



LEVEL 7 ASSESSMENT SPECIFICATION

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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.		

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1. Introduction

Strategies would state clear about how the executive levels of an organisation would like to position their company or branding in the market. Also, from the strategies of the pioneer of the industry, these would show their expectation on the development of the market. Other competitors could take it as reference, for drafting the next step, to stay low or to act aggressively for gaining more market share.

1.1 Zara's Background

Zara, a Spanish company, is one of the leaders of fast fashion industry in the world. Amancio Ortega, the founder of Zara, has a great vision and clear mind set of fast fashion industry, or he named it as “instant fashion”. He was the first mover of this industry, and brought up a trend in the fashion industry by then.

Referring INDITEX's milestones as mentioned in their official website (2022a), here is a timeline which would describe the brief history of Zara:

1963, Confecciones GOA, small dressmaking workshop

1975, Zara store (Forward integration)

1988-1990, Globalization (Market development)

2003, Zara Home was launched (Related diversification)

2007-2017, Develop e-commerce platform (Market penetration)

2020, INDITEX closed 1200 stores globally and focus on e-commerce (Retrenchment)

2021, Zara launched cosmetic line (INDITEX, 2022b) (Unrelated diversification)

From the milestones that have been described as above, we can see that different corporate level strategies have been made by the executives of Zara. These shows that Zara is willing and accept changes to themselves due to the market trends in different times.

Flexibility is very important and a key to continue success, especially for a brand with a long history in the market.

1.2 Study Objectives

In this study, both of the corporate and business level strategies that Zara is applying would be slightly described and discussed, to see if they are suitable and strong enough for facing the existing challenges. Moreover, recommendations would be mentioned at the end of this study, after analysing the external and internal environment factors, to suggest Zara how to achieve their goals according to their VMV and strategic direction, also what kind of strategies would be suitable to be implanted in Hong Kong SAR.

2. Zara's VMV and Strategic Direction

In this section, we could see the relationships between Zara's VMV and their strategic direction. With the clear statements, both staffs and customers would easier to understand how the cooperate rank and priority their concerns and taking care on which aspects in around five to ten years.

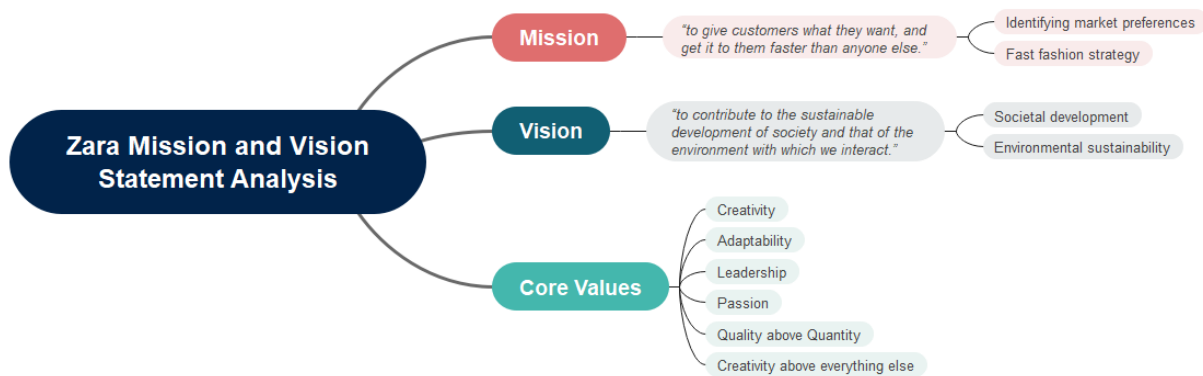


Figure 2.1 Zara's VMV

Source: How I Got The Job, 2021

2.1 Vision Analysis

Zara's Vision Statement – 'To contribute to the sustainable development of society and that of the environment with which we interact.' (Samuel, 2021)

From this vision statement, this clearly mentioned that Zara has their long-term target to reduce their wastages and pollutants from manufacturing clothing products. Preventing global warming is a hot topic through all the industries, Zara as the leader of fast fashion industry started considering to use sustainable materials for their textile products.

2.2 Mission Analysis

Zara's Mission Statement – 'Give customers what they want and get it to them faster than anyone else.' (Samuel, 2021)

From this mission statement, Zara has put customers' satisfaction in the first place. Also, it clearly stated that Zara expecting they could response to the market requirement as soon as possible. As a fast fashion brand, Zara is providing at least 20 collections per year, to ensure their products could fulfil their customers' (mass market) needs.

2.3 Values Analysis

Zara's core values: Creativity, Adaptability, Leadership, Passion, Quality above Quantity, Creativity above everything else (Samuel, 2021).

From above values, we can see that Zara would like to focus on having creative designs with good quality for bring impacts to the industry and market to remain their current position in the fast fashion industry. Moreover, to keep their designers and staffs to have passion in the fashion industry is also one of Zara's core values.

