



LEVEL 7 ASSESSMENT SPECIFICATION

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Programme:	MBA		
Module:	Marketing Management		
Module code:	HKBM 7012	Contribution to Overall Module Assessment (%):	25%
Lecturer:	Dr Arion WONG	Internal Verifier:	Dr Katherine Mo
Assignment Title:	Assignment 2 Fairwood Marketing Promotion	Word count (or equivalent):	Group presentation (duration 8-10 mins per person)
Submission deadline:	Submit PPT: 25 Jun 2022 Presentation: 26 Jun 2022	Return date of provisional marks & written feedback:	Within 20 days after submission
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.		

Fairwood Marketing Promotion

University of Wales Trinity Saint David - MBA

HKBM7012 - Assignment 2

Lecturer: Dr. Arion Wong

Group Members:

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(Fairwood, 2022a)

(HongKongBusiness, 2021)



(Asia, 2016)

Agenda

1. Overview
2. Business Situation & Goal
3. Fairwood Current Market and Promotion
4. Major Competitor
5. Business Analysis
6. Strategies and Tactics



Overview

Fairwood Background

- Established in 1972
- HK style fast food restaurants
- Over 140 fast food restaurants in Hong Kong
- Second largest fast-food chain restaurant
- Provide quality food with affordable price
- Affordable for youngsters
- Happy and energetic brand spirit
- More than 2500 million revenue

Source: (Fairwood, 2022a) (Food, 2021)



(Fairwood, 2022a)

Fairwood Background



- Invite Chapman To as their spokesperson from 2003 to 2018 (Fairwood, 2022a)
- Happy and energetic brand spirit
- Mass market
- Maintain traditional efficiency of fast-food restaurants
- Provide a comfortable area (like Café) for customers to finish the meal

Fairwood Background

- How they re-create the brand image?
- Innovation of food menu
- Design the menu into 4-time segment
- Price range set in medium-low price
- Keep up with the trend
- Rotate the menu twice a week
- People won't get bored by the menu
- Fits local citizens' eating and spending habits



(Fairwood, 2021)



(Fairwood, 2017)

Five Force Model of Fairwood

- Supplier bargaining power (against the supplier)
 - High rent
 - Few cheap labors
 - High cost and low differentiation
- Customer bargaining power (against the supplier)
 - Low switching cost
 - Have other fast food shop choice like Café De Coral
- Lack of substitute products



Business Situation & Goal

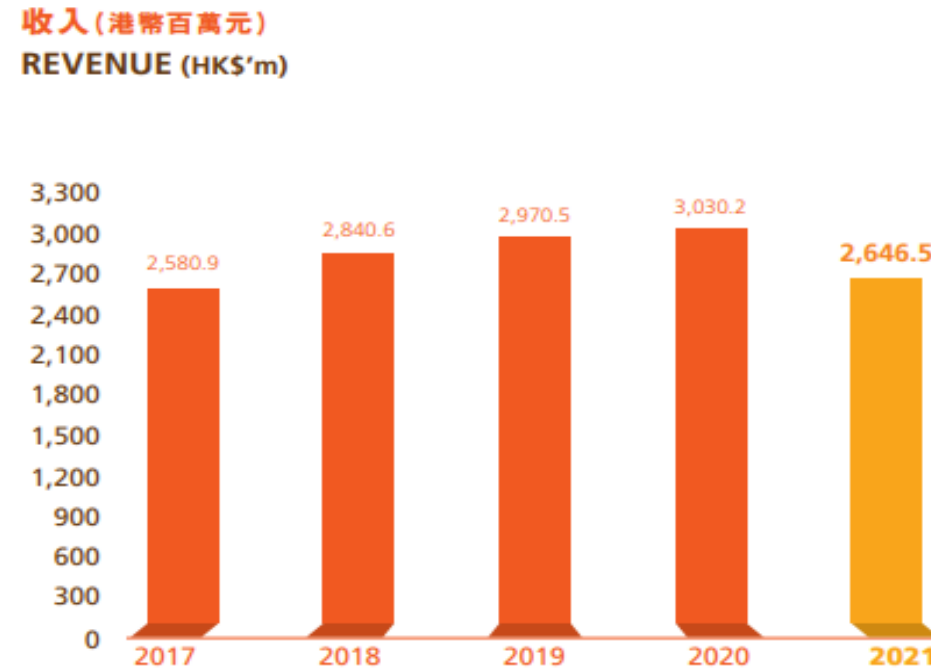
Current Business Situation

During COVID-19 pandemic,

- Stop Dine-in
- Revenue of Fairwood has dropped by 13% in the fiscal year ended 31 March 2021. (Appendix A & Appendix B).

Current Business Issues

- Revenue Drop
- Promotion on social media in general trend in Hong Kong (Kemp, 2021).



(webb-site.com, 2021)

Goal

1. Build membership platform

- Acquire new members to *200,000* within a year
- Transform *50%* of active members *who login twice per week.*

2. Retain the revenue-growing trend

- Increase online sales of takeaway service by 50%
- Increase overall revenue by 5% year-to-year



Fairwood Current Market and Promotion

Current Market

- Segmentation: Mass market
- Target market: Mass market
- Positioning: best value for money

Current Promotion

➤ Advertising

- Corporate Web Site
- TV advertisement
- Newspaper
- YouTube

➤ Sales Promotion

- Online ordering discount
- E-coupon

(Fairwood Group, 2022)



Program!

Fairwood, 2022a)



(Fairwood Group, 2021)



Major Competitor

Major Competitor - Café de Coral

	Fairwood	Café de Coral
Type of Restaurant	Fast-food Chain	Fast-food Chain
No. of restaurants in Hong Kong	145 (Fairwood Holdings Limited, 2022).	161 (Café de Coral Holdings Limited, 2022a).
Promotion Mix	1. Advertising a) Traditional media b) New media 2. Sales Promotion	1. Advertising a) Traditional media b) New media 2. Sales Promotion

Café de Coral – Advertising

Traditional Media

- Corporate Web Site
- TV advertisement
- Newspaper
- Public Transportation (e.g., MTR, Bus, etc.)

(Café de Coral Holdings Limited, 2022b)



(TVB Entertainment News, 2022)



(AM730, 2021)



(MTR Advertising, 2020)

Café de Coral – Advertising

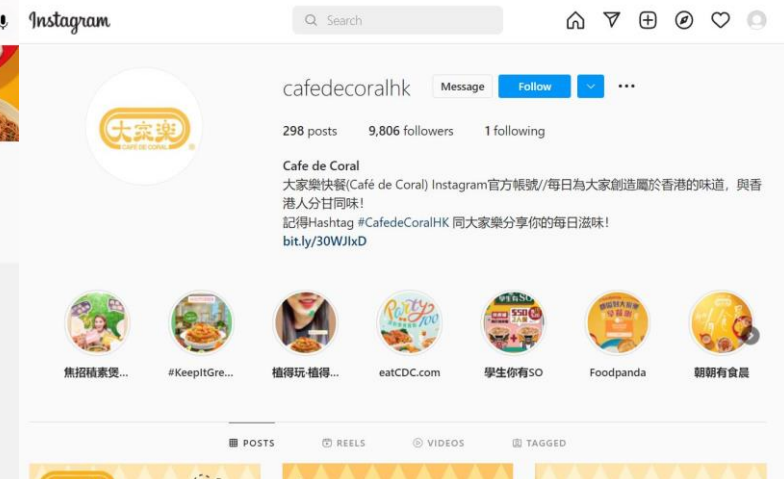
(CafedeCoralfastfood, 2022)

Social Media

- Facebook
- YouTube
- Instagram (IG)



(CafedeCoralHK, 2022a)



(CafedeCoralHK, 2022b)

