with some areas of strength and some of minor weakness.	professional, postgraduate employment skills.	leadership skills as appropriate, managing conflict and meeting obligations. Demonstrates excellent professional, postgraduate employment skills and a strong appetite for further development.	skills. Demonstrates exemplary professional, postgraduate employment skills and a strong appetite for further development.

Student Self Evaluation Form			
Student name:	Pang Steven Andrew	Student number:	1812205
Programme:	MBA	Year of programme	2018-2019
Assignment Title:	Consultancy Management- Assignment 1 Next Station: Milan		

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	
	FAIL	FAIL	MARGINAL FAIL	SATISFACTORY	GOOD to VERY GOOD	EXCELLENT	EXCEPTIONAL
1. Engagement with literature	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
	☐	☐	☐	☐	☒	☐	☐
2. Knowledge and Understanding	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
	☐	☐	☐	☐	☐	☒	☐
3. Cognitive and intellectual skills	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
	☐	☐	☐	☐	☐	☒	☐
4. Practical Skills	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
	☐	☐	☐	☐	☒	☐	☐
5. Transferable Skills for Life and Professional Practice	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
	☐	☐	☐	☐	☒	☐	☐

PLEASE COMMENT ON AREAS IN WHICH YOU FEEL THAT YOU HAVE PERFORMED WELL		PLEASE COMMENT ON AREAS YOU FEEL THAT YOU NEED TO DEVELOP	
1. Good engagement with a wide range of readings. 2. Good critical evaluation and methodology. 3. Originality and creativity.		1. Need to develop better communication abilities to write confidently and consistently in a more professional style. 2. Need to develop more advanced application of knowledge, methods, materials, tools and techniques.	
Student's Name	Pang Steven Andrew	Date	6/1/2019
Student's Signature	SAP		



University of Wales
Trinity Saint David

CONSULTANCY MANAGEMENT

PROJECT INITIATION DOCUMENT (PID)

2018

Student Name: PANG Steven Andrew

Masters: Consultancy Management

Project Initiation Document (PID)

INSTRUCTIONS:

1. Give as much justification as possible for every question asked. This means, you must not limit yourself to just stating WHAT you believe is an appropriate response, but WHY.
2. ALWAYS provide an outline of the financial and cost imperatives associated with your project aim and objectives. Remember, you must be able to SELL your project idea.
3. Put effort into your PID and you will benefit when it comes to undertaking your project and writing your final report.

PID submission date detailed on module schedule



1. Your name:	Mr. Steven Andrew PANG
2. Organisation name:	SAP Consultants Limited
3. Your job title/role:	Senior Consultant
4. How long have you been in this job/role?	5 years
5. Outline main purpose of your job/role:	Conduct consultancy reports
6. List the main responsibilities within your job/role:	✓ Identify problems; ✓ Gather information; ✓ In-depth analysis; ✓ Develop solutions; and ✓ Write the consultancy report.
7. Client organisation:	Milan Station
8. Type of business:	Retailing : Fashion Specialty
9. No of employees in client organisation:	Estimated 100
10. Who is the person mainly supporting your project (Sponsor)? State their job title and their relationship to you:	Name: Mr. Bo HU Job title: Executive Director, Milan Station Relationship to you: Client
11. Aim of project: To examine why Milan Station has been suffering continuous revenue slides since her peak in 2011 and to give recommendation.	
12. Objectives of project: 1. Diagnosis the causes of the continuous revenue slides since 2011; 2. Provide minimum 6 alternative solutions; and 3. Offer a recommendation.	
13. What is the business case for considering undertaking the project? To extend the inspirational story of Milan Station by regaining the position of market leader, making the business performance more effective and efficient, uplifting the revenues, and hence the share price can reach to the IPO's.	
14. Identify the risks associated with the project and how these could be overcome. ➤ Risk of time constraints - the project is having a very tight schedule and sits at the year end with many seasonal celebrating events; a better time management plan and high staff commitment to devoting their holidays are crucial to meet the deadlines; and ➤ Risk of data constraints - the project is conducted at the fiscal year end that the Milan Station staffs are very busy, so some financial data may not be ready yet; a good forecast shall help this out.	

15. List the information and resources you will need to make your project a success.

- Time Resource - the project sits at the year end with many seasonal celebrating events; a better time management plan and high commitment to devoting my holiday time are crucial to complete the project.
- Data Constraints - the project is mainly a desk-top research, based on public information including the latest annual report that I can get is 31/12/2017; make good assumptions by using my business acumen.
- Context - since the latest accounting and operational information can be found till 31/12/2017, so I make the project date around that time instead of the present moment.
- Technology - having my own computer at home which makes my project easier to compile.
- People Resource - having classmates and tutor in a Whatsapp-group, can ask questions as needed.
- Cash - since the project is a secondary research, so not much money involved.