2.4 Strategic Direction

Based on above summaries of Zara's VMV, seems they have set up a long-term goal on achieving environmental sustainability, and short-term target on remaining the fast speed of giving their customers what they request.

Therefore, combining these two goals, we may assume Zara's strategic direction will be focusing on using sustainable materials for new launching collections and reduce their wastages from production.

3. Macro-Environment Analysis

As mentioned before, this study is mainly focus on Hong Kong market for both Zara and Zara Home. Therefore, in this section, the external factors which would affect the strategic direction in Hong Kong region will be analysed. Except environment factors, because this is a global problem, which pressured Zara to start using sustainable raw materials, to lead the fast fashion industry reducing water wastage and wastes to landfills.

3.1 Economic Factors

Starting from 2020, COVID-19 has impacted the global economy over every industry, especially retail sales because of the lockdown policies in different countries.

In Hong Kong, retail sales have been increased rapidly more than 30% at the beginning of 2021 after the first year of pandemic (Ma 2021a), but it slightly dropped after 2021 (Trading Economics, 2022)

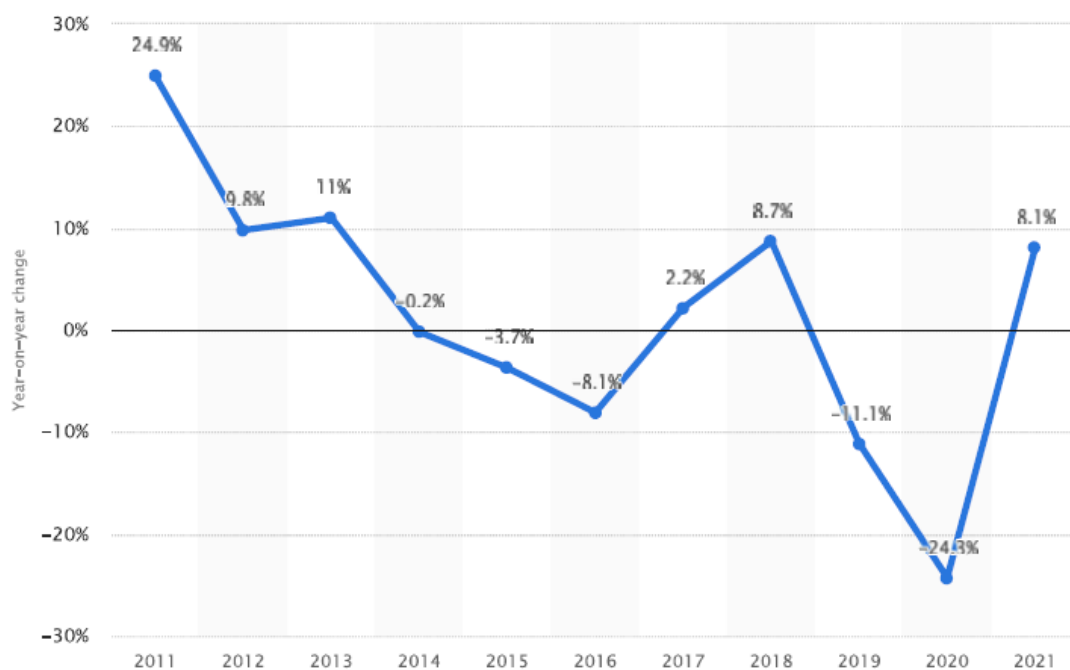


Figure 3.1 Annual growth of the total retail sales value in Hong Kong from 2011 to 2021

Source: Statista, 2021



Figure 3.2 Hong Kong Retail Sales

Source: Trading Economics, 2022

Mainly because the COVID-19 cases increased in February 2022, with government tighten the social distancing measurements again, it clearly affects the sales in the market.

In 2021, the sales value of apparel and footwear increased slightly in Hong Kong region compare with 2020 (Ma, 2022).

Due to pandemic, the online retail (e-commerce) has been needed in different countries, and became more popular by then, this changes also happened in Hong Kong. Although overall retail market was shrunken in 2020 – 2021 as mentioned, online sales value was steadily increasing in the same period. In the financial year 2021, the total retail sales value from e-commerce was up to 23 billion Hong Kong dollars (Ma, 2021b). This was so called “lifesaving” tool for the retail business owners to survive from the pandemic, which couldn’t see the end of it until now. With the success or stable that the owners that have been experienced, the sales value through online channels was expected to further grow in the future, and forecasted to reach over 42 billion Hong Kong dollars by 2026 (Ma, 2021b).

Not only fashion industry, the economic factors of home textile industry (for Zara Home) are also analysed in this study.



Figure 3.3 Home Textile Retail Market Analysis

Source: Technavio, 2022

Above figure has been summarised the important forecast of home textile industry in 2022, which will have 5.46% YoY growth rate and 37% of growth will be originated from APAC area, which Hong Kong is also included. The total market size will be increased by 57.58 billion US dollars in 2026 (Technavio, 2022). From these numbers, we can predict that Hong Kong has potential of developing home textile products in the next few years.