Café de Coral – Sales Prom

eatcdc.com/eng/home/?index=1142803761649932948201

繁 | ENG Club100 Member Login / Register

Combo Coupon Meal Coupon Easter Poon Choi Catering Set Weekly WOW Value Promotion

All Products Value Meals

滋味大放送 每週不同驚喜

1 洋葱汁脆炸雞腩飯 5月24日-30日

2 粟米汁脆焗魚柳飯 5月31日-6月6日

3 蠔汁香蔥豬扒飯 6月7日-13日

4 意式番茄 6月14日-20日

平均每份 **\$34***

配茶/啡/汽水 *每張訂單需購買兩份 正價\$39*

Each Order must purchase a min. of 2 sets

[Lunch Only] Baked Fish Fillet in Corn Sauce with Rice

(Eatcdc, 2022)

大家樂 CAFE DE CORAL

100

FREE Survey Reward Cold Drink, Hot Drink

coupon

Welcome Ray Chiang

Bonus Points 143 P E-Cash \$0

Shop Search Express Order

What's New See all >

滋味大放送 每週不同驚喜

1 洋葱汁脆炸雞腩飯 5月24日-30日

2 粟米汁脆焗魚柳飯 5月31日-6月6日

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4 意式番茄 6月14日-20日

平均每份 **\$34***

配茶/啡/汽水 *每張訂單需購買兩份 正價\$39*

Home What's New Account Redeem Stores

Café de Coral Membership

- Membership – **Club100**
- Member get the bonus points by order (Dine-in or Take away)
- Bonus points redeem a coupon:
 - free drink
 - special discount for foods.



(Café de Coral, 2021)

Café de Coral - Marketing

- Touch different range of audience.
- Make more convenience for customers.
- Develop a long relationship.

Digital marketing and Service delivery comparison



01 - Digital social media promotion

• Facebook	x⊙	126,185
• Youtube	167	6,950
• Instagram (IG)	x⊙	9,865
• Whatsapp (chatbot)	x	x

02 - Take away service (reducing queue time for social tancing)

• Mobile app pre-order	x⊙	✓ Club100
• Website pre-order	✓ Click and collect	✓ Club 100
• Third party pre-order	✓ Foodpanda etc	✓ Foodpanda etc

03 - Membership campaign

• E-Coupon (New member, existing member)	x⊙	✓
• Loyalty program (Discount for members, points, etc)	x⊙	✓
• Login accessibility (mobile, web, etc)	✓ Click and collect	✓
• Member referral or Member.get Meber	x⊙	✓

⊙ Potential further development



Business Analysis

SWOT Analysis

SWOT analysis is a strategic planning and strategic management technique used by businesses to identify potential business competitors and opportunities. These words make up the **SWOT** acronym.
(Schooley, 2022)

S

STRENGTHS

Affordable Price with Good quality.

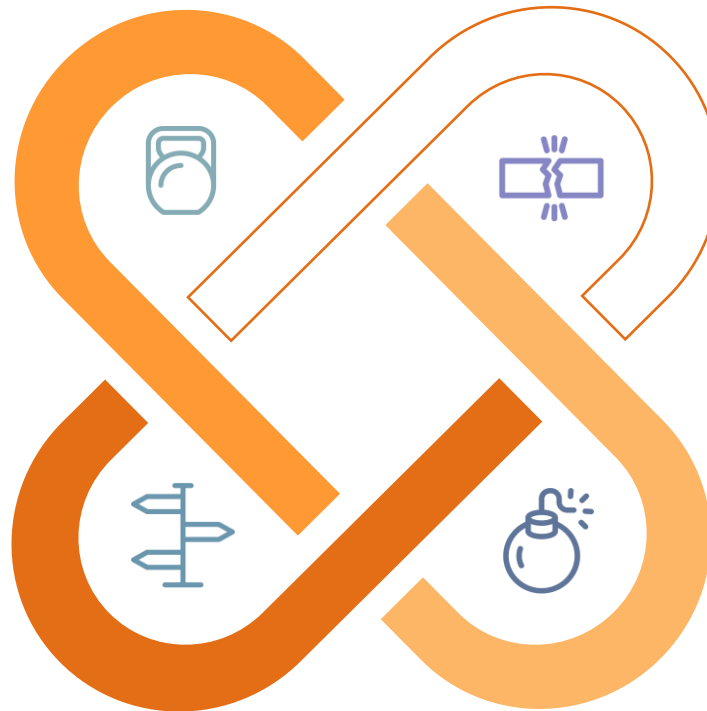
Huge **Benefit to the Elders**

O

OPPORTUNITIES

"SOLO ECONOMY" (Sandal, 2022)

Create an opportunity to dine in alone a good atmosphere



WEAKNESSES

Lack of Channels
to the Target customers
(**YOUNGSTERS**)

W

THREATS

Lack of **Social Media**
promotion

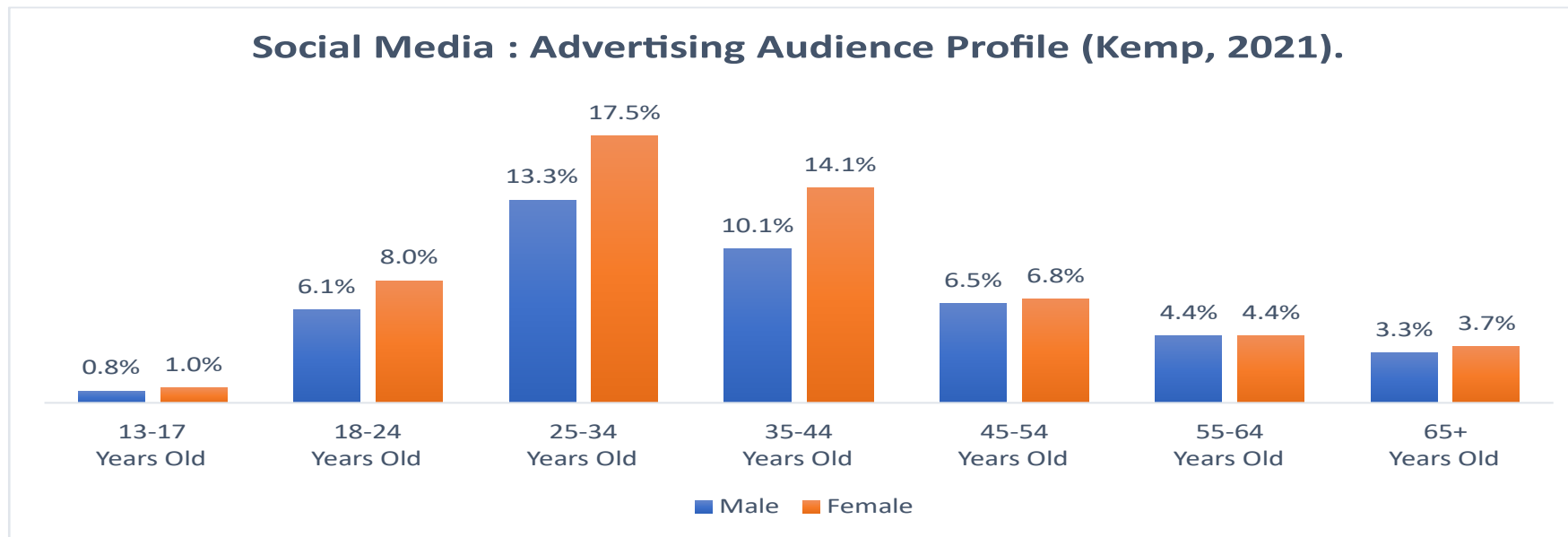
T

Development of digital marketing strategy (Ansoff Matrix)

		Products / Services	
		Existing	New
Markets	Existing	Market Penetration ➤ <i>Social media to increase public awareness</i> ➤ <i>New membership App to draw new member</i> ➤ <i>Member get member program</i> ➤ <i>Loyalty program and CRM to retain members as regular clients. Increase stickiness for consumption</i>	Product Development ➤ Retain
	New	Market Development ➤ Not to target	Diversification ➤ Not to target

