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31 December 2019

Human resources management consultancy report

How international luxury brand structure their training in Hong Kong

Abstract

The luxury brand industry is one of the fastest-growing markets, with overall growing by 42 per cent since 2017(Handley, 2018) among the retail industries and yet it is very sensitive to service quality(Brands, 2019). In spite of being the most developed industry in different academic areas, study on how they effectively train staff when they first join the company is limited. This research will fill the gap with an in-depth interview with two market leader human resource department managers, by investigating the overview of how these two companies structure their training and some recommendation to help them improve their training measurement tools.

Literature review

Different research and journal concluded on evaluate training result. Industry like nursing (Campbell & Mather, 2018), education (Edinger, 2017) and hotel industry on e-learning (Mathai, 2017). All suggested that a better evaluation can increase the return on investment (ROI) in the training department.

Kirkpatrick Model (Kirkpatrick, 1975) is the most-used training evaluation model in the world (Kirkpatrick, 2016). The model provides methods to increase the effectiveness of training, provides a comprehensive, simple and practical approach for use in different training situations. Kirkpatrick defined evaluation as determining the effectiveness of a training programme. The model divides the process into four levels. At first level, the satisfaction of the students with the training programme will be measured. At the second level, the learning outcomes of the learner in the training are evaluated. At the third level (transfer), learners' behavioural changes are assessed, and at the last level (results), learners' abilities and their performance, as well as the impact of their improvement on the workplace, are assessed (Durning & Hemmer, 2010; Kirkpatrick, 2006; Kirkpatrick & Kirkpatrick, 2006).

For the luxury brand industry, (Attia, Jantan & Atteya, 2014) recommend sales training should have a justification for training.

Background of the companies

This report analysis results obtained from two luxury brand company interviews about their internal training. Two companies have more than eight retail stores in Hong Kong and over a hundred shops worldwide.

	Global group	Global Brand	Local	Shop
Frequency	Yearly	Quarterly	Monthly	Daily
Target	Executive	Top sales	By nomination	All staff
Method	Conference	Exchange	Workshop	Job Shadowing
Content	Management skill	Culture knowledge	Product knowledge	Sale skills
Goal	Effective management	Leverage resource, provide exposures for staff	Professional in different products area	Boost sales
Related to job promotion	No	No	No	No

Table 1: Training Framework of Company A

As table 1 showed company A has 4 levels of training which targeted different goals and objective. For Global group level, their training is mainly for executive level and the main content area management skills. For global brand level, the target group is the top salesman from different local areas and the primary purpose is to provide opportunities for exchanging culture knowledge. For example, a Hong Kong shop manager would be invited to share experience on how to handle China customers. In the local level, they target specify department staff to deliver product knowledge. In the shop level, they target all new employees and focusing on developing their selling skills. Each new team member will be required to take a 2 days knowledge base training on brand history, founder story and the development of product line. There will be an exam after the 2-day training. They will start job shadowing provided by shop for a month after they pass the exam in order to assist them serving a customer with the professional standard.

	Global	Hong Kong	Shop
Frequency	Yearly	Monthly	Daily
Traget	Executive	By nomination	All staff
Method	Conference	Workshop	Job Shadowing
Content	Company News Update	Product knowledge Fashion Trend Social Media skill	Customer handling Shop Logistics
Goal	Keep all regional office update	Keep staff knowledge update	Day operation
Related to job promotion	No	No	No

Table 2: Training Framework of Company B

According to table 2, company B has 3 levels of training. For the global level, as same as company A, they target executive-level staff yet the content is mainly about company news update. For the local level, the main training is generally for all local employees. They provide bi-weekly trend and social media skill workshops, which are helping them to be the Key Opinion Leader (KOL). The training usually schedules at 8:45 in the morning, after the workshop, the shop manager will hold a briefing session to all staff to receive the update. For the shop level, the target group is newcomers and the content is more about customer service and the shop daily operation route, for example, the cash machine and how to greet customers. They also provide job shadowing as skilling method but it only lasts for about one week.

Challenge

With economic growth and technology development, there are varieties of challenges that the luxury brand industry is facing. Yet, training is how to equip their team member to take up the challenges. There are two specific areas in training, how to increase the willingness of attending training and the effective measurement of training outcomes would be two of the major concerns according to the in-depth interviews.

Scope

According to the interviews, how to increase employees' willingness to attend training is one of the major issues for both company A and company B. It is because of the training content is not related to their income and the training schedule. The interviewee of company A point out that the reasons of their staff have not interested to attending training is they believe that the more they attend training the less time they could make sales which means their income will be affected. For company B, their training schedules are always in the morning and happened in their head office. The interviewee mentioned that some of the store locations are relatively remote and the training schedule is too early. Of which in some extent that influences the willingness to participate in training.

Both companies found that it is difficult to effectively measure the training result. Company A and company B's interviewees said there is no measuring method to evaluate the training outcome. For example, some training aims to deliver new product knowledge to local staff. One of the nominated staff from local shop attended the training and later shared the training content with the local shop manager and other shop employees. However, the human resource department can not ensure how many of the information was delivered by the

nominated staff and how other staff understand the knowledge. The poor delivery and incomplete information deliver would lead to problems of expansion.