With the property prices and rental rate has been slightly dropped in 2022 and forecasted will be decreasing continually in the near future (Gordon, 2022), we can assume that more residents would able and willing to buy property, as there are about 14,900 deals in Q2 2022 (Tang, 2022). Therefore, the needs of home textiles products will be increased for home renovation and household furnishing in Hong Kong market.

However, as the global market of home textiles have been grown also, with the unstable cost of raw material, it may impact the selling price and quantity of the products which will also affected the forecast of the market size (PRNewswire, 2022).

3.2 Environment Factors

According to United Nations Environment Programme (UNEP) mentioned in their online article, there is around 2-8% of carbon emissions in the world was caused by clothing productions, while the major pollutant of water is from dyeing fabric materials (UNEP, 2022). Since fast fashion industry aims to providing customer more choices and releasing about 20 seasons collections annually, it is one of the largest global polluters in this century. Overall, the fashion industry (included fast-fashion industry and luxury fashion industry) total produce 92 million tonnes of waste, which would be moved to landfills, 20% of global water wastage and 10% of greenhouse gas emissions, that the fashion industry is responsible on limiting and reducing the pollutants for their further planning (Ho, 2019).

3.3 Social Culture Factors

During the pandemic, social has good experience on purchasing different kinds of products and receiving advertisement (product information) through online channels, such as website, social media, newsletter etc, which was mentioned in previous paragraphs. Also, since “work from home” (see Appendix 2) and no dinner in restaurants policies were proposed and lasted for a long period (around half to one year, depends on different companies’ policies), people had no desire on buying new apparel items base on lack of social activities, this may cause a huge drop of the sales of fashion items. However, because people spent more time at home, and looking for a better working environment in their property, people may start having ideas for their home decoration and renovation. Moreover, most of Hong Kong people are fan of best cost products more than low-cost products, they also consider about the quality of the products before purchasing the items. So, it is not easy to trigger them to buy a new brand’s

item online for the first time, but easier if they have enough confidence for buying the items from the brand that they are familiar with.

3.4 Political Factors

With the Hong Kong government tightening the social distancing measurement and the policies of 0+3 quarantine arrangements for inbound persons (see Appendix 1), not much visitors are willing to visit Hong Kong in the near future. This would affect the retail sales in Hong Kong, especially for fashion industry.

3.5 Technology Factors

According to above factors, we may see the technology of online shopping platform is mature already nowadays. Therefore, most of the retail shops have treated online channels as a necessary tool for expanding their customer groups and growing sales.

3.6 Porter's Five Forces Analysis

With the Porter's Five Forces Analysis based on Hong Kong market, it would be easier to see how high the potential for Zara and Zara Home to stay in this market would be.