16. State what method you intend to use to collect your primary data.

If primary data is needed, I intend to use questionnaire, it has advantages over other types in that it is cheap and not much effort to spend, but questionnaire is very limited to respondents that must be able to read and respond to the questions.

17. State from whom you plan to collect primary data and detail any challenges you anticipate.

If primary data is needed, I plan to collect the data and details in front of the shops of Milan Station, a discount coupon will be given to the participants to encourage them to take part in my project.

18. State from where you plan to collect secondary data.

Website addresses:

- ✓ Webb, D. (2017). *The Enigma Network: 50 stocks not to own*. [Online] Webb-site.com. Available at: <https://webb-site.com/articles/enigma.asp>
- ✓ 香港品牌發展局, Hong Kong. (2018). *香港品牌發展局 Hong Kong Brand Development Council*. [online] Hong Kong Brand Development Council 香港品牌發展局. Available at: <http://www.hkbrand.org/en/gallery/2/brand/153?page=3&activePage=1>
- ✓ Milan Station (2012). *Milan Station Corporate Profile*. [Online] Milanstation.com.hk. Available at: http://www.milanstation.com.hk/boards_of_director
- ✓ Statista. (2018). *eCommerce - Hong Kong | Statista Market Forecast*. [Online] Available at: <https://www.statista.com/outlook/243/118/ecommerce/hong-kong#market-revenue>

- ✓ Richard Newton (2012), *The Management Consultant: Mastering the Art of Consultancy*, Pearson.
- ✓ Simon A. Burtonshaw-Gunn (2010), *Essential Tools for Management Consulting: Tools, Models and Approaches for Clients and Consultants*, Wiley.

Journals:

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19. Design a time plan for the lifetime of the project.

Task	Date to be completed
1) Confirm the project	30/11/2017
2) Meeting with Mr. Hu or his representative to gather relevant information	31/12/2017
3) Visiting all shops	31/12/2017
4) In-depth analysis and identify problems	31/1/2018
5) Develop solutions and recommendations	28/2/2018
6) Write the consultancy report	31/3/2018
7) Deliver to Mr. Hu	2/4/2018
8) Present the report to Mr. Hu and his team at SAP Consultants Limited	9/4/2018

SAP CONSULTANTS LIMITED

Next Station: Milan

Consultancy Report

2018

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EXECUTIVE SUMMARY

This consultancy report was commissioned to examine why **MILAN STATION** has been suffering continuous revenue slides since her listing on the Stock Exchange of Hong Kong in 2011 and to give a recommendation of increasing her revenue.

The research draws attention to the fact that comparing 2017 with her initiates listed in 2011, the Revenue has been plummeted 62.5%, the Gross Profit has been tumbled 69.5%, the Gross Profit Margin has been dropped 15.7%, and ultimately the Profit has been slide down a massive of 269.8%; as it should be, the share price of Milan has been toppled too, only HK\$0.172 as at the closing on the last day of Dec in 2017.... devalued 93%. By employing the BCG model to review Milan Station her milestones from 2001 inception till now at the stage of “Dog”, both the market share and growth are in great retrogression. By lending the SWOT to identify the strengths of Milan Station, she is a trusted brand and enjoying a goodwill in the market, on the other side, her weaknesses found on the arenas of IT and e-commerce; externally, IT and e-commerce are increasing impacts on purchasing especially in specialty fashion products retailing, goes online means reaching more customers with less number of shops in physical form, since the industry has no entry barrier, new entrants such like Brands Off (online with physical shops) and Collector Square (online with no physical shops) attracted to the market by low cost and high profit as perceived . Further investigations reveal that the trend has been changed dramatically, the customer mix from 70% local customers & 30% Chinese Mainlanders + Overseas Visitors to 30%

local customers + Overseas Visitors & 70% Chinese Mainlanders; the market shrinkage coincided with the change of buying behavior of luxury products of Chinese Mainlanders, they prefer to acquire new products rather than second-hands', and to acquire luxury items directly in the originated countries, also their desires for purchasing luxury products in Hong Kong have not been so vigorous, and now they come to Hong Kong mostly buying more practical products, such as milk powder, food supplement, cosmetic and skin care products and all that. Moreover, technology advancement and e-commerce give more perfect knowledge to customers, such like where to buy, what to buy, how to buy and how much or what is money-worth, hence the bargaining power of customers become much stronger. On the other side, there is no entry barrier of the market, as time moves on, there are more and more resellers joining the fray in both digital and physical forms, the increases of new entrants and substitutes, such like eBay, Brands Off, Carousell and Collector Square force, the intensity of competitive rivalry becomes far fiercer than it was when Milan incorporated in 2001.

To extend the inspirational story of Milan Station, this report evaluates and concludes 10 alternative solutions: 1) Shops; 2) Salesmen; 3) Sales Bonuses; 4) IT Department; 5) E-commerce; 6) Advertisements; 7) Discounts; 8) Loyalty Schemes; 9) Prices; and 10) Products.