Both companies find it difficult to measure the result of training, on two reasons, by nature of the business, the performance of the employee is usually mainly based on their actual sales amount, so their standard apparel will not link training to the promotion of an employee. Another reason is they find it hard to relate staff performance during training and actual performance in the shop, as the shop manager didn't have the knowledge and tools to provide such information to the training department. There are several examples that the new product information is not well delivered to shop.

Analysis

According to the interviews, both training departments didn't have overall planning on their company training. The approach they are using to conduct training is relatively direct. For example, when the new season's product launch, training staff will arrange courses accordingly. With no long term planning, the result is hard to define. And also affect employee engagement and measure the result of each training topic.

A full-scale training evaluation model is suggested to apply as both companies face the same challenge to measure the result of training.

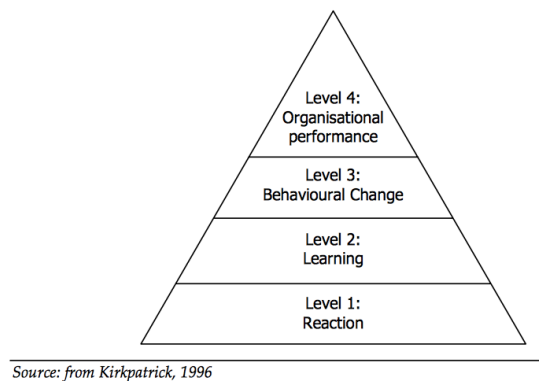


Figure 1: Kirkpatrick model

According to the Kirkpatrick Model shown in figure 1, it is suggested to evaluate all 4 levels of training. For companies wants to provide an even more accurate measurement of the usefulness of the training course they have to start from level 1 to level 4.

The evaluation method they are now using is limited to level 1, reaction. After each training courses, staff need to fill in a feedback form to comment on the training itself. No knowledge tested requested and no online channel to write their comment after the workshop when they are off-site. As there will be 6-8 training monthly, training department team member don't have enough time to custom made forms for all training. The reason behind

why they do not have an online channel is they do not have enough resources to build. For company B, they had tried to use level 3 of the model. That invites staff to share learning with other team members during the morning meeting. Without exam or assessments after the training, the staff might find it hard to conclude what they have learned and share it with others. As level 2 of the model is missing.

Without any focus group and interview with their supervisor, there are no effective tools for training departments to collect the effectiveness of individual training. As a result, the training department does not have enough statistic or feedback to develop plans for a different employee. And at the appeal stage, there is a small linkage between courses attended and the annual appeal, that will mislead the employee that training is not important in their work life.

Recommendation and limitation

Level	Action	Time
4	Establish policy	3-5 years
3	Employee performance tracking	1 Year
2	Knowledge Test	3-6 Months
1	Extend questionnaire angles	4-6 Weeks

Table 3: Recommendation overview

Employee training is the major element of every companies success (Hafeez & Akbar, 2015). To develop an effective method to measure training, companies should extend their measurement tools with all 4 levels of Kirkpatrick Model, reaction, learning, behavioural change and organisational performance.

Kirkpatrick model is the most recognised method of evaluating the effectiveness of training programs (Kirkpatrick, 2016).

As shown in table 3, Level 1 of the model encourages the company to understand the reaction of an employee after training in various angles and methods. Companies should extend them after the lesson questionnaire. The questionnaire should have a training department to understand participants on how they feel and encourage them to take what they have learnt into action. Questions like how would they plan to apply the knowledge in their working environment should be included in the questionnaire.

For the training department to quickly respond to feedback, the questionnaire should be in web format. Their manager can review the answers easily and follow the result. This will be a short terms improvement that can execute in 4-6 weeks. To speed up the process, online template questionnaire tools, for example, Google Form, should take into consideration. Training department can further improve the questionnaire by doing A|B test. The test can

help training department to improve their questionnaire. The quality of the questionnaire will be a limitation (Curado & Susana, 2014). Also, all students should fill in the questionnaire after the sessions (Phillips & Phillips, 2009).

Level 2 of the model is to understand what employee learn in the training. First, the company need to set a sample group for the benchmark. After training, an employee should take a knowledge test. By comparing the sample group, the training department will understand what content employee learnt. For some soft skill training, different training methods should apply, like role-playing and real case sharing will help the employee to consolidate what they have learned in training. In the case of company B, notes and PPT should be sent to the employee, that can help when they need to present what they have learnt in the training. The company can consider using third party online learning tools, like Moodle to send out the notes. For company A, after international training, the company should arrange an individual sharing session for them to share what they experienced. With the help of information technology, the company can set up a webinar for sharing sessions for staff in different location. This might take up to 6 months for different training team to draft the knowledge test and collect sample group. The limitation is some staff are not willing to join the courses because of the tests.

Level 3 is about the behavioural change of the employee, companies should work with the shop manager. Together they should have a regular review on the individual employee and their improvement after different pieces of training. The review should involve a 360-degree peer review, include their colleagues. They can create a WhatsApp group to discuss and monitor employee performance. During the 3-6 months behavioural change period, the shop manager should continue regular communication with the training department to give some further advice. This level will take up to 1 year before a suitable communication methods

fully development. Time is a variable to consider, with limited time, not all staff will be monitored for their behavioural change.