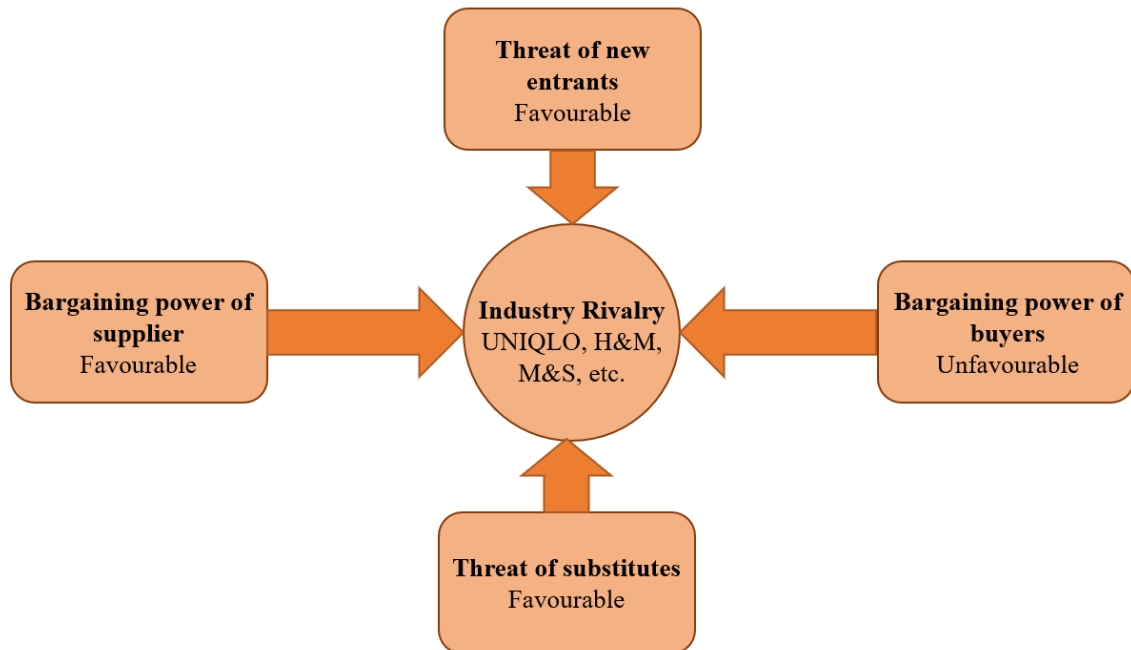


Figure 3.4: Porter's 5 forces Analysis - Zara

Construct by Author

Threat of new entrants: Favourable to Zara

Since there is a lot of fast fashion brands existing in Hong Kong, including Marks & Spencer with a long history in this market, the new entrants could be seen as a weak force to threat to Zara position in Hong Kong.

Bargaining power of supplier: Favourable to Zara

Since Zara is launching 24 seasons per year with a high volume to fulfil the needs around the world, it is favourable for Zara to bargain with their suppliers for raw materials. Therefore, it should be seen as a weak force to threat Zara.

Bargaining power of buyers: Unfavourable to Zara

With many international fast fashion brands in Hong Kong, customers have a lot of choices to choose base on similar design, quality and selling price. Most of them are preferred best cost products, which means they are not loyal customers for Zara. It is very easy that they will transfer to buy items from Zara's rivalry as Zara has limited buffer of discount or price down.

Threat of substitutes: Favourable to Zara

There is no substitutes product for fast fashion, except the products from the same industry. On the other hand, fast fashion items are a substitutes product for other apparel industry in Hong Kong market.

Industry Rivalry: Unfavourable to Zara

As mentioned before, there is many different international fast fashion brands in Hong Kong are existing, and the target customers group of Zara is same as the other brands, so this force is a strong force to threat Zara's position in Hong Kong market.

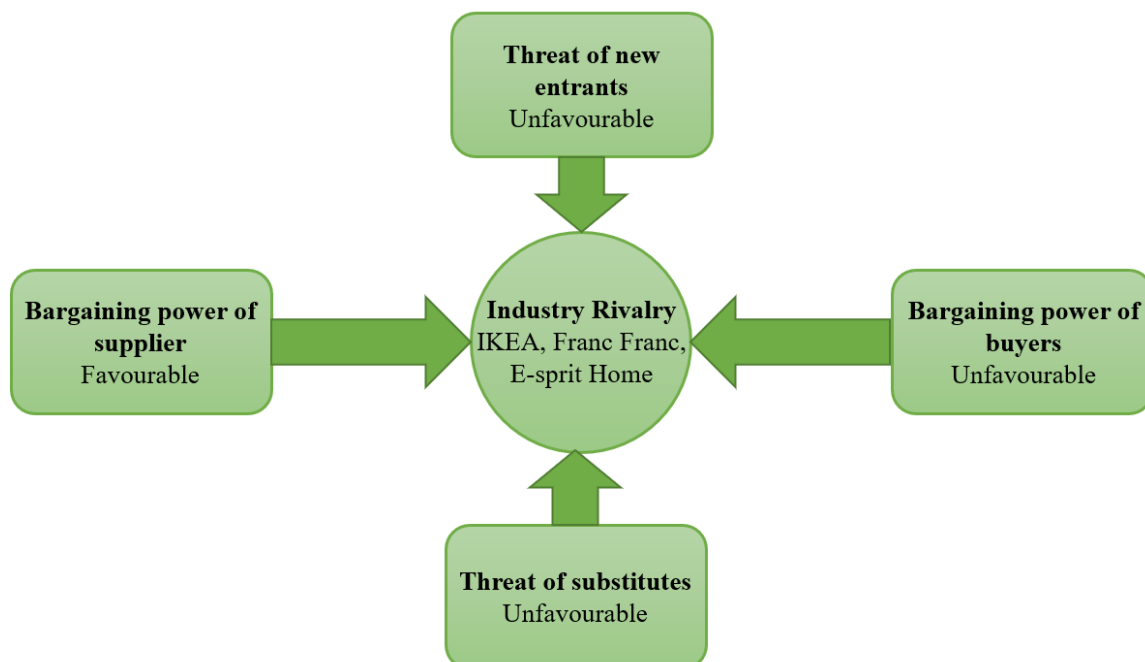


Figure 3.5: Porter's 5 forces Analysis – Zara Home

Construct by Author

Threat of new entrants: Unfavourable to Zara Home

As Zara Home is a new brand of home textile industry to Hong Kong market, compare with other rivals, so it would be a moderate force to Zara Home even if the quality is slightly better than Zara Home.