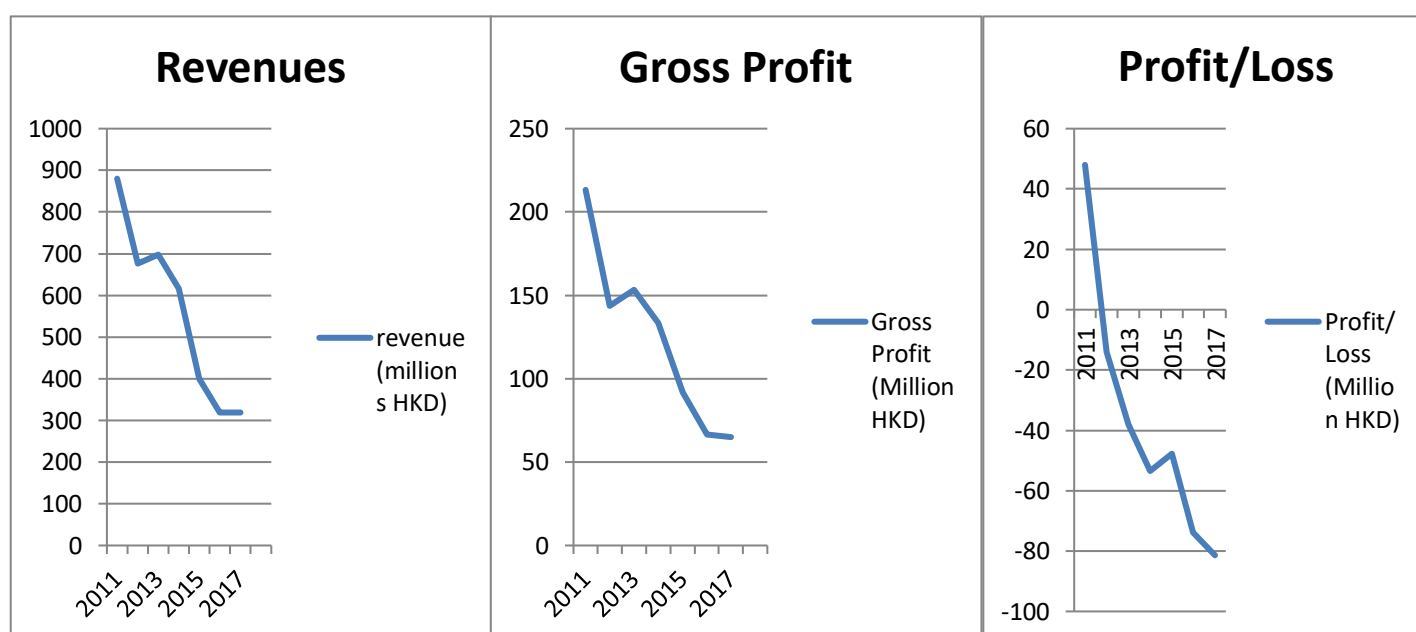
It is recommended:

The formula is Shops + IT Department + E-commerce + Loyalty Schemes.

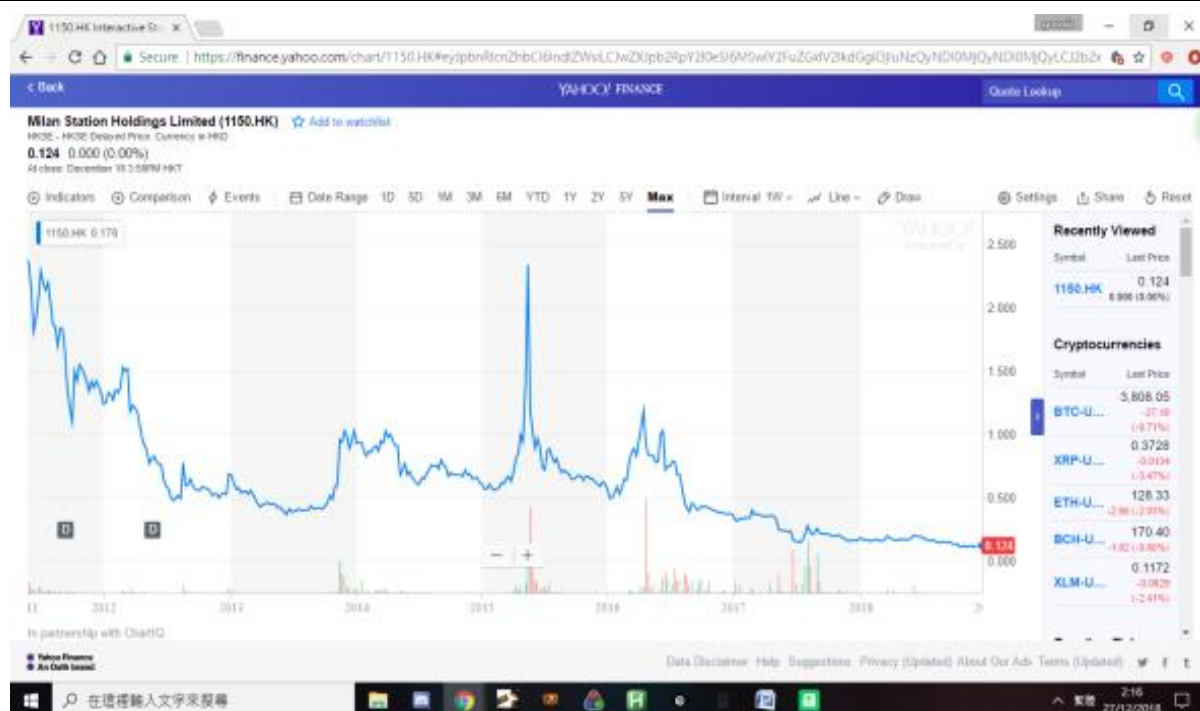
- ✓ Terminate all (negative profits) shops/businesses outside Hong Kong;
- ✓ Reduce the number of shops in Hong Kong to 1;
- ✓ Change the style of shop from a small traditional boutique store to a mega outlet shop;
- ✓ Change the venture of shop from shopping malls or high streets to Industrial-commercial buildings;
- ✓ Increase functional areas: Items Collection & Testing, Restaurant & Food court, Auctioning Hall, Child Care Centre, Packing Section, and Club for Members only;
- ✓ Merge the sales and the marketing departments to the IT Department, and make the IT Department the heart of Operations;
- ✓ Develop a professional website with shopping cart function;
- ✓ Develop a sophisticated purchasing app for mobile phones; and
- ✓ Develop a member Club for Milan Fans.