Level 4 is organisational performance, management should design an overall training policy. That can help training department to allocate resources on training evaluation. To make good use of the feedback and statics collect in Level 1, 2 and 3 management should be able to form a performance chart on each shop. Base on the chart, the training department can design new courses. Courses meet the specific need of the employee will empower staff to learn more. With the help of A.I. company can focus on more specific training topic by analysis the collected data. For the annual appeal, the review department can set up a new question on how employee benefits from the training. The appeal result will motivate staff to attend more different lessons. A comprehensive policy might take up to 5 years to establish. In a fast-changing business, for a world-wide company to commit to starting a 5-year plan of training requires training department lots of convincing work to the shareholders.

Summary

This consultancy report provided an overview structure of two markets leading international luxury brand. The challenge they are facing is hard to encourage an employee to attend training and hard to evaluate the results. This report brings up some suggestion base on the Kirkpatrick model for short terms and long terms. With the help of information technology, companies should be able to motivate all stakeholder to tackle the challenge.

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Appendix 1



PG2 / E1 FORM

APPLICATION FOR ETHICAL APPROVAL

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of **research activity**: "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications". As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the "principal researcher".

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity. Please see Checklist for details of process for different categories of application.

Delete the Guidance Notes at the end of the form BEFORE submitting your application

SECTION A: About You (Principal Researcher)

Full Name:	Lam Wai Yeung				
Tick all boxes which apply:	Member of staff:	☐	Honorary research fellow:	☐	
Undergraduate Student	☐	Taught Postgraduate Student	☐	Postgraduate Research Student	☐

Institute/Academic Discipline/Centre:	BMMB
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For students:	
Student Number:	1913636
Programme of Study:	BMMB
Director of Studies/Supervisor:	

7. How far does employees after training able to better equip their work? 8. Do employees have a voice in what kind of training they want and how well company entertain their request of training (this box should expand as you type)
Aims of Research Activity By interviewing two major market players in the luxury brand, the research activities aim to understand the workflow of the training department and how the training department works with other departments to achieve the best training outcome. (this box should expand as you type)
Objectives of Research Activity 1. Gather information on the structure and details timeline of training 2. Learn from the large luxury brand on how and what should consider in design a full training program to different staff with a different background. 3. Have an industry overview of the limitation and challenges that they face nowadays. 4. See how digital transformation helps them to tackle some of the challenges (this box should expand as you type)
Proposed methods (maximum 600 words) Provide a brief summary of all the methods that may be used in the research activity, making it clear what specific techniques may be used. If methods other than those listed in this section are deemed appropriate later, additional ethical approval for those methods will be needed.
1. Face to face interview with voice recording. 2. Research on Google Solar and ProQuest on training related topics. 3. Study of annual reports and news on targeted companies. (this box should expand as you type)

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Ethical Approval Form

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Ethical Approval Form

Is the research being undertaken within an existing UWTSO Athrofa Professional Learning Partnership (APLP)	If YES then the permission question below does not need to be answered.	YES	☐	NO	☒
Permission to undertake the research has been provided by the partner organisation	(If YES attach copy) If NO the application cannot continue	YES	☒	NO	☐

Where research activity is carried out in collaboration with an external organisation

Does this organisation have its own ethics approval system?	YES	☒	NO	☐
If Yes, please attach a copy of any final approval (or interim approval) from the organisation				

SECTION E: Details of Research Activity

Indicative title:	How international Luxury Brand delivery effective training to staff		
Proposed start date:	12 Dec 2019	Proposed end date:	3 Jan 2020
Introduction to the Research (maximum 300 words) Ensure that you write for a <u>Non-Specialist Audience</u> when outlining your response to the three points below: <i>Purpose of Research Activity</i> <i>Proposed Research Question</i> <i>Aims of Research Activity</i> <i>Objectives of Research Activity</i> Demonstrate, briefly, how Existing Research has informed the proposed activity and explain <i>What the research activity will add to the body of knowledge</i> <i>How it addresses an area of importance.</i>			
Purpose of Research Activity Recent research suggested that every three years, 1/3 of the employee will leave their current position, Effective training became a major challenge of a large organisation, this research would like to focus how international luxury brand delivery effective training to staff, and relate the real world situation to textbook knowledge. (this box should expand as you type)			
Research Question 1. What kind of training do you provide for your staff? 2. What criterion are company put in preparing of training 3. Is there any feedback system from staff before or after their training? 4. How does training relate to employees' career advancement 5. How does your company encourage staff to participate? 6. Is training compulsory?			

Location of research activity

Identify all locations where research activity will take place.

Hong Kong

(this box should expand as you type)

Research activity outside of the UK

If research activity will take place overseas, you are responsible for ensuring that local ethical considerations are complied with and that the relevant permissions are sought. Specify any local guidelines (e.g. from local professional associations/learned societies/universities) that exist and whether these involve any ethical stipulations beyond those usual in the UK (provide details of any licenses or permissions required). Also specify whether there are any specific ethical issues raised by the local context in which the research activity is taking place, for example, particular cultural and/or legal sensitivities or vulnerabilities of participants.