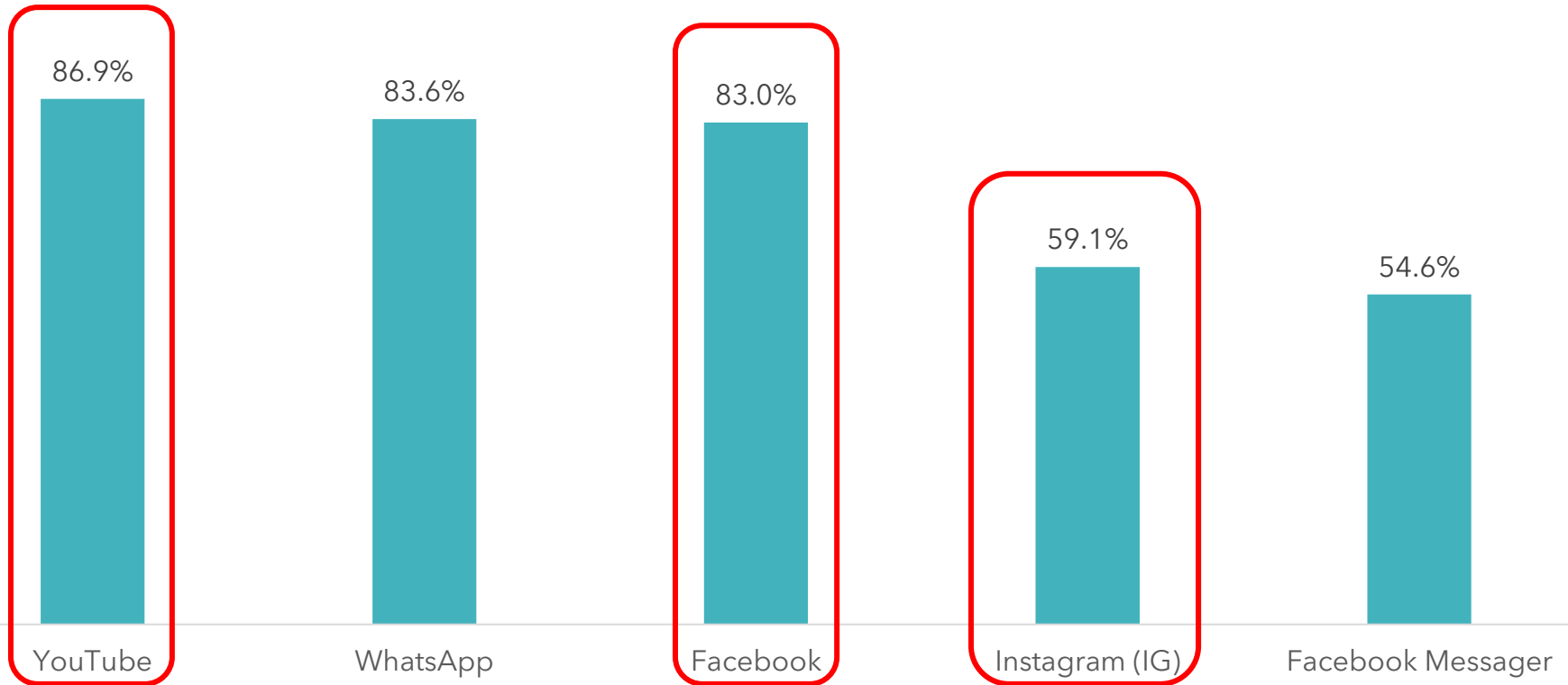
Target Market

- Segmentation: by age
- Target market: 15 - 55
- Social media coverage for this target market in HK: over **80%** distribution



Social Media Market

Figure 1: Top 5 most-used platforms - Aged 16 to 64 (Kemp, 2021).



Source: Figure is restructured by Author



Strategies and Tactics

Social media Marketing

- Social media: Facebook, Instagram (IG), and YouTube
- Promotion
 - Increase the promotion view rate for the special campaign
 - Provide update on products/services to customers
 - A hyperlink for the customer to join member by posting the updated mobile app (Google pay / Apple pay)



Sources: Fairwood Financial Report 2020/21 (webb-site.com, 2021).

Membership App Market

- Membership Mobile App (CRM platform)
 - Convenience: food pre-order and takeaways services
 - Member can enjoy price discount by additional loyalty point
 - Fast food prices are elastic to demand. More consumption is expected
 - Personalize menu will be suggested based on customer behaviors/appetite
 - Birthday offers

Conclusion

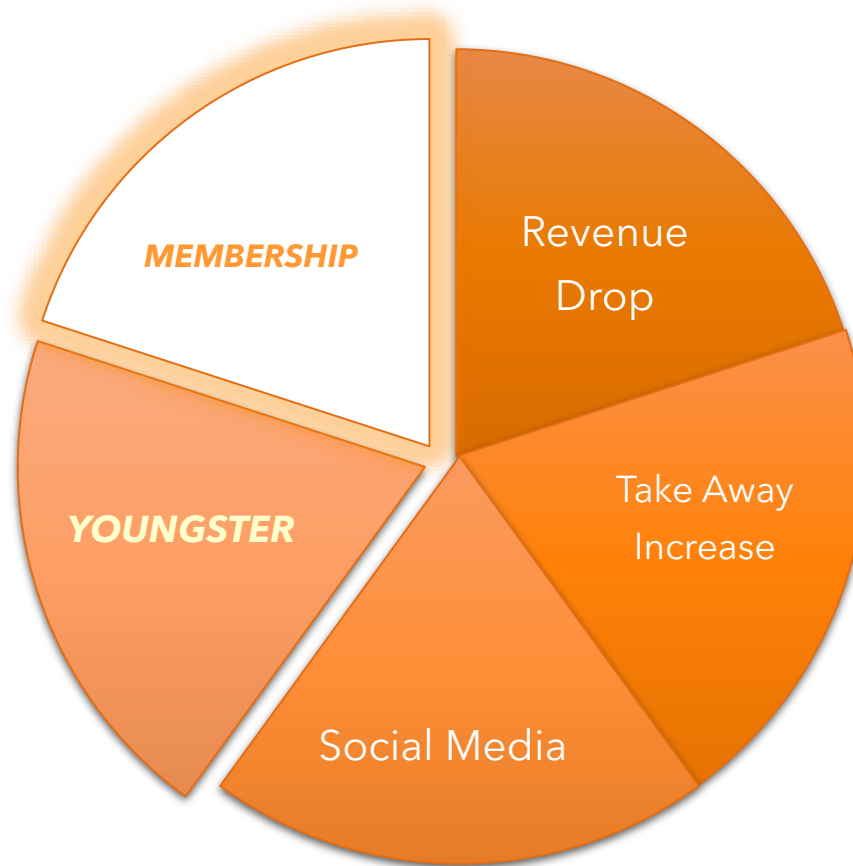
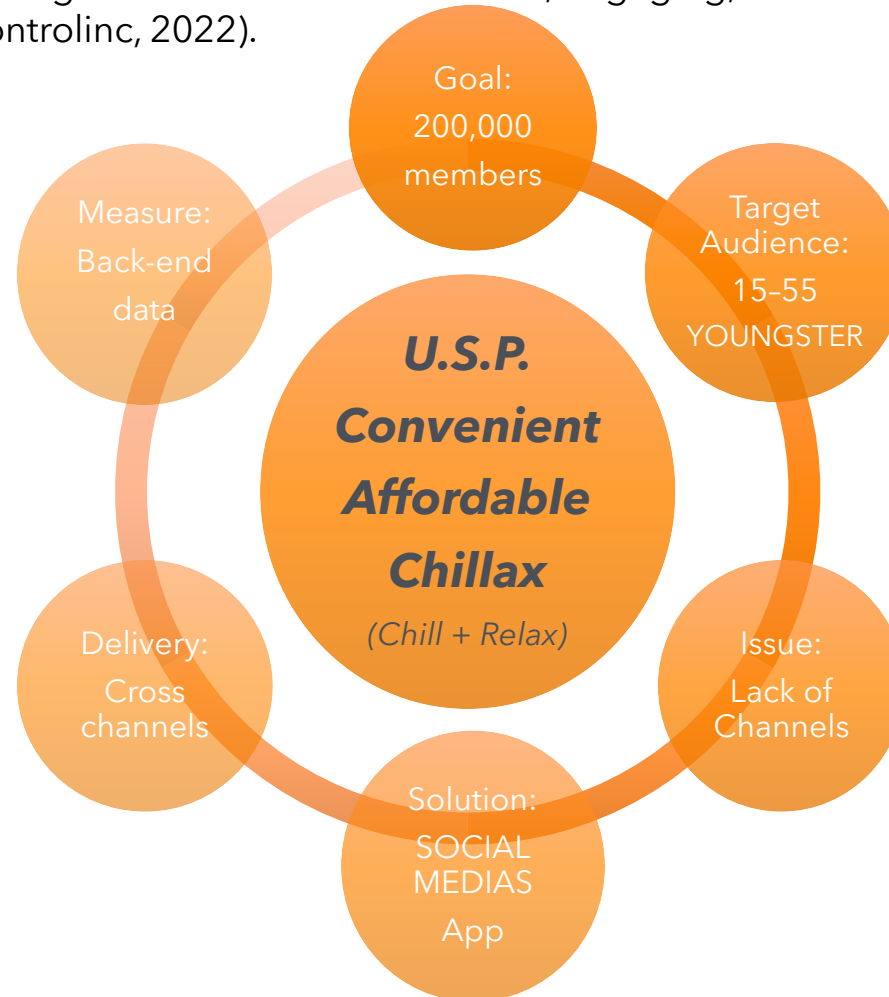