SYMPTOM

Mr. Hu Bo, the new CEO of Milan Station, points out that Milan Station has been suffering a continuous revenue slide since 2011, he is discontented with the performance of the Company and wants a third party recommendation. In November 2017, we, SAP Consultants Limited, are much honored to reach an agreement with Mr. Hu to conduct the Consultancy Report for Milan Station.



Comparing 2017 with her initiates listed in 2011, the Revenue has been plummeted 62.5%, the Gross Profit has been tumbled 69.5%, the Gross Profit Margin has been dropped by 15.7%, and ultimately the Profit has been slide down a massive of 269.8%.



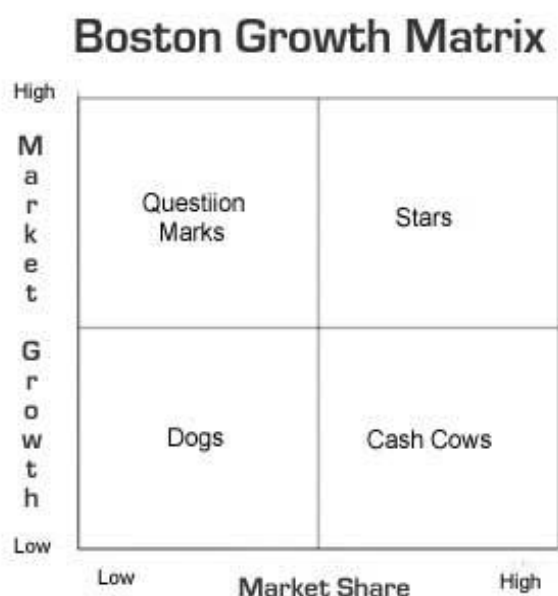
An overview of the company's share price form from launch to 2017 Source: (Yahoo Finance ,2018)

And as it should be, the share price of Milan has been toppled too, only HK\$0.172 as at the closing on the last day of Dec in 2017.... devalued 93%.

DEVELOPMENT REVIEW

Year	Event
2001	Inception by the founder, Mr. Yiu
2007	Preparation for listing in the Hong Kong Stock Market
2008	Set up standalone retail shops in Macau and Shanghai
2011	Successful public listing in the Hong Kong Stock Market
2013	Grand opening in Singapore
2015	Termination of Singapore business; and Closure of standalone retail shop in Macau and Shanghai
2016	The major share holder reduced his shares to 13%
2017	New CEO, Mr. HU Bo Being listed in The Enigma Network: 50 stocks not to be owned by David Webb (Webb, 2017)

The Milestones of Milan Station since her inception in 2001



Employing the Boston Growth Matrix to illustrate the path Milan Station going through :

2001

Milan Station is founded by Mr. Yiu, at that time there was no other brand in the Hong Kong market,

hence no one certain the business could be survive and profitable; the Company being the phase of Question Marks, required lots of resources to kick start the market growth to let customers know about the Company and the Industry and market shares started to grow, encountered lots of uncertainties.

2002-2007

The founder drove Milan Station rapidly to the phase of Stars by heavy investment in advertising and promotion. At the time Milan Station was very popular, no one would not know her in Hong Kong, with little to no direct competitors that Milan Station expand freely knowing she had the entire market. With repetitive turnovers, huge revenues, high profit margin and bottom line... Milan Station was prepared to go public.