The interviewee request to keep the company name anonymous.

(this box should expand as you type)

Use of documentation not in the public domain: Are any documents NOT publicly available?	NO	☒
	YES	☐
If Yes, please provide details here of how you will gain access to specific documentation that is not in the public domain and that this is in accordance with prevailing data protection law of the country in question and England and Wales. (this box should expand as you type)		

SECTION F: Scope of Research Activity

Will the research activity include:	YES	NO
Use of a questionnaire or similar research instrument?	☒	☐
Use of interviews?	☒	☐
Use of diaries?	☐	☒
Participant observation with their knowledge?	☐	☒
Participant observation without their knowledge?	☐	☒
Use of video or audio recording?	☒	☐
Access to personal or confidential information without the participants' specific consent?	☐	☒
Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive?	☐	☒
Performance of any acts which may cause embarrassment or affect self-esteem?	☐	☒
Investigation of participants involved in illegal activities?	☐	☒
Use of procedures that involve deception?	☐	☒
Administration of any substance, agent or placebo?	☐	☒
Working with live vertebrate animals?	☐	☒
Other primary data collection methods, please explain in this box For example, 'focus groups'. Please indicate the type of data collection method(s) in this box and tick the accompany box.		
Details of any other primary data collection method:	☐	☒
(this box should expand as you type)		

If NO to every question, then the research activity is (ethically) low risk and **may** be exempt from **some** of the following sections (please refer to Guidance Notes).

If YES to any question, then no research activity should be undertaken until full ethical approval has been obtained.

SECTION G: Intended Participants

Who are the intended participants:	YES	NO
Students or staff at the University?	☐	☒
Adults (over the age of 18 and competent to give consent)?	☒	☐
Vulnerable adults?	☐	☒
Children and Young People under the age of 18? (Consent from Parent, Carer or Guardian will be required)	☐	☒
Prisoners?	☐	☒
Young offenders?	☐	☒
Those who could be considered to have a particularly dependent relationship with the investigator or a gatekeeper?	☐	☒
People engaged in illegal activities?	☐	☒
Others (please identify specifically any group who may be unable to give consent) please indicate here and tick the appropriate box.	☐	☒
Other – please indicate here: (this box should expand as you type)		

Participant numbers and source Provide an estimate of the expected number of participants. How will you identify participants and how will they be recruited?	
How many participants are expected?	1 (this box should expand as you type)
Who will the participants be?	Claudia Jor (this box should expand as you type)
How will you identify the participants?	C J (this box should expand as you type)

SECTION H: Anticipated Risks

Outline any anticipated risks that may adversely affect any of the participants, the researchers and/or the University, and the steps that will be taken to address them. If you have completed a full risk assessment (for example as required by a laboratory, or external research collaborator) you may append that to this form.					
Full risk assessment completed and appended?	<table border="1"> <tr> <td>Yes</td> <td>☐</td> </tr> <tr> <td>No</td> <td>☒</td> </tr> </table>	Yes	☐	No	☒
Yes	☐				
No	☒				
Risks to participants For example: emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive organisational information					
Risk to Participant: <i>(this box should expand as you type)</i>	How will you mitigate the Risk to Participant <i>(this box should expand as you type)</i>				
If research activity may include sensitive, embarrassing or upsetting topics (e.g. sexual activity, drug use) or issues likely to disclose information requiring further action (e.g. criminal activity), give details of the procedures to deal with these issues, including any support/advice (e.g. helpline numbers) to be offered to participants. Note that where applicable, consent procedures should make it clear that if something potentially or actually illegal is discovered in the course of a project, it may need to be disclosed to the proper authorities					
N/A <i>(this box should expand as you type)</i>					
Risks to investigator For example: personal safety, physical harm, emotional distress, risk of accusation of harm/impropriety, conflict of interest					
Risk to Investigator: N/A <i>(this box should expand as you type)</i>	How will you mitigate the Risk to Investigator: <i>(this box should expand as you type)</i>				
University/institutional risks For example: adverse publicity, financial loss, data protection					
Risk to University: N/A <i>(this box should expand as you type)</i>	How will you mitigate the Risk to University: <i>(this box should expand as you type)</i>				

Disclosure and Barring Service			
If the research activity involves children or vulnerable adults, a Disclosure and Barring Service (DBS) certificate must be obtained before any contact with such participants.	YES	NO	N/A
			☒



PG2 / E1 FORM

Does your research require you to hold a current DBS Certificate?	☐	☐	
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**PG2 / E1 FORM****SECTION I: Feedback, Consent and Confidentiality**

Feedback What de-briefing and feedback will be provided to participants, how will this be done and when? N/A <i>(this box should expand as you type)</i>
Informed consent Describe the arrangements to inform potential participants, before providing consent, of what is involved in participating. Describe the arrangements for participants to provide full consent before data collection begins. If gaining consent in this way is inappropriate, explain how consent will be obtained and recorded in accordance with prevailing data protection legislation. The research aims, and questions was sent to the potential participants when we first engage. The participants will be informed by the interviewer when the voice recording start, <i>(this box should expand as you type)</i>
Confidentiality / Anonymity Set out how anonymity of participants and confidentiality will be ensured in any outputs. If anonymity is not being offered, explain why this is the case. The company names that participants works on will be anonymous. <i>(this box should expand as you type)</i>

SECTION J: Data Protection and Storage

In completing this section refer to the University's Research Data Management Policy and the extensive resources on the University's Research Data Management web pages (<http://uwtsd.ac.uk/library/research-data-management/>).