Chart created by K.C (2022)

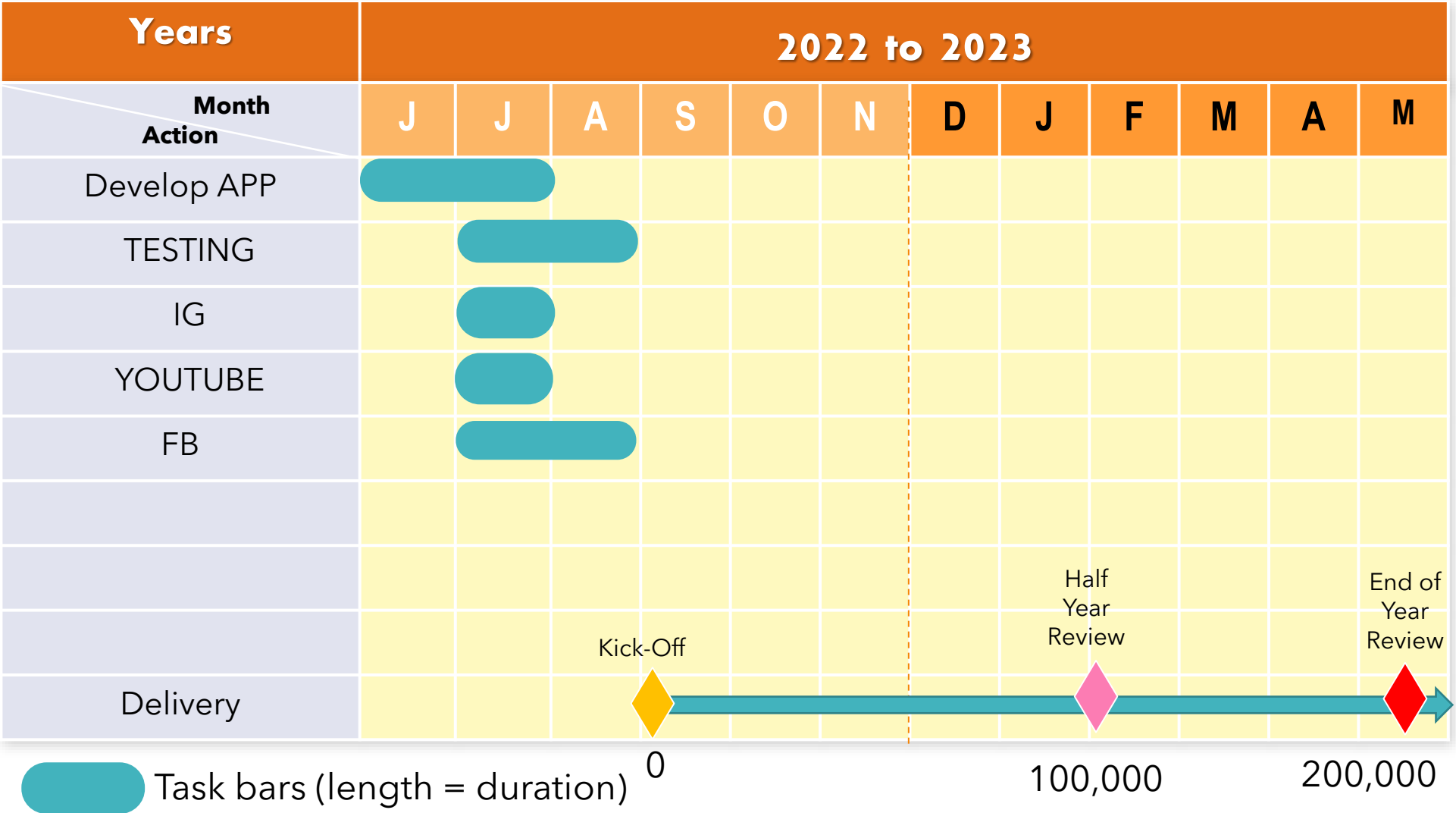
Content Marketing

Aims to create content that attracts the target audience and is cohesive, engaging, sustainable, and ultimately drives revenue (Krusecontrolinc, 2022).



(Krusecontrolinc, 2022).

Action Plan timeline:



Fairwood – Content of the new mobile application (A.K.A: app)

Fairwood is going to develop a new app to match the young customers with the following content:

- Jun to Aug to develop a new mobile app
- Jul to Aug for testing
- *New membership* reward *50 points*
- *Old members* reward extra *25 points* for using the *new app*
- Redemption system – *HKD30 > 1 point*
- *10 points = HKD 1*
- *Deposit \$500* reward *1000 points*
- Referral programme – encourage existing members to *enrol a new member*; each new member is going rewarded *25 points*



(This can be seen clearly in Fairwood restaurant, 2022d)



優惠



大快活
\$3 折扣優惠



大快活
早 / 茶市惠顧滿\$35 即減\$5

(Fairwood, 2022b)

Fairwood – Content of the new Instagram

Fairwood is going to create an Instagram to match the young customers with the following content:

- New subscription (A.K.A: *Follow*)
- *See First*
- *Share* new official IG
- *Hashtag 5 people*
- Leave a message "*Click & Order app*"
- And download the *new app* rewards *100 points*
- From 1 Jul ~ 31 Jan, achieve *100,000 new members on* mobile apps, and members will reward *100 points*



(Café De Carol, 2022)