2008-2011

Milan Station went into her brilliant phase of Cash Cow, smashing records of the Company profit year after year and successfully listed in the Hong Kong stock market, however with the rise of e-commerce and with increasing competition; shadows are starting to emerge and overhauling the future of the company.

2012-2017

Milan Station went into the phase of Dogs, revenue tumbled losing money year after year. The founder is also the major shareholder, who showing signs of losing faith in the company's future; he left the director board and sold many shares to lowering his ownership massively.

Milan Station is on the verge of dying, drastic changes or transformations are necessity to bring her back on hers feet.

2017 PERFORMANCE EVALUATION

The down-hill trend persists, comparing to last fiscal year, the Gross Profit and Gross Profit Margin stays relatively unchanged at HK\$64.974 million and 20.4% respectively, but the Net Profit /(Loss) Margin increased to (25.6%) from (23.1%) and the revenue dipping even lower to a record of HK\$318.6 million. Ultimately, the continuous falling breaks the bottom line and the loss of the year increased by 9.4% to HK\$81.436 million.

The above figures explicitly explain the revenue is too minimal to support the whole operation, increase sales is crucial; an hundred million dollars revenue is needed and reduce costs by 10% at the other end which help the Company to a breakeven situation.

Externally, the recent event in the share market was no better, the impact of being listed in one of the fifty stocks which not to be owned by David Webb (**Webb, 2017**), along with the news the founder retiring from the directors board, which sent Milan Station's stock plummeting to 0.172 HKD as at 31st of Dec 2017, comparing that to the launch date's on the 29th of May 2011, which has been evaporated 93.1%

SWOT ANALYSIS



SWOT Analysis (Mindtools.com. 2016)

Strengths

Even a few fake second-hand handbag rumors, Milan Station is still one of the most trusted brands in the market with a very positive public image. The trust factor is a very valuable asset especially when it comes to second-hand trading, either selling or buying of second-hand item requires customers to trust the Company, for fair pricing or ensuring the item is legit, and matching the expectations of the customers. The inspirational story of the founder still relishes many people and motivates lots of youth, this is why her public image is so positive, and makes her a very goodwill.

Weaknesses

Nowadays, almost everyone has the access to the internet and relies it on communicating and searching or gathering information; it is totally unacceptable that the information on her website is extremely outdated and the interactive part is downed or crashed, explicitly, there is low resources invested in I.T.. Such standards, how to develop her e-commerce?

E-commerce is the future! Only an account opened in eBay for trading second-hand bags, but it seems to be not been using for quite a long time. Moreover, members are vital to revenue, members are treasure to the business but they have yet been well-handling.

Opportunities

E-commerce is the way to go, with the online segment of the fashion sector in Hong Kong hitting a revenue of HK\$7,780 million in 2017 and still strongly growing (Statista, 2018), this market is crucial and becomes a common battlefield which cannot be underestimated.

There will be 2 new major infrastructures accomplished in few months, the High Speed Railway and the Hong Kong-Zhuhai-Macau Bridge, the former will link Hong Kong to the mainland's high speed railway network and the later will provide an

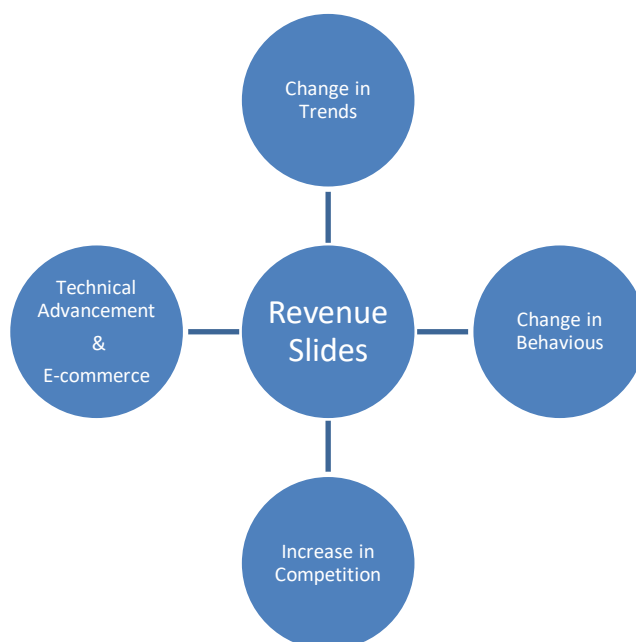
alternative route travelling around the 3 areas, these 2 accomplishments will definitely attract more visitors and more business.

Threats

Without any market entry barriers, no ways stops other competitors, leaving Milan vulnerable to competition and taking away her precious market shares.