Does the research activity involve personal data (as defined by the General Data Protection Regulation 2016 "GDPR" and the Data Protection Act 2018 "DPA")?	YES	NO
"Personal data" means any information relating to an identified or identifiable natural person ('data subject'). An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person.	☐	☒
If YES, provide a description of the data and explain why this data needs to be collected:		
(this box should expand as you type)		
Does it involve special category data (as defined by the GDPR)?	YES	NO
"Special category data" means sensitive personal data consisting of information as to the data subjects' – (a) racial or ethnic origin, (b) political opinions, (c) religious beliefs or other beliefs of a similar nature, (d) membership of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992), (e) physical or mental health or condition, (f) sexual life, (g) genetics, (h) biometric data (as used for ID purposes),	☐	☒
If YES, provide a description of the special category data and explain why this data needs to be collected:		
(this box should expand as you type)		

Will the research activity involve storing personal data and/or special category data on one of the following:	YES	NO
Manual files (i.e. in paper form)?	☐	☒
University computers?	☐	☒
	☐	

Private company computers?		☒
Home or other personal computers?	☒	☐
Laptop computers/ CDs/ Portable disk-drives/ memory sticks?	☐	☒
"Cloud" storage or websites?	☒	☐
Other – specify:	☐	☐
For all stored data, explain the measures in place to ensure the security of the data collected, data confidentiality, including details of password protection, encryption, anonymisation and pseudonymisation:		
All file are stored in a strong password protected storage, the personal computer had install suitable protection software, the cloud storage will also be password protected and will not share to any third party.		
<i>(this box should expand as you type)</i>		
All Data Storage		
Will the research activity involve any of the following activities:	YES	NO
Electronic transfer of data in any form?	☐	☒
Sharing of data with others at the University?	☐	☒
Sharing of data with other organisations?	☐	☒
Export of data outside the European Union or importing of data from outside the UK?	☐	☒
Use of personal addresses, postcodes, faxes, emails or telephone numbers?	☐	☒
Publication of data that might allow identification of individuals?	☐	☒
Use of data management system?	☐	☒
Data archiving?	☐	☒
If YES to any question, please provide full details, explaining how this will be conducted in accordance with the GDPR and DPA (and/or any international equivalent):		
<i>(this box should expand as you type)</i>		
List all who will have access to the data generated by the research activity:		
Only Principal researcher		
<i>(this box should expand as you type)</i>		
List who will have control of, and act as custodian(s) for, data generated by the research activity:		
Only Principal researcher		
<i>(this box should expand as you type)</i>		
Give details of data storage arrangements, including security measures in place to protect the data, where data will be stored, how long for, and in what form. Will data be archived – if so how and if not why not.		

**PG2 / E1 FORM****RESEARCH STUDENTS AND STAFF ONLY**

All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk, with the title 'Ethical Approval' followed by your name.

You will be informed of the outcome of your claim by email; therefore it is important that you check your University and personal email accounts regularly.

STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.

This form is available electronically from the Academic Office web pages:

<https://www.uwtsd.ac.uk/academic-office/appendices-and-forms/>

Application Process

All staff research projects and all research students must submit the Ethical Approval Form to the **University Research Ethics Committee** via the Academic Office (pgresearch@uwtsd.ac.uk). Staff research directly in relation to personal study for taught undergraduate or Masters programmes should be submitted via the Institute procedures explained below.

Taught masters and taught undergraduate research Ethical Approval Forms are considered **within Institutes**. Institutes will provide details of the specific processes for this. Where the Ethical issues within any single ethical application are of particular concern the Institute will refer these to the University Research Ethics Committee. Any student activity that involves the collection of primary data needs to undergo Ethical approval, this includes assignment work as well as dissertations.



PG2 / E1 FORM

SECTION K: Declaration

The information which I have provided is correct and complete to the best of my knowledge. I have attempted to identify any risks and issues related to the research activity and acknowledge my obligations and the rights of the participants. In submitting this application I hereby confirm that I undertake to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice which is published on the website: https://www.uwtsd.ac.uk/research/research-ethics/		
Signature of applicant:	Marco Lam Wai Yeung	Date: 12 Dec 2019

For STUDENT Submissions:

Director of Studies/Supervisor:	Dr. Millissa Cheung	Date:
Signature:		13 Dec 2019

For STAFF Submissions:

Academic Director/ Assistant Dean:		Date:
Signature:		

Checklist: Please complete the checklist below to ensure that you have completed the form according to the guidelines and attached any required documentation:

☒	I have read the guidance notes supplied before completing the form.
☒	I have completed ALL RELEVANT sections of the form in full.
☒	I confirm that the research activity has received approval in principle
☐	I have attached a copy of final/interim approval from external organisation (where appropriate)
☐	I have attached a full risk assessment (and have NOT completed Section H of this form) (where appropriate) ONLY TICK IF YOU HAVE ATTACHED A FULL RISK ASSESSMENT
☒	I understand that it is my responsibility to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice.
☒	I understand that before commencing data collection all documents aimed at respondents (including information sheets, consent forms, questionnaires, interview schedules etc.) must be confirmed by the DoS/Supervisor, module tutor or Academic Director.
☒	I have deleted the guidance notes before submitting the PG2 for consideration

Appendix 2



PG2 / E1 FORM

APPLICATION FOR ETHICAL APPROVAL

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of **research activity**: "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications". As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the "principal researcher".