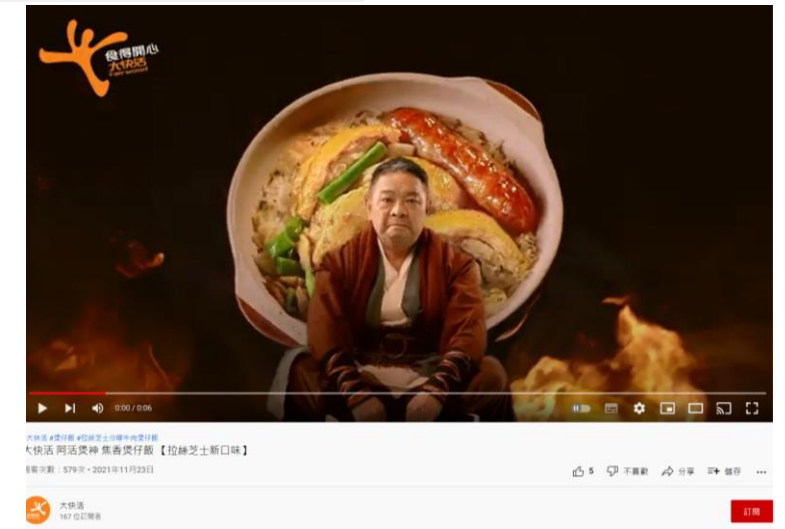
Fairwood – Content of the official YouTube

Fairwood is going to develop a new app to match the young customers with the following content:

- New subscription (A.K.A: *Subscribe*)
- *Food, Order, App* as keywords
- *Cross advertise on FB and IG*
- *Like, share and notice*
- Leave a message "*Click & Order app*"
- And download the *new app* rewards *100 points*
- From 1 Jul ~ 31 Jan, achieve *100,000 new members on* mobile apps, and members will reward *100 points*



(Fairwood, 2021)



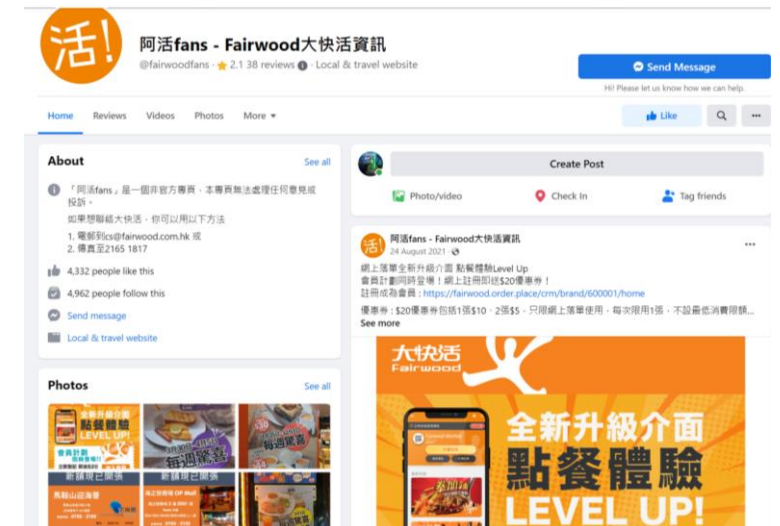
Fairwood – Content of the new official Facebook

Fairwood is going to develop an official Facebook to match the young customers with the following content:

- New subscription (A.K.A: *LIKE*)
- *Forward* new official FB
- *Tag 5 people*
- Leave a message *“Click & Order app”*
- And download the *new app* rewards *100 points*
- Cooperate with *FAIRWOOD FANS* to promote our new official Facebook with extra *100 points*
- From 1 Jul ~ 31 Jan, achieve *100,000 new members on* mobile apps, and members will reward *100 points*



(Fairwood, 2022c)

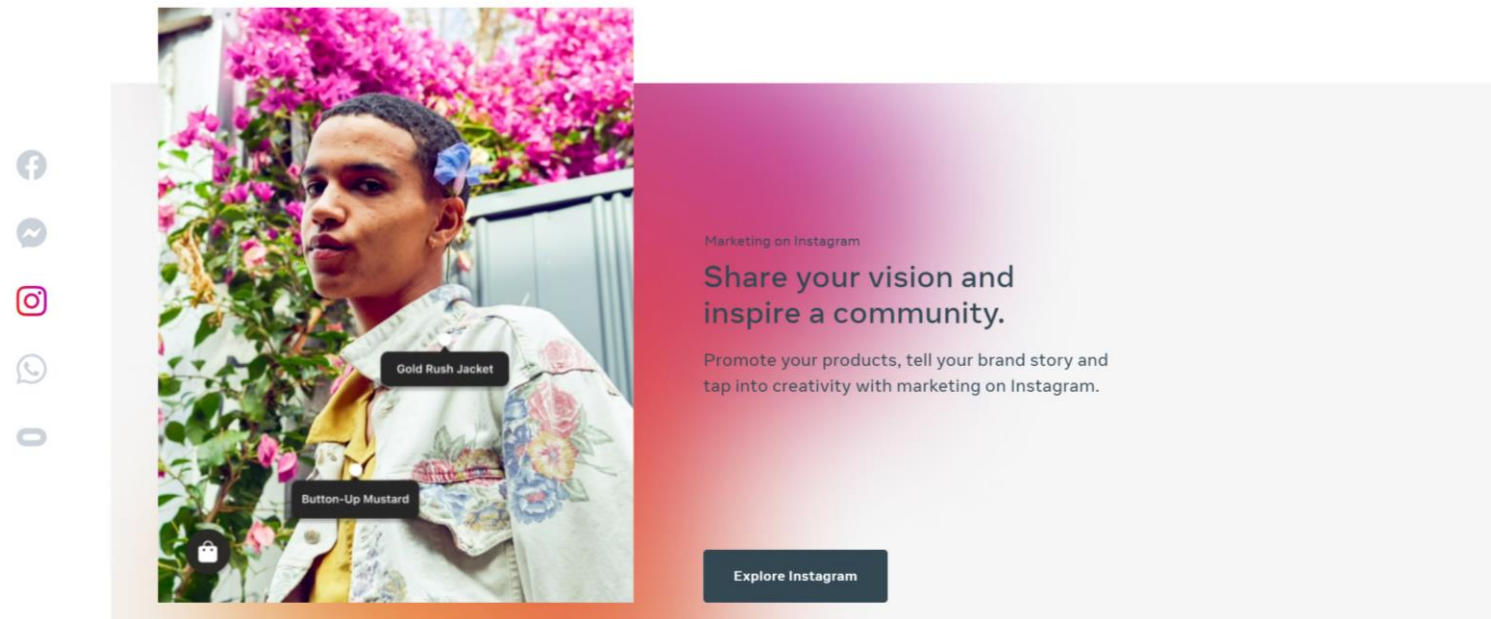


(Fairwood Fans, 2022)