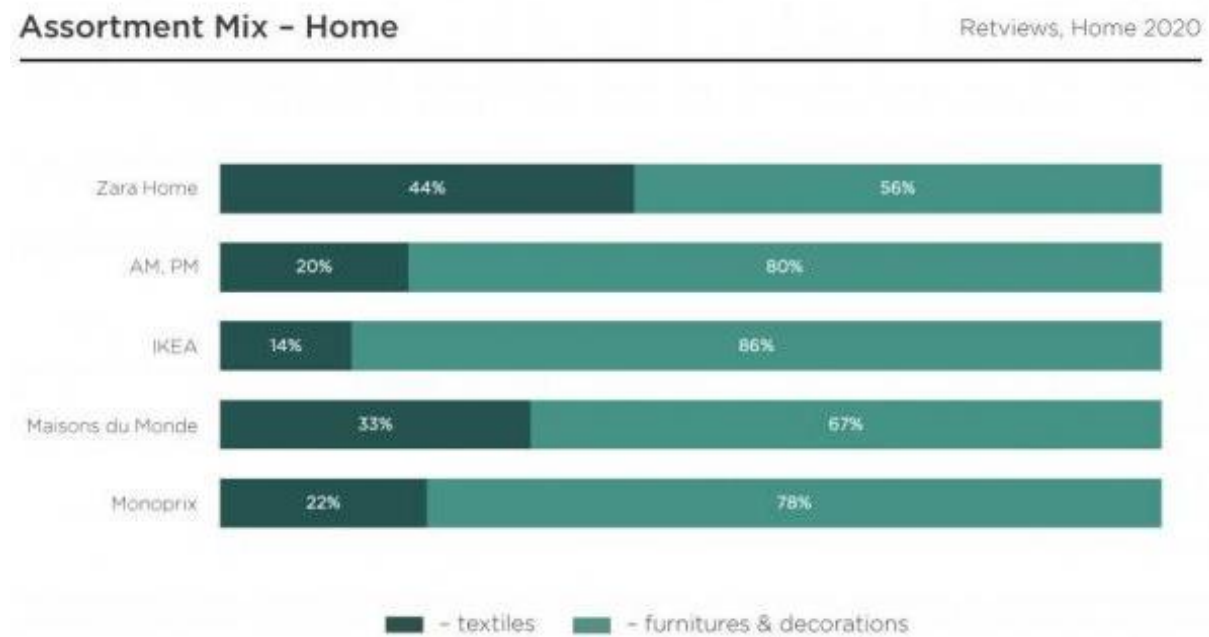


Figure 3.6: Assortment Mix of home décor brands

Source: Lectra, 2019

Bargaining power of supplier: Favourable to Zara Home

Since Zara Home could use the same suppliers as Zara for textile/fabrics products, and 44% of Zara Home are belong to textiles products (Lectra, 2019), so it should be seen as a weak force to threat Zara Home.

Bargaining power of buyers: Unfavourable to Zara Home

Hong Kong customers behaviour would like to purchase items from their familiar brands, such as IKEA, which is one of the most famous home décor brands in the world, with higher confidence on quality and past satisfaction experience. Therefore, Zara Home is not the first choice of buyers in Hong Kong, and it should be seen as a strong force to threat Zara Home.

Threat of substitutes: Unfavourable to Zara Home

In Hong Kong, it is very common that the renovation companies would also provide furniture building (such as wardrobes, tables, bed frames etc.) services to customers. Also, they could have a design on the wall as decoration of the house. Therefore, it may affect the sales of home décor brands in this market.

Industry Rivalry: Neutral to Zara Home

The reason that this force is neutral to Zara Home is only part of rivals would be the strong force to Zara Home, but Zara Home has more advantages than the other brands.

For example, IKEA is a very strong force to threat the stay of Zara Home in Hong Kong with their long history and a great brand image in this market. MUJI, a famous Japanese brand, is also a strong force to threat Zara Home in Hong Kong, which customers would think that their products are with good quality guaranty since they are made in Japan (well known as higher level quality checking in the world). But for Franc Fran and E-sprit Home, Zara Home has similar or better of products' quality. Therefore, it is neutral to Zara Home to stay in this market.

4. Micro-Environment Analysis

For analysing the micro-environment factors of Zara, the Porter's Value Chain analysis method have been applied in this study. The following figure will show the brief concept and points for better understanding:



Figure 4.1 Porter's Value Chain Analysis of Zara

Construct by Author

4.1 Primary Activities

Since Zara has more than half of their products (garments and textile) manufactured from their own factories in Spain, which is near to Zara headquarters, this could help to achieve the "Just-in-time" production with high speed (EdrawMax, 2021). In fact, with the "Just-in-time" business strategy, combining pull strategy (to fulfil exact amount of request from the retail stores, can reflect the customers' needs in the market), Zara has good control of their inventory, limited the unsold stock all over the world (Strategyzer, 2020).

Moreover, Zara owner, INDITEX works very close with their suppliers for providing raw materials in Spain, the supply chain is stable for production, which would help to remain the on-time schedule for their retail stores on placing orders every two weeks (5 Minutes Learning, 2021).