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity. Please see Checklist for details of process for different categories of application.

Delete the Guidance Notes at the end of the form BEFORE submitting your application

SECTION A: About You (Principal Researcher)

Full Name:		Lam Wai Yeung			
Tick all boxes which apply:		Member of staff:	☐	Honorary research fellow:	☐
Undergraduate Student	☐	Taught Postgraduate Student	☐	Postgraduate Research Student	☐

Institute/Academic Discipline/Centre:	BMMB
Campus:	Hong Kong
E-mail address:	marco.lam@stormeye.io
Contact Telephone Number:	+85290508670
For students:	
Student Number:	1913636
Programme of Study:	BMMB
Director of Studies/Supervisor:	

SECTION B: Approval for Research Activity

Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)		YES	☒	NO	☐
				Date	
If Yes, please indicate source of approval (and date where known): <i>Approval in principle must be obtained from the relevant source prior to seeking ethical approval</i>	Research Degrees Committee		☒		
	Institute Research Committee		☐		
	Other (write in)		☐		

SECTION C: Internal and External Ethical Guidance Materials

Please list the core ethical guidance documents that have been referred to during the completion of this form (including any discipline-specific codes of research ethics, and also any specific ethical guidance relating to the proposed methodology). Please tick to confirm that your research proposal adheres to these codes and guidelines.	
UWTSD Research Ethics & Integrity Code of Practice	☒
UWTSD Research Data Management Policy	☒
	☐

SECTION D: External Collaborative Research Activity

Does the research activity involve collaborators outside of the University?		YES	☒	NO	☐
If Yes, please provide the name of the external organisation and name and contact details for the main contact person and confirmation this person has consented to their personal data being shared as part of this collaboration.					
Institution					
Contact person name	Kathy Leung				
Contact person e-mail address					
Has this individual consented to sharing their details on this form?	YES	☒	NO	☐	
Are you in receipt of a KESS scholarship?	YES	☐	NO	☒	
Is your research externally funded	YES	☐	NO	☒	
Are you specifically employed to undertake this research in either a paid or voluntary capacity?	Voluntary	YES	☒	NO	☐
	Employed	YES	☐	NO	☐

Is the research being undertaken within an existing UWTSO Athrofa Professional Learning Partnership (APLP)	If YES then the permission question below does not need to be answered.	YES	☐	NO	☒
Permission to undertake the research has been provided by the partner organisation	(If YES attach copy) If NO the application cannot continue	YES	☒	NO	☐

Where research activity is carried out in collaboration with an external organisation

Does this organisation have its own ethics approval system?	YES	☒	NO	☐
If Yes, please attach a copy of any final approval (or interim approval) from the organisation				

SECTION E: Details of Research Activity

Indicative title:	How international Luxury Brand delivery effective training to staff		
Proposed start date:	12 Dec 2019	Proposed end date:	3 Jan 2020
Introduction to the Research (maximum 300 words) Ensure that you write for a <u>Non-Specialist Audience</u> when outlining your response to the three points below: <i>Purpose of Research Activity</i> <i>Proposed Research Question</i> <i>Aims of Research Activity</i> <i>Objectives of Research Activity</i> Demonstrate, briefly, how Existing Research has informed the proposed activity and explain <i>What the research activity will add to the body of knowledge</i> <i>How it addresses an area of importance.</i>			
Purpose of Research Activity Recent research suggested that every three years, 1/3 of the employee will leave their current position, Effective training became a major challenge of a large organisation, this research would like to focus how international luxury brand delivery effective training to staff, and relate the real world situation to textbook knowledge. (this box should expand as you type)			
Research Question 1. What kind of training do you provide for your staff? 2. What criterion are company put in preparing of training 3. Is there any feedback system from staff before or after their training? 4. How does training relate to employees' career advancement 5. How does your company encourage staff to participate? 6. Is training compulsory?			

7. How far does employees after training able to better equip their work? 8. Do employees have a voice in what kind of training they want and how well company entertain their request of training (this box should expand as you type)
Aims of Research Activity By interviewing two major market players in the luxury brand, the research activities aim to understand the workflow of the training department and how the training department works with other departments to achieve the best training outcome. (this box should expand as you type)
Objectives of Research Activity 1. Gather information on the structure and details timeline of training 2. Learn from the large luxury brand on how and what should consider in design a full training program to different staff with a different background. 3. Have an industry overview of the limitation and challenges that they face nowadays. 4. See how digital transformation helps them to tackle some of the challenges (this box should expand as you type)
Proposed methods (maximum 600 words) Provide a brief summary of all the methods that may be used in the research activity, making it clear what specific techniques may be used. If methods other than those listed in this section are deemed appropriate later, additional ethical approval for those methods will be needed.
1. Face to face interview with voice recording. 2. Research on Google Solar and ProQuest on training related topics. 3. Study of annual reports and news on targeted companies. (this box should expand as you type)

Location of research activity

Identify all locations where research activity will take place.