Fairwood – Promotion of the new official Facebook and Instagram

➤ Advertising on Facebook and IG

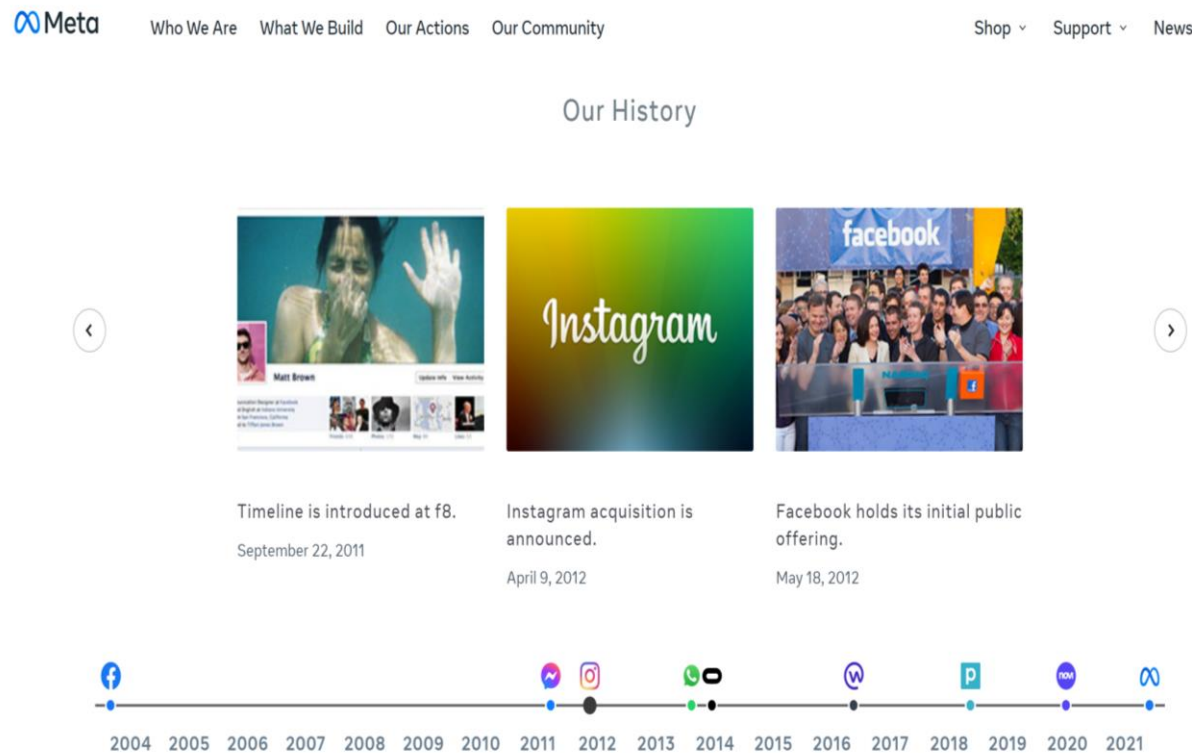
Grow your business across Facebook, Messenger, Instagram, WhatsApp and Quest.



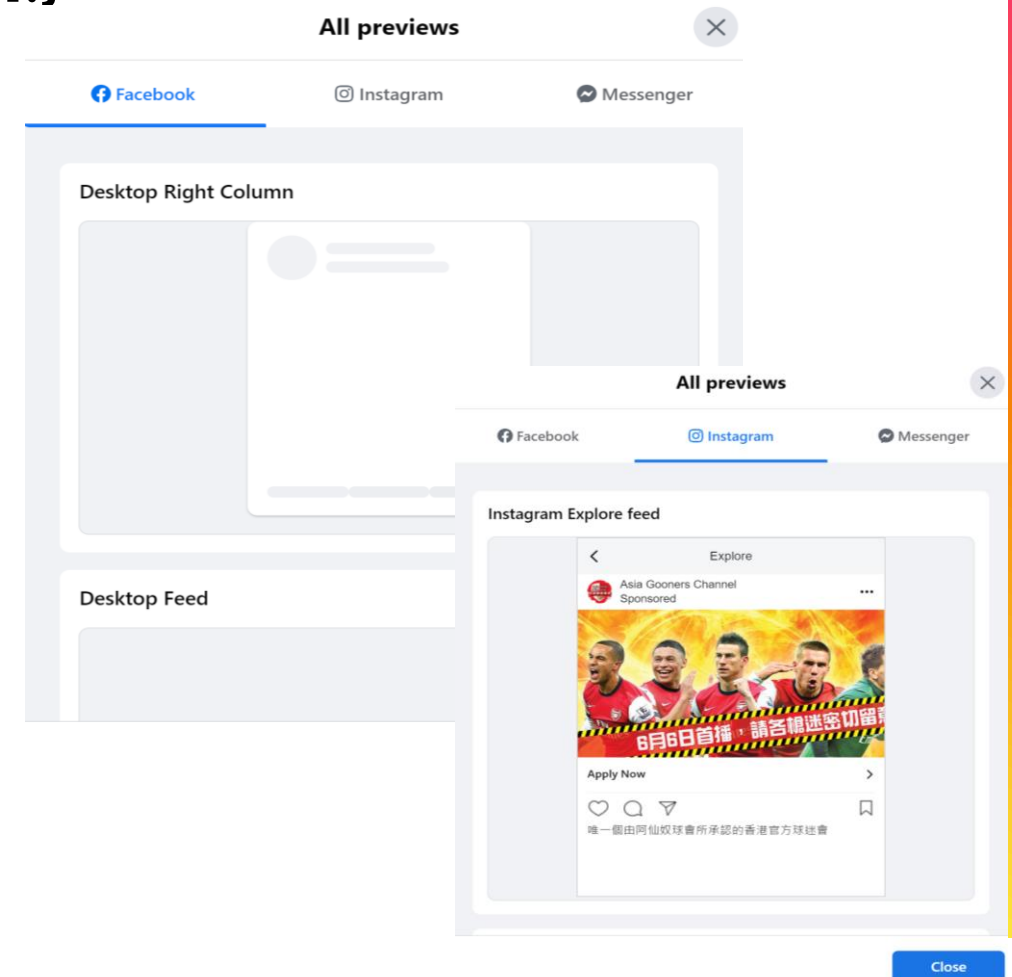
(Meta, 2022a)

Fairwood – Promotion of the new official Facebook and Instagram (Cont.)

➤ Advertising on Facebook and IG



(Meta, 2022b)



(Business Facebook, 2022a)

Fairwood – Promotion of the new official Facebook and Instagram (Cont.)

➤ Create the contents of FB and IG

Special ad category ⓘ

Ads about credit, employment, housing, or social issues, elections or politics ☐

Audience ⓘ

Who should see your ad?

Smart audience ☒

This audience is based on your Page details and will automatically adjust over time.

Audience details ⓘ

Location – Living in: Hong Kong
Age: 18-65+
People who match: Interests: Sogo Hong Kong, Internet meme, Sneaker collecting, Swimming, Basketball or People's Television Network
Detailed targeting expansion: On

People you choose through targeting ☐

People who like your Page ☐

People who like your Page and people similar to them ☐

Create New

Estimated daily results

People reached ⓘ

1.6K-4.6K

Link Clicks ⓘ

65-188

Payment summary

Your ad will run for 7 days.

Total budget

\$700.00 HKD

\$100.00 a day x 7 days.

Duration ⓘ

Run this ad continuously ⓘ ☐

Choose when this ad will end ☒

Days

7

End date

30 Jun 2022

Daily budget ⓘ

Actual amount spent daily may vary. ⓘ

Country, currency

HK, HKD

Change

Estimated 1.6K-4.6K people reached per day

\$ 100.00

\$10.00

\$2,000.00

Placements

Facebook, Instagram, Messenger

Where should people see your ad? ⓘ

By clicking Promote Now, you agree to Meta's [Terms & Conditions](#)