On the other hand, speeding up the distribution and shorten the lead time is very important for Zara, so they have tried very best to keep the deliveries in Spain within 24 hours, to abroad (Europe) within 40 hours (EdrawMax, 2021), and to Asian countries will only take few days for delivery (5 Minutes Learning, 2021). So, they have very strict scheduling for their delivery and shipments.

Above activities could achieve Zara's mission – to give the customers what they want and get it to them faster than anyone else. By this, customers will be satisfied with Zara's service with meeting their expectation, Zara will gain word of mouth from that. Therefore, Zara is only spending about 0.3% of sales on advertisement, comparing with the other competitors spending 3-4%, Zara has become a success story and example of low-cost marketing strategy (Barry, Siddiqui and Roshaan, 2018).

4.2 Support Activities

Zara has their own distribute center to take the responsibilities of receiving orders from store managers, purchasing raw fabrics within Europe, and shipping out the products to the stores (5 Minutes Learning, 2021). More important is, INDITEX group actually owns several fabrics supply in Spain and their factory will transform those input into their own products as fast as possible to keep a good flow of goods for “Just-in-time” production strategy (EdrawMax, 2021).

As the main direction of Zara would be made by the CEO, the other teams from headquarters, such as brand management, human resources, IT, transportation and real estate, would apply different levels of strategies by following the direction (EdrawMax, 2021).

For technology, information transferring is a key of Zara's success. The whole supply chain is well connected together and transferring data and market latest information in between store managers and the headquarters (EdrawMax, 2021). With the ideas and information that provided by store managers, designers are able to create the latest design with exact what customers want and need currently. Therefore, store managers of Zara are not only focusing on sales team and customer services, they also need to have sense of fashion to provide valuable suggestions to designers.

In addition, the Business Model Canvas could also help to understand more about the internal factors of Zara which may not covered in Porter's Value Chain Analysis:

Key Partners  Store managers Designers Workers with passion in fashion industry	Key Activities  Market researches on trends Just-in-time design & production Key Resources  Integrated supply chain of raw materials	Value Propositions  Fast fashion and home textile products with affordable price	Customer Relationships  “Customers First” as Zara’s approach Channels  Own retails stores in different regions	Customer Segments  Mass Market
Cost Structure  Limited and reduced inventory & unsold stock Just-in-time supply chain costs		Revenue Streams  Lower discount level		

Table 4.1: Business Model Canvas of Zara

Construct by Author

With the customers visiting Zara stores 17 times per year in Spain, comparing with the other brands, customers only 3 to 4 times per year, it shows the satisfaction of customers that Zara have achieved (5 Minutes Learning, 2021). Therefore, we can assume that the relationships between Zara and customers are very well and meet INDITEX's stated approach – Customers First (INDITEX, 2022c), this could be one of the reasons which makes Zara's strong position in the fast fashion industry.

Lower discount level shows that Zara has already set up an affordable price for customers with low margin comparing to other fashion brands in the market, so that there is narrow space for them to price down. It is very rare that Zara or other fast fashion brands would have promotion sales while other luxury fashion brands often have huge discount annually to clear those unsold stock.

4.3 Zara's strengths and weaknesses

Summarizing above analysis result, we can see that Zara has their advantages on their unique fast speed of delivery model, highly competitive and strong position in fast fashion industry, on time designs with market trends, centralized decision making by the CEO, which is working close with the headquarters in Spain, low cost of marketing with positive word of mouth, strong distribution channels, and stable supply chain to meet their requirement on tight production schedule.

However, the heavy cost of R&D could be the Achilles' heel of Zara to further develop. As Zara requested 300 designers need to design more than 11000 items per year (Goerss, 2011), there would be more designs have been rejected or banned in behind, maybe more than ten times of the items that launched into the market. For fashion designs, prototypes are needed for final approval, and that's a lot of fabric wastages already created before launching one item.

Adding up the materials, labour costs, and other essential costs, Zara should have a strategy to change these wastages into materials which have chances to turn into profit back.

5. Strategies Evaluation

There are few strategies that will be evaluated in this session:

1. INDITEX closed up to 1200 fashion stores in the world in 2020 (Jolly, 2020).

Financial Perspective - Cost control - Minimized lost - Gather cash flow and observe market changes, to invest in other aspect for revenue growth	Learning and Growth - How to react for emergency situation - Back up plans for retails stores sales drop or not reliable any more - Online shopping trend
Customers - Remain service in long-term - Gain more confidence on risk management	Internal Business Processes - Provide well developed and mature online shopping platform technology as contingency plan

Table 5.1: Balanced Scorecard for Retrenchment Strategy

Construct by Author

Due to pandemic serious impact the world economy, without expecting end of COVID-19 and the social distance measurements are difference in every country, INDITEX group has decided to closed a huge number of stores around the world. This is a retrenchment strategy to survive under this difficult situation and time period. Luckily is that Zara, which has constituted about 80% of INDITEX business (Barry, Siddiqui and Roshaan, 2018), has well developed the e-commerce platform in 2017, INDITEX would have few sales revenue through online retails for other daily expenses to run the business.