Hong Kong

(this box should expand as you type)

Research activity outside of the UK

If research activity will take place overseas, you are responsible for ensuring that local ethical considerations are complied with and that the relevant permissions are sought. Specify any local guidelines (e.g. from local professional associations/learned societies/universities) that exist and whether these involve any ethical stipulations beyond those usual in the UK (provide details of any licenses or permissions required). Also specify whether there are any specific ethical issues raised by the local context in which the research activity is taking place, for example, particular cultural and/or legal sensitivities or vulnerabilities of participants.

The interviewee request to keep the company name anonymous.

(this box should expand as you type)

Use of documentation not in the public domain: Are any documents NOT publicly available?	NO	☒
	YES	☐
If Yes, please provide details here of how you will gain access to specific documentation that is not in the public domain and that this is in accordance with prevailing data protection law of the country in question and England and Wales. (this box should expand as you type)		

SECTION F: Scope of Research Activity

Will the research activity include:	YES	NO
Use of a questionnaire or similar research instrument?	☒	☐
Use of interviews?	☒	☐
Use of diaries?	☐	☒
Participant observation with their knowledge?	☐	☒
Participant observation without their knowledge?	☐	☒
Use of video or audio recording?	☒	☐
Access to personal or confidential information without the participants' specific consent?	☐	☒
Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive?	☐	☒
Performance of any acts which may cause embarrassment or affect self-esteem?	☐	☒
Investigation of participants involved in illegal activities?	☐	☒
Use of procedures that involve deception?	☐	☒
Administration of any substance, agent or placebo?	☐	☒
Working with live vertebrate animals?	☐	☒
Other primary data collection methods, please explain in this box For example, 'focus groups'. Please indicate the type of data collection method(s) in this box and tick the accompany box.		
Details of any other primary data collection method:	☐	☒
(this box should expand as you type)		

If NO to every question, then the research activity is (ethically) low risk and **may** be exempt from **some** of the following sections (please refer to Guidance Notes).

If YES to any question, then no research activity should be undertaken until full ethical approval has been obtained.

SECTION G: Intended Participants

Who are the intended participants:	YES	NO
Students or staff at the University?	☐	☒
Adults (over the age of 18 and competent to give consent)?	☒	☐
Vulnerable adults?	☐	☒
Children and Young People under the age of 18? (Consent from Parent, Carer or Guardian will be required)	☐	☒
Prisoners?	☐	☒
Young offenders?	☐	☒
Those who could be considered to have a particularly dependent relationship with the investigator or a gatekeeper?	☐	☒
People engaged in illegal activities?	☐	☒
Others (please identify specifically any group who may be unable to give consent) please indicate here and tick the appropriate box.	☐	☒
Other – please indicate here: (this box should expand as you type)		

Participant numbers and source Provide an estimate of the expected number of participants. How will you identify participants and how will they be recruited?	
How many participants are expected?	1 (this box should expand as you type)
Who will the participants be?	Kathy Leung (this box should expand as you type)
How will you identify the participants?	K L (this box should expand as you type)

SECTION H: Anticipated Risks

Outline any anticipated risks that may adversely affect any of the participants, the researchers and/or the University, and the steps that will be taken to address them. If you have completed a full risk assessment (for example as required by a laboratory, or external research collaborator) you may append that to this form.					
Full risk assessment completed and appended?	<table border="1"> <tr> <td>Yes</td> <td>☐</td> </tr> <tr> <td>No</td> <td>☒</td> </tr> </table>	Yes	☐	No	☒
Yes	☐				
No	☒				
Risks to participants For example: emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive organisational information					
Risk to Participant: <i>(this box should expand as you type)</i>	How will you mitigate the Risk to Participant <i>(this box should expand as you type)</i>				
If research activity may include sensitive, embarrassing or upsetting topics (e.g. sexual activity, drug use) or issues likely to disclose information requiring further action (e.g. criminal activity), give details of the procedures to deal with these issues, including any support/advice (e.g. helpline numbers) to be offered to participants. Note that where applicable, consent procedures should make it clear that if something potentially or actually illegal is discovered in the course of a project, it may need to be disclosed to the proper authorities					
N/A <i>(this box should expand as you type)</i>					
Risks to investigator For example: personal safety, physical harm, emotional distress, risk of accusation of harm/impropriety, conflict of interest					
Risk to Investigator: N/A <i>(this box should expand as you type)</i>	How will you mitigate the Risk to Investigator: <i>(this box should expand as you type)</i>				
University/institutional risks For example: adverse publicity, financial loss, data protection					
Risk to University: N/A <i>(this box should expand as you type)</i>	How will you mitigate the Risk to University: <i>(this box should expand as you type)</i>				