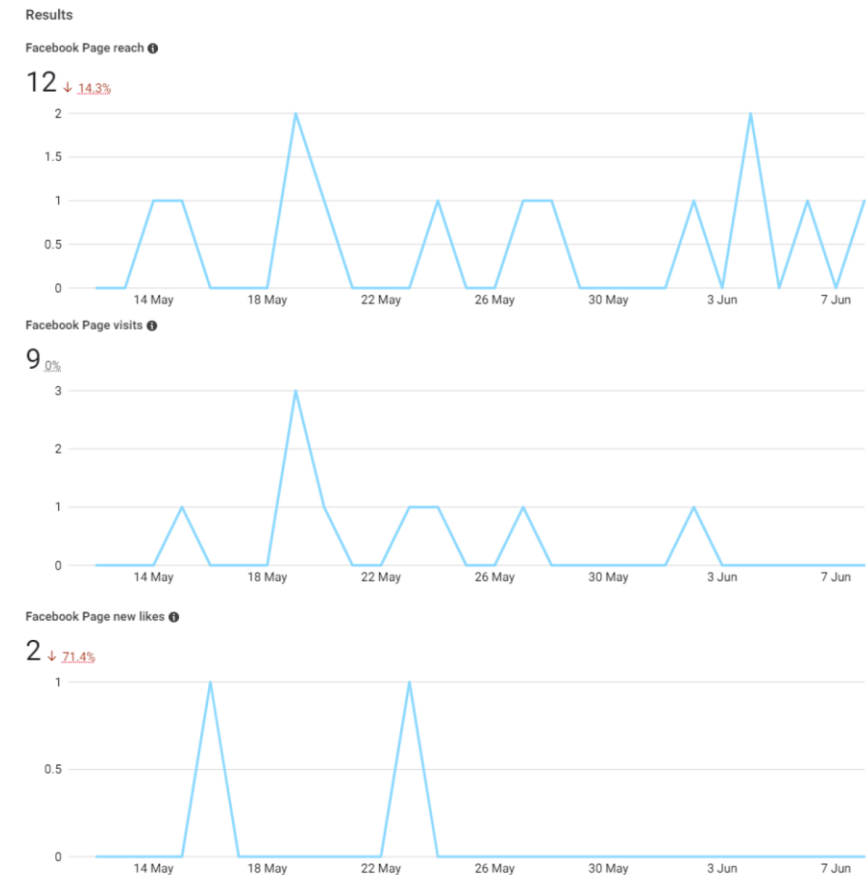
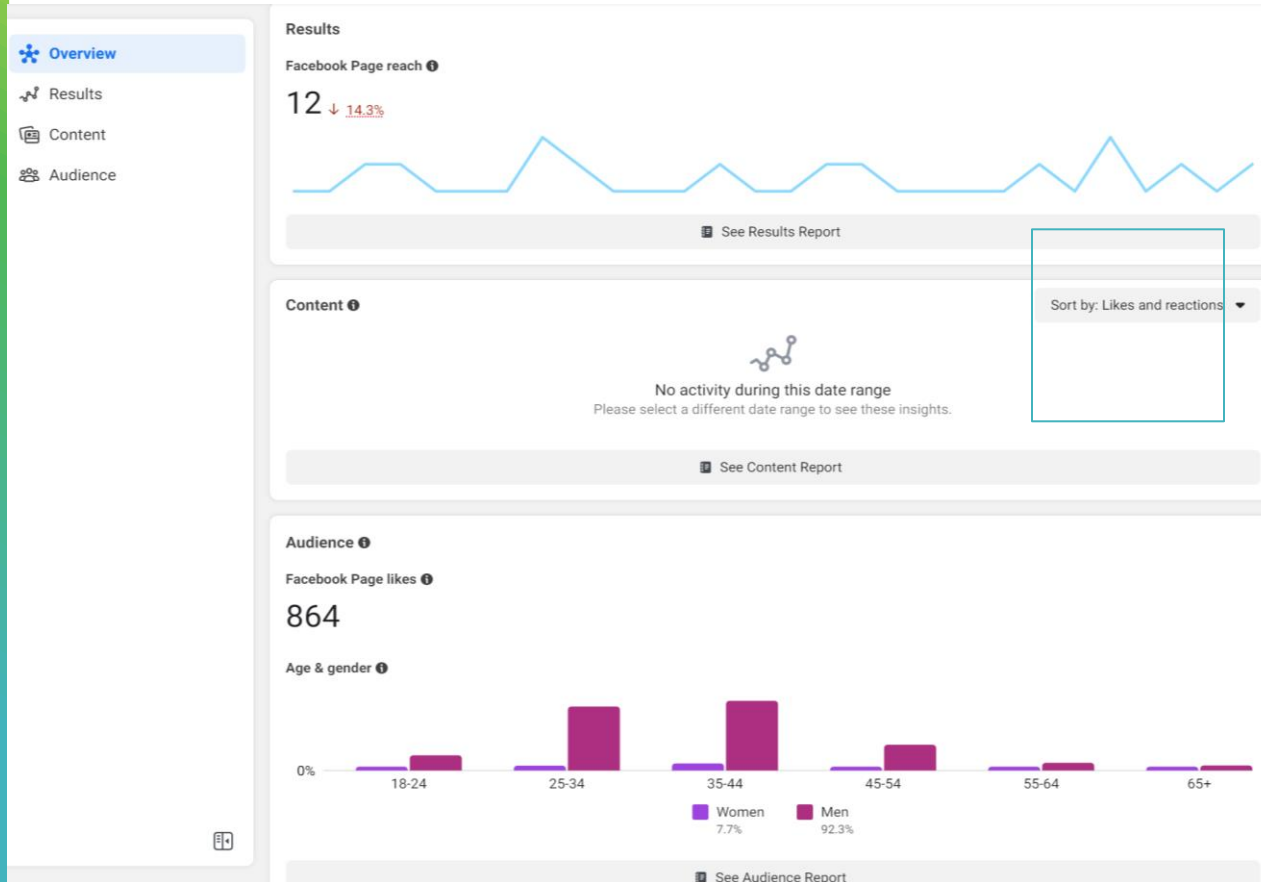
[Need help?](#)

Promote Now

By clicking Promote Now, you agree to Meta's [Terms & Conditions](#)

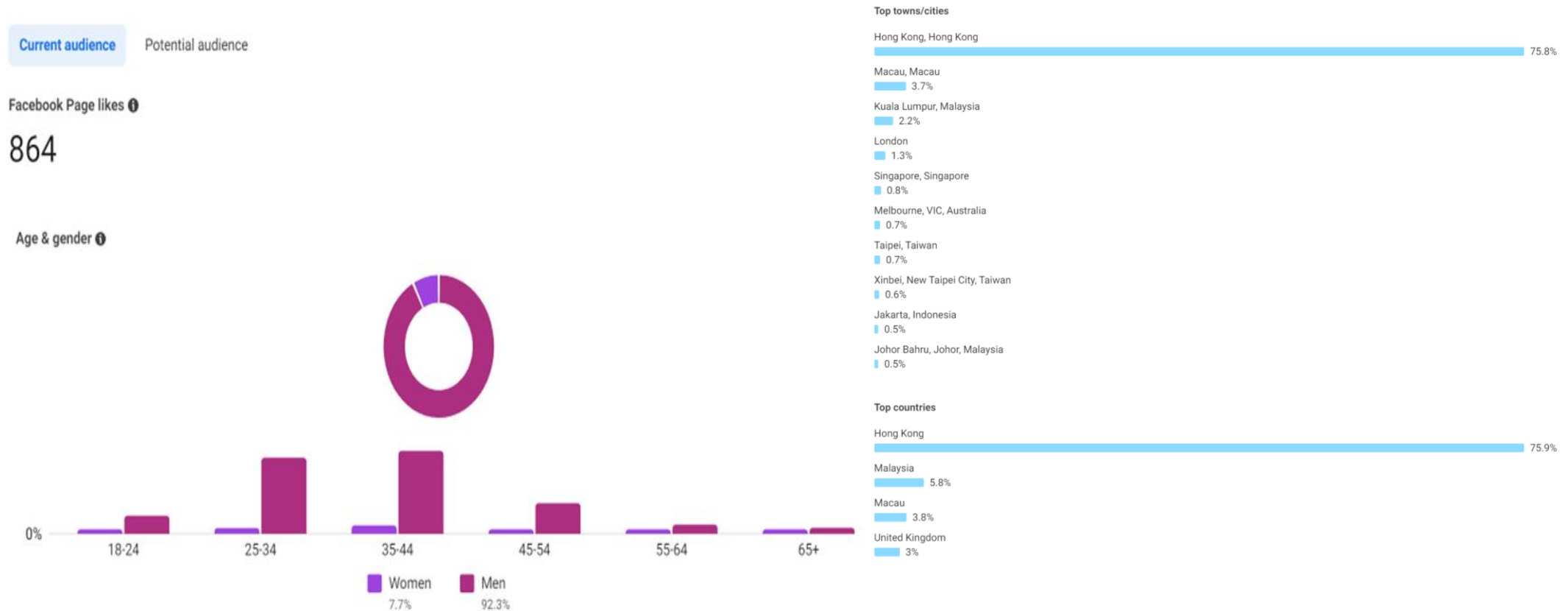
(Business Facebook, 2022b)