2. INDITEX is committed to protecting and developing the planet through the responsible and sustainable management of natural resources (INDITEX, 2020).

Financial Perspective - Increase sales	Learning and Growth - Gather and value of sustainable materials
Customers - Good brand image - Eco-friendly	Internal Business Processes - Start applying in every business and different textile products

Table 5.2: Balanced Scorecard for Product Development Strategy

Construct by Author

In 2019, INDITEX set down some important commitment on environment protection, one of them is to use sustainable materials in productions (INDITEX, 2022d). This is a product development strategy. With the sustainability policy committed by INDITEX, the milestones and processes of achieving 0 net emission by 2040 have been open to public since 2001, which shows the corporate will make the promises.

In 2021 the corporate has managed to reduce the relative emissions of scope 1 and 2 by 86% per square meter compared to 2018 (INDITEX, 2022e), these numerical data could easily to build up a better brand images and drawing more attention in the public.

Except corporate level strategies by INDITEX, there are business level strategies from Zara that we should evaluate as well:

1. Zara Home's strategy starts with focusing more on the Home Textile department. The category is relatively underrepresented in competing brands so that Zara Home can leverage synergies with their apparel line (Lectra, 2019). Since the supply of raw materials for textile production is stable, so when Zara launch Zara Home, it is very suitable for them to have a related diversification strategy to apply in this new business. With the quality confidence from public, it is easier to encourage customers to try the home textile products under Zara Home with a global well-known branding.
2. Zara Home's strategy uses a low level of discounts. The share of discounted articles is even lower when compared to its apparel line (Lectra, 2019).

As Zara is providing affordable price with good quality of fast fashion items to customers, Zara has built up the image with best cost provider. Therefore, Zara Home should be also having the similar position in home textile industry.
3. Zara has opened eco-friendly flagship in Hong Kong. The location consumes 30% less energy than conventional shops, and reduces water consumption by 70% (Guinebault, 2014).

Following INDITEX's approach and Zara's vision, eco-friendly is a new brand image that Zara would like to show to public. With this eco-friendly flagship in Hong Kong and successfully used less energy for daily operation, this could be the success reference site, not only for Zara and INDITEX, also for the whole industry. But people will remember that Zara is the first mover of fast fashion industry launching eco-friendly flagship shop in Hong Kong market.

6. Conclusion and Recommendation

By reviewing the existing strategies and VMV of Zara, they are matched and the strategies in between corporate and business level are aligned. This shows that INDITEX have provided a clear path, and Zara have pointed out a clear direction to all of the stakeholders. They should keep the transparency of the process of sustainable policies, which the public will be pay attention to in the next 20 years until 2040, as they committed to achieve 0 net emission.

More important is, the economy situation is getting better in Hong Kong market after pandemic, there is spaces for Zara and Zara Home to grow their sales in the near future.

My recommendations for Zara and Zara Home are:

1. Launching casual wear with comfortable materials for elderly (over 60 years old) with affordable price.

Financial Perspective - Increase sales - Increase market shares	Learning and Growth - Design focus to due with aging population
Customers - Complete collections for different age groups of customers - More choices for customers	Internal Business Processes - Designers start consider and observe the trend of different age groups of customers

Table 6.1: Balanced Scorecard for Recommended Strategy – Product Development

Construct by Author

Since in South East Asia region, especially in Hong Kong, the population of elderly is increasing year by year, but the birth rate is decreasing, therefore there are needs of elderly customers in the market to purchase fashion items.

Fashion brands often considered that elderly people would not have much desire on purchasing fashion items than young or middle age groups of customers. However, this group of elderly customers have higher education level than previous generation, and their income and financial level are way better, they do have potential to help to enlarge the market share. These customers are willing to purchase best cost products, affordable price with good quality, so I think Zara could consider about launching a collection or series of apparel for elderly people in the near future.

2. Collect used clothes from customers in retail stores and ship back to headquarters as sustainable materials for producing JOIN LIFE collection.

Financial Perspective - Save cost	Learning and Growth - How regular would customers purchase new clothes while wasting used one (trend)
Customers - Eco-friendly brand image	Internal Business Processes - Campaign in stores - Public education by store managers

Table 6.2: Balanced Scorecard for Recommended Strategy – Backward Integration

Construct by Author

As mentioned in Zara's official website about JOIN LIFE collection, they are aiming to have at least 50% of their items would be manufactured according to JOIN LIFE standard by the end of 2022, also 100% more sustainable cotton by 2023 (Zara, 2022)

If Zara could provide a service to public for collecting their used clothes, and encourage them to pay attention on environmental protection, this could be a long-term strategy for Zara to collect their own materials for their JOIN LIFE collection products. Building up a better brand image with continue plans on eco-friendly, at the same time Zara could further stabilized their supply of materials.