There is also the risk of market size shrinking because of changing buying behaviours and desires. The population in the region popularly sees second-hand products as lesser items; as the GDP grows being wealthier, people more likely to purchase fewer second-hand items. Plus the I.T. advancement, people enjoy more perfect knowledge conveniently on internet, some of them switch to purchase online. Moreover, along with wealthier living, more spending money, more people go aboard travelling, they prefer to buy new luxury products in the originated countries, such like Italy, France, UK, Spain and USA.

MAJOR FACTORS CAUSING REVENUE SLIDES



There are 4 culprits directly cause the revenue slides in these years.

1) Change in Trends

Before 2003, Milan Station mainly relied on local customers for her revenue; after SARs, as at 28/7/2003 the PRC Government released an Individual Visitors Scheme that allows the Mainlanders come to Hong Kong by themselves individually, and few years ago the Government has further upgraded the Scheme by increasing the times per year of visiting Hong Kong, which benefited lots to the Company and push her revenue rocket high in 2011. However, the establishments in the Mainland China, Macau and Singapore recorded losses, the Mainlanders and the Southeast Asian

visitors feel less confident and comfortable to buy outside Hong Kong. The success of Milan Station relies heavily on the trust factor and without Hong Kong, the branding on her own is insufficient to persuade customers to believe the authenticity of products offered. You may not difficult to notice that in those years, even though opened in the said places, more and more Mainlanders still came to Hong Kong shops to purchase. The change of the customer mix from 70% of being local people in 2011 to 70% being mainland visitor in 2017, the original strategy of store line up on only street side or in shopping centres, small boutiques are not working as well as they had been in the past and fail to impress the current majors segment of the customers. Most of the Mainlanders travel in small groups and they like to carrying suitcases to place their purchases, so logically they will need a bigger area to stay and a small boutique simply cannot facilitate that. With the current approach, Milan are simply pushing away possible customers and handing them to her competitors.

2) Change in behaviours

The GDPPC of the PRC grows remarkably, from RMB 36K to RMB 60K in just 7 years, it drives up the visitor numbers of Mainlanders to Hong Kong, from 22.7 million in 2010 to 40.6 million in 2017 (Data.stats.gov.cn. 2018). Due to their affordability, the Mainlanders prefer to acquire new items rather than pre-owned, and to acquire luxury items directly in the originated countries. Also their desires for purchasing luxury products in Hong Kong have not been so vigorous, and now they come to Hong Kong mostly buying more practical products, such as milk powder, food supplement,

cosmetic and skin care product. This is reflected in the handbag/wallet/belt category from the Government statistics shows sales gradually dropping from 17% in 2011 to 11% in 2017 (Securepartnernet.hktb.com. 2018).

3) Technical Advancement and E-commerce

Technology has advanced massively over the last decade, smart phone is a very good example, smart phone was expensive elite item and now basically everyone has one, and which drastically evolving the way we purchase, purchasing fashion items online and ditching the traditional high street purchasing model. In Hong Kong, the revenue of the online fashion sector hits HK\$7,780 million and forecasted to be at HK\$13,080.76 million by 2022 (Statista, 2018).



Statista, 2018

Milan Station did notice this trend and respond accordingly, opened a shop on eBay at the time eBay launching in Hong Kong, while she did follow the later movement and create a selling website of her own. However, due to the early phase of ecommerce not showing promising results, the determination has been weakened and investment

stopped. Her website has been down for a long time, losing valuable market share to other online sellers.