Disclosure and Barring Service			
If the research activity involves children or vulnerable adults, a Disclosure and Barring Service (DBS) certificate must be obtained before any contact with such participants.	YES	NO	N/A
			☒



PG2 / E1 FORM

Does your research require you to hold a current DBS Certificate?	☐	☐	
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PG2 / E1 FORM

SECTION I: Feedback, Consent and Confidentiality

Feedback What de-briefing and feedback will be provided to participants, how will this be done and when? N/A <i>(this box should expand as you type)</i>
Informed consent Describe the arrangements to inform potential participants, before providing consent, of what is involved in participating. Describe the arrangements for participants to provide full consent before data collection begins. If gaining consent in this way is inappropriate, explain how consent will be obtained and recorded in accordance with prevailing data protection legislation. The research aims, and questions was sent to the potential participants when we first engage. The participants will be informed by the interviewer when the voice recording start, <i>(this box should expand as you type)</i>
Confidentiality / Anonymity Set out how anonymity of participants and confidentiality will be ensured in any outputs. If anonymity is not being offered, explain why this is the case. The company names that participants works on will be anonymous. <i>(this box should expand as you type)</i>

SECTION J: Data Protection and Storage

In completing this section refer to the University's Research Data Management Policy and the extensive resources on the University's Research Data Management web pages (<http://uwtsd.ac.uk/library/research-data-management/>).

Does the research activity involve personal data (as defined by the General Data Protection Regulation 2016 "GDPR" and the Data Protection Act 2018 "DPA")?	YES	NO
"Personal data" means any information relating to an identified or identifiable natural person ('data subject'). An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person.	☐	☒
If YES, provide a description of the data and explain why this data needs to be collected:		
(this box should expand as you type)		
Does it involve special category data (as defined by the GDPR)?	YES	NO
"Special category data" means sensitive personal data consisting of information as to the data subjects' – (a) racial or ethnic origin, (b) political opinions, (c) religious beliefs or other beliefs of a similar nature, (d) membership of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992), (e) physical or mental health or condition, (f) sexual life, (g) genetics, (h) biometric data (as used for ID purposes),	☐	☒
If YES, provide a description of the special category data and explain why this data needs to be collected:		
(this box should expand as you type)		

Will the research activity involve storing personal data and/or special category data on one of the following:	YES	NO
Manual files (i.e. in paper form)?	☐	☒
University computers?	☐	☒
	☐	

Private company computers?		☒
Home or other personal computers?	☒	☐
Laptop computers/ CDs/ Portable disk-drives/ memory sticks?	☐	☒
"Cloud" storage or websites?	☒	☐
Other – specify:	☐	☐
For all stored data, explain the measures in place to ensure the security of the data collected, data confidentiality, including details of password protection, encryption, anonymisation and pseudonymisation:		
All file are stored in a strong password protected storage, the personal computer had install suitable protection software, the cloud storage will also be password protected and will not share to any third party.		
<i>(this box should expand as you type)</i>		
All Data Storage		
Will the research activity involve any of the following activities:	YES	NO
Electronic transfer of data in any form?	☐	☒
Sharing of data with others at the University?	☐	☒
Sharing of data with other organisations?	☐	☒
Export of data outside the European Union or importing of data from outside the UK?	☐	☒
Use of personal addresses, postcodes, faxes, emails or telephone numbers?	☐	☒
Publication of data that might allow identification of individuals?	☐	☒
Use of data management system?	☐	☒
Data archiving?	☐	☒
If YES to any question, please provide full details, explaining how this will be conducted in accordance with the GDPR and DPA (and/or any international equivalent):		
<i>(this box should expand as you type)</i>		
List all who will have access to the data generated by the research activity:		
Only Principal researcher		
<i>(this box should expand as you type)</i>		
List who will have control of, and act as custodian(s) for, data generated by the research activity:		
Only Principal researcher		
<i>(this box should expand as you type)</i>		
Give details of data storage arrangements, including security measures in place to protect the data, where data will be stored, how long for, and in what form. Will data be archived – if so how and if not why not.		

The data collect will store in password protected drive, the data will deleted after the final confirmation on the reserch had been approved.

(this box should expand as you type)

Please indicate if your data will be stored in the UWTSD Research Data Repository (see <https://researchdata.uwtsd.ac.uk/>). If so please explain. *(Most relevant to academic staff)*

(this box should expand as you type)

Confirm that you have read the UWTSD guidance on data management (see https://www.uwtsd.ac.uk/library/research-data-management/)	YES	☒
	NO	☐
Confirm that you are aware that you need to keep all data until after your research has completed or the end of your funding	YES	☒
	NO	☐



PG2 / E1 FORM

SECTION K: Declaration

The information which I have provided is correct and complete to the best of my knowledge. I have attempted to identify any risks and issues related to the research activity and acknowledge my obligations and the rights of the participants. In submitting this application I hereby confirm that I undertake to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice which is published on the website: https://www.uwtsd.ac.uk/research/research-ethics/		
Signature of applicant:	Marco Lam Wai Yeung	Date: 12 Dec 2019

For STUDENT Submissions:

Director of Studies/Supervisor:	Dr. Millissa