Promotion measurement (Facebook)



(Business Facebook, 2022)

Promotion measurement (Facebook)



(Business Facebook, 2022)



(Fairwood, 2022e)



(Fairwood, 2022a)

Thank you

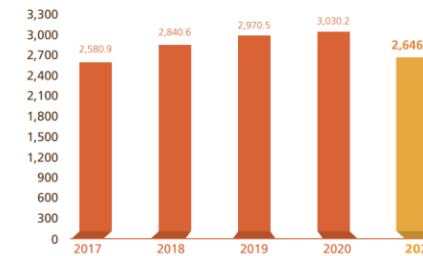
Appendix A – 2021 Financial report for Fairwood (webb-site.com, 2021)

			二零二一年 2021 千元 \$'000	二零二零年 2020 千元 \$'000
		附註 Note		
收入	Revenue	3(a)	2,646,469	3,030,198
銷售成本	Cost of sales		(2,318,873)	(2,752,830)
毛利	Gross profit		327,596	277,368
其他收入	Other revenue	4	93,785	24,380
其他收益／(虧損)淨額	Other net gain/(loss)	4	6,136	(1,285)
銷售費用	Selling expenses		(34,511)	(32,722)
行政費用	Administrative expenses		(115,526)	(126,078)
其他物業、機器和設備的 減值虧損	Impairment losses on other property, plant and equipment	10(d)	(34,310)	(8,340)
使用權資產的減值虧損	Impairment losses on right-of-use assets	11	(59,377)	(17,498)
投資物業估值虧損	Valuation losses on investment properties	10(a), 10(b)	(8,570)	(5,750)
經營溢利	Profit from operations		175,223	110,075
融資成本	Finance costs	5(a)	(36,824)	(37,995)
除稅前溢利	Profit before taxation	5	138,399	72,080
所得稅	Income tax	6(a)	15,218	(11,213)
本公司權益股東應佔本年度 溢利	Profit for the year attributable to equity shareholders of the Company		153,617	60,867
每股盈利	Earnings per share	9		
基本	Basic		118.59 仙cents	47.03 仙cents
攤薄	Diluted		118.59 仙cents	46.96 仙cents

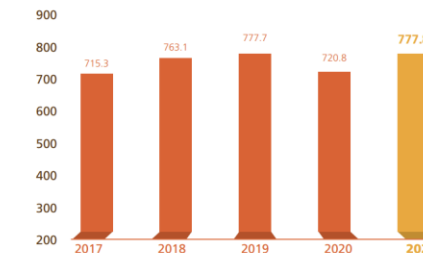
第75至第170頁的附註屬本財務報表的一部分。應付本公司權益股東的股息詳情載列於附註23(b)。

The notes on pages 75 to 170 form part of these financial statements. Details of dividends payable to equity shareholders of the Company are set out in note 23(b).

收入 (港幣百萬元)
REVENUE (HK\$'m)



資產淨值 (港幣百萬元)
NET ASSETS (HK\$'m)



Appendix B - Café De Coral – Annual Report 2020/21 (Cafe De Coral - Financial Report, n.d.)

FINANCIAL HIGHLIGHTS

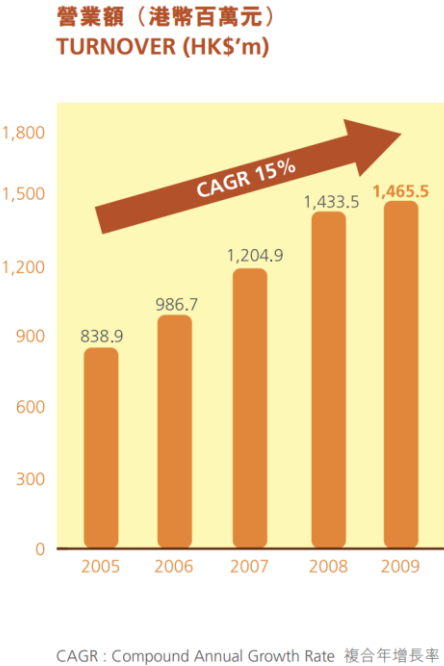
財務概要

Year ended 31 March 截至三月三十一日止年度		2021 二零二一年 HK\$'000 千港元	2020 二零二零年 HK\$'000 千港元	Change 變動 %
Revenue	收入	6,714,255	7,963,097	(15.7)
Profit attributable to equity holders of the Company	本公司股權持有人應佔溢利	359,130	73,634	387.7
Total assets	資產總值	7,154,673	6,220,758	15.0
Net assets	資產淨值	3,034,836	2,671,312	13.6
Basic earnings per share	每股基本溢利	HK\$0.62 港元	HK\$0.13 港元	376.9
Interim and final dividends per share	每股中期及末期股息	HK38 cents 港仙	HK19 cents 港仙	100.0
Net assets per share	每股資產淨值	HK\$5.18 港元	HK\$4.56 港元	13.6

Appendix C – Revenue Fairwood during downturn 2008/09 & 2003/04 financial report (webb-site.com, n.d.)

Source: Fairwood 2009 annual report.

Revenue increased by 2% after the financial tsunami in Sep 2008



Source: Fairwood 2004 annual report

Revenue increased by 2% after the SARS outbreak in May 2003

綜合損益表
Consolidated Profit and Loss Account
截至二零零四年三月三十一日止年度
for the year ended 31 March 2004
(以港幣列示)
(Expressed in Hong Kong dollars)

		附註 Note	二零零四年 2004 千元 \$'000	二零零三年 2003 重訂 restated 千元 \$'000
營業額	Turnover	2 & 11	745,254	732,375
銷售成本	Cost of sales		(701,731)	(684,851)
毛利	Gross profit		43,523	47,524
其他收入	Other revenue	3	2,044	2,932
其他收益淨額	Other net income	3	3,851	4,557
行政費用	Administrative expenses		(43,714)	(42,392)
固定資產減值虧損淨額	Net impairment loss on fixed assets			
轉回/(準備)	reversed/(provided)	12	501	(7,408)
投資物業重估盈餘	Revaluation surplus on investment properties	12(b)	278	2,872
經營溢利	Profit from operations		6,483	8,085
融資成本	Finance costs	4(a)	(1,845)	(2,397)
除稅前正常業務溢利	Profit from ordinary activities before taxation	4	4,638	5,688
所得稅	Income tax	5(a)	(847)	(1,536)
除稅後正常業務溢利	Profit from ordinary activities after taxation		3,691	4,152
少數股東權益	Minority interests		13	(944)
股東應佔溢利	Profit attributable to shareholders	8 & 24(a)	3,704	3,158
每股盈利	Earnings per share	9		
基本	Basic		3.00 仙 cents	2.56 仙 cents
攤薄	Diluted		2.96 仙 cents	2.54 仙 cents

Appendix D – Revenue Café De Coral during downturn 2008/09 (Cafe De Coral - Financial Report, n.d.)

Source: Café De Coral 2009 annual report.

Revenue increased by 9% after the financial tsunami in Sep 2008

FINANCIAL HIGHLIGHTS

Year ended 31st March,	2009 HK\$'000	2008 HK\$'000	Change %
Revenue	4,673,609	4,283,586	9.1
Profit attributable to equity holders of the Company	441,866	420,234	5.1
Total assets	2,970,949	2,934,496	1.2
Net assets	2,377,193	2,387,388	-0.4
Basic earnings per share	79.77 HK cents	76.36 HK cents	4.5
Interim and final dividends per share	53 HK cents	50 HK cents	6.0
Special dividend per share	15 HK cents	–	N/A
Net assets per share	HK\$4.28	HK\$4.32	-0.9

Reference

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