4) Increase in competition

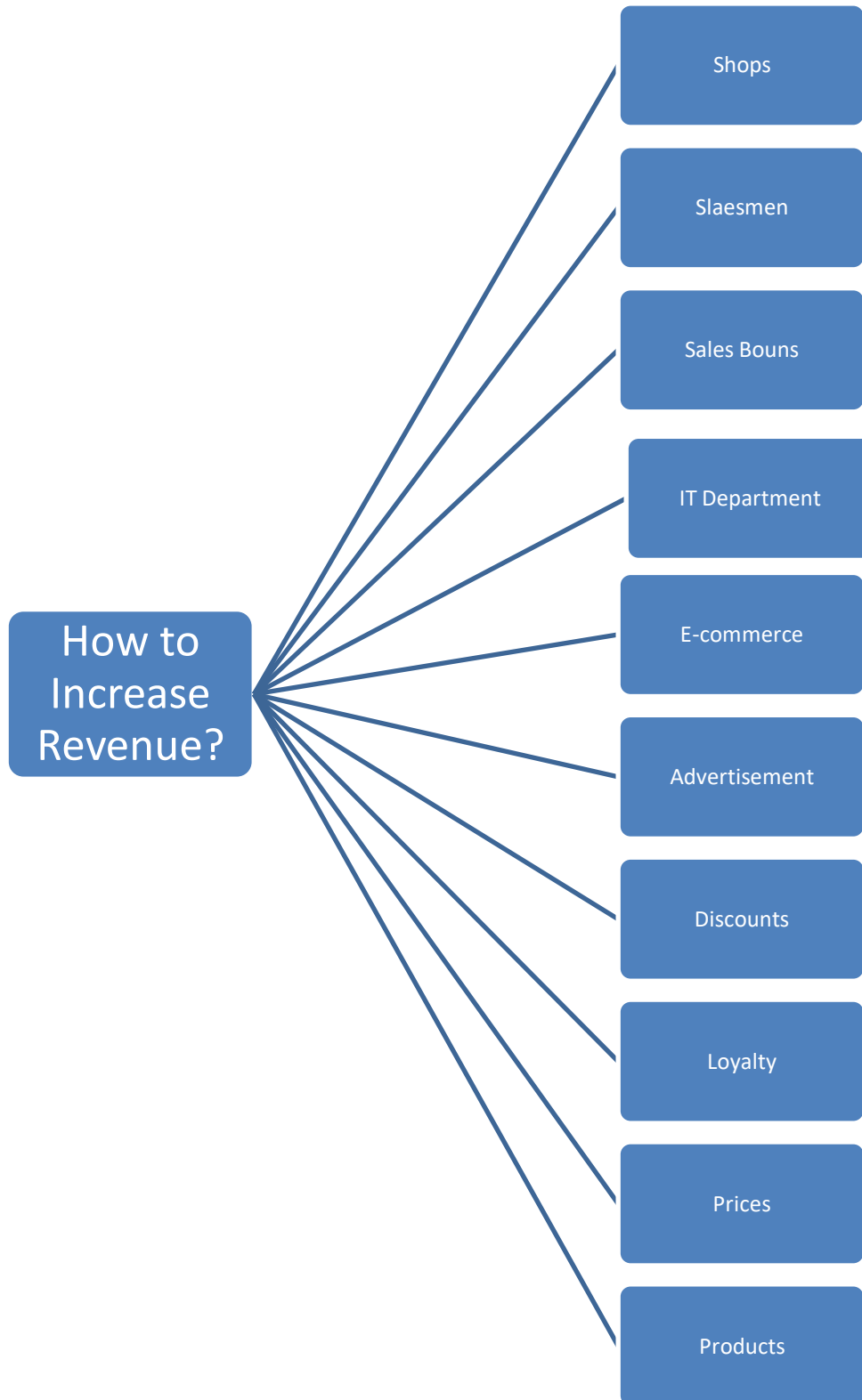
No barrier of entry to the fashion retailing market, anyone can set up one's own shop. Milan Station was the only one in the industry; as time goes on, there are many resellers joining the fray in both digital and physical forms. On the digital side, we have eBay, Carousell, and Collector Square etc., and on the physical side we have Brand off. The market is far fiercer than it has been before. (South China Morning Post, 2016)

Using the Porter's 5-forces model to demonstrate the massive competitive rivalry of the industry, in the second-hand market, there is no barrier of entry plus a customer can be a buyer or a supplier in a transaction; giving a customer a great bargaining power and lead to a great risk of substitution..



Porter's 5 forces model (Mindtools.com, 2016)

10 ALTERNATIVE SOLUTIONS DERIVED



The market is not very erratic, is predictable; SAP Consultants have derived 10 alternatives for Milan Station's future, namely: 1) Shops, 2) Salesmen, 3) Sales Bonus, 4) IT Department, 5) E-commerce, 6) Advisement, 7) Discounts, 8) Loyalty, 9) Prices, and 10) Products. These solutions can be used individually or in combinations.

Shops

Nowadays, shopping is no longer only about the product offered, the shopping experience is also very important, too. Retailing does not necessarily need a physical shop, when shopping is treated as a social activity rather than pure acquiring a product, shops still have the position in retailing. Most population in the region much prefer to shop in a mega outlet style shop with many products offered and save the hassle of moving around different small boutiques shops. The days of small boutique style fashion shops in Hong Kong are counting down.

Salesmen

The number of salesmen directly correlates with sales. A good salesman should be knowledgeable about the products and be very persuasive. Moreover, the key task of a salesman is to create sales, all other extra work load will divert the attention of salesman and lowering his or hers sales efficiency.

Sales Bonus

Introducing the sales bonus scheme can motivate the staff, increases their enthusiasm on their job, ultimately increasing staff's loyalty. This can be done in multiple formats, not only commission a singleton, it can also be in the forms of traveling bonus, birthday party, and some social events certainly having greater motivations.

IT Department

It is the era of internet, IT is at the heart of everything, from stock taking, logistic, advertising and so forth, the importance of an IT department is higher than ever. It is no longer just there to maintain a company website or to set up one's computer. Along with the traditional role of the IT department, the marketing functions such like online advertisements, the logistic functions such like a tracking system of products, the HR functions such like staff trainings, and all these should be well equipped with the IT Department. Also, working with the store staff to implement automatic system to improve the retailing experience for both customer and staff.