With above two recommendations, both short term and long term, which do not against with Zara's VMV, Zara would further staying in a strong position in the fast fashion industry in the future.

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Appendix

Appendix 1

0+3 Quarantine Arrangements for Inbound Persons from Overseas Places and Taiwan			
	Rapid Antigen Test (RAT)*	PCR-based nucleic acid tests*	
Before departure	 Conducted within 24 hours prior to the scheduled time of departure with a negative result (can be self-administered or by professional swab sampling)		Complete the online Health Declaration Form - Declaration of pre-departure RAT result - Non-Hong Kong residents aged 12 or above must fulfill vaccination requirement - All persons fulfilling vaccination requirement should declare vaccination records to obtain Provisional Vaccine Pass 
At check-in			Boarding requirement(s) for verification by airlines Present green Health Declaration QR code (a downloadable version of the QR code, a screen shot or a printout) 
Day 0 (day of arrival at HK)		 Undergo specimen collection for PCR-based nucleic acid test at the Airport under "test-and-go" arrangement	Medical surveillance - Observe Medical Surveillance conditions - Amber Code restrictions under Vaccine Pass - Daily RATs, confirm negative results before leaving residence[‡] - Login to the Medical Surveillance System to record RAT results and health status - PCR nucleic acid test on Day 2[‡] - Those consecutively tested negative can complete medical surveillance with Amber Code restrictions ending at 9 a.m. of Day 3 
Day 1			
Day 2			
Day 3			Self-monitoring - Monitor health condition and take body temperature twice daily - Take appropriate personal disease prevention measures, wear a mask and maintain hand hygiene - Daily RATs, confirmed negative results before leaving residence[‡] - Login to the Medical Surveillance System to record RAT results and health status - PCR nucleic acid tests on Days 4 and 6[‡] 
Day 4			
Day 5			
Day 6			
Day 7			
The handling arrangements for persons tested positive will be aligned with that for local cases - Vaccine Pass will be switched to Red Code - Please provide information to the Centre for Health Protection through the online platforms (for nucleic acid tests or RATs) - If the household environment is not suitable for isolation or the original hotel is not available for on-site isolation, inbound persons tested positive would be sent to Community Isolation Facility or Community Isolation Hotel			
* except Inbound persons aged below three years old [‡] Inbound persons aged three years old or above on the date of arrival at Hong Kong have to undergo PCR-based nucleic acid testing by professional swab sampling at Community Testing Centres or mobile specimen collection stations (for free), or at recognised local medical testing institutions (self-paid), as specified in the relevant testing requirement above [‡] Inbound persons must keep the photos of their RAT results and SMS of their PCR nucleic acid test results in case of compliance checking. For detailed boarding, medical surveillance and self-monitoring requirements as well as other details, you should also refer to the latest press releases, relevant information on the webpage and FAQs Version date: 17 October 2022			

Source: Department of Health (2022)

Available at: https://www.coronavirus.gov.hk/pdf/concise_guide_inbound_ENG.pdf

(Accessed on 21 October 2022)

Appendix 2

Special work arrangements for government employees to be extended

As the local epidemic situation remains severe, it is necessary for the Government to continue to take measures to significantly reduce the flow of people and social contacts in the community so as to curb further spreading of the virus. A Government spokesman announced today (February 10) that the special work arrangements for government employees will be extended until February 18. Save for those involved in the provision of emergency services and essential public services and in anti-epidemic efforts, all other government employees will be arranged to continue to work from home as far as possible. The Government will closely monitor the epidemic situation and review the arrangements before February 18.

The spokesman said that during the implementation of the special work arrangements, Government departments will continue to provide emergency services and essential public services. Containing the fifth wave of the epidemic is now the Government's top priority. A large number of government employees have steadfastly dedicated themselves to the anti-epidemic efforts. Depending on the development of the epidemic situation and actual needs, departments will continue to proactively mobilise their staff members to support the anti-epidemic efforts in full force.

"The Government appeals to members of the public for their understanding on the inconvenience caused by the reduction in public services in view of the epidemic. Individual departments, having regard to the latest demand for their services, will make suitable arrangements and announcements separately. To reduce the flow of people in government buildings and offices, members of the public are encouraged as far as possible to use alternative means, such as the post, drop-in boxes or online channels, to receive the services they need. Meanwhile, members of the public should wear surgical masks at all times when they are entering or are present in any government buildings or offices, and comply with the infection control and social distancing measures implemented by relevant departments including using the 'LeaveHomeSafe' mobile app, temperature checks and crowd control arrangements."

The spokesman appeals to employers again to allow their staff members to work from home as far as possible so as to reduce the flow of people and social contact in the community.

Ends/Thursday, February 10, 2022
Issued at HKT 10:00

Source: The Government of HKSAR

Available at: <https://www.info.gov.hk/gia/general/202202/10/P2022020900472.htm> (Accessed on 24 October 2022)