E-commerce

Ecommerce is heading to be the future of retailing, where most of the revenue will be. Setting up an E shop is a necessity, and the faster the better, as not having E shops will become a disadvantage as time progress, people will only become more reliant on

E commerce. Online shops gaining new customers will becomes harder and harder, because once people used to a site/platform, they rarely swap; that's why online shops create more returning customers comparing to physical shops, in other words, as time goes on the market will be saturated.

One of your major competitors, Collector Square, they use the internet to combine stocks from around the world, increasing the product line up. The customer service can be contacted via Whatsapp, and with delivery to the door step, the customer don't have to physically go to a shop anymore, that's why they don't even have a physical shop. (South China Morning Post, 2016)

Advertisement

Advertisement is no longer just about setting up pop-up stand nor having massive signs everywhere. Social media are playing an increasing part in most people's life with 78% of the population, 5.8 million people being active users of social media in Hong Kong (digital devotee, 2018). Being the talk of the town/ hot story has always been the best way to gain attention and promoting your business, and with social media representing a massive market and publicity, it becomes the best place to do it.

Discounts

“Discounts” is a powerful and attractive word in retailing. In sales, it is often down to the salesman rather than the pure numbers, however it is the most useful tool the salesman can wish for, if the sales bonus serves as a motivator to the staffs, discount serves as a motivator to the customers, but unlike sales bonus, often how big the discounts doesn't affect the attractiveness of the discounts.

Like sales bonus can be in many forms, discounts can be from a simple cash discount on purchase over certain amount, to a more sophisticated daily discount on rotation of items being discounted.

Loyalty

Customer loyalty is one of the most key aspects in retailing, maintaining loyalty can be a hassle but it will worth the effort, often returning customers supply most of the revenue. Customers like to go to where they are respected, where they find interesting, and most of all where they find money well-worth spent. There are many ways to achieve those three goals and keep customer loyal; which can be returning-customer bonus, members program and/or promotion discounts.

Prices

Price is the balance between sales volume and sales value, having a good balance between the two will increase revenue, the most difficult part is to find that balance

point. To adjust this balance, the price can either up or down, going up lowers the volume and increase the value, and vice versa.

Products

There are multiple branches to this solution; they fell in two categories, horizontal and vertical. Both expand outwards and to certain degrees, requires the company to sail on unknown water. The horizontal approach: design a new product line – own label OEM, or bring in some new and promising brands. The vertical approach: expand the second-hand business to other items, such like evening gowns, furniture, silverwares, and jewels etc.

Recommendation

The following is a future plan for Milan focusing on the above solution:

The formula of success = Shops + IT Department + E-commerce + Loyalty.

Terminate all unprofitable businesses outside Hong Kong, and reduce the number of shops to ONE in Hong Kong. The flagship shop is in a mega outlet and resort style setting, the flagship will feature : Showrooms, to display elite items specially picked by the Company. An Auction Hall where some elite or high value items will be sold here thru auction style. A Milan Station Fans Club where members can enjoy some quality time, such like having a drink and gossip. A Collection & Testing Section where customers whom order online can opt to come in person to collect, test or check the item before making the ultimate decision. A Restaurant & a Food Court to provide a variety of food and beverages. A Child Sector where children playfield and childcare services available, giving customers ease of mind and let the customers focus on purchasing. Some Packing areas for customers whom need more rooms to sort out their purchases. All these features are there to provide an enjoyable and unique shopping experience, making customer more likely to revisit and increasing their loyalty.

To along with the Flagship Shop, an online purchase/auction platform will be well-developed to facilitate the whole purchasing process done online and collect in store or by couriers.

To further make use of e-commerce, there will be an app for mobile users, and a web base interactive shopping centre. Within the process of purchasing online the customer will be offered an option to check the item at the Flagship Shop before buying. Along with the checking option, in order to increase the incentives to go to the mega store, there will be a coupon given to people who ordered online and collect the item in person.

The IT Department will be at the heart of the operation, it will merge with sales and marketing teams and provide support to logistics. They will be responsible for updating the app and website/platform, updating the products information, developing online advertisement campaigns, setting up the payment gateway/systems both online and in the mega store, setting up the systems for online bidding in the auction, and tracking products to ensure they will be delivered to the customer on time.

The technology advancement also offered an easier way to reach to the potential customers, increasing the chance sealing a deal with providing timely value adding service and saving the hassle for the customers. An online customer service 24/7 giving advices or answers, handling a complaint or even a return item. All this previously would need to be done in person, going to the shop, wasting valuable time and potentially become a set back or a deal breaker for a possible retuning customer. With customer not relying on going to a physical shop to make a purchase, there goes

the needs for most of the shops, reducing the selling cost, increase rooms for discounts, hence attracts more customers and increase customer loyalty.

The present data of members should be well-managed and used to generate more revenue by giving more benefits and promoting “1+1” Loyalty Scheme, any members who introduce one to be a successful member, has a chance to a grand draw, and the first prize is the round trip air tickets of 2 persons to Milan etc... to attract more members at the same time boost the revenue.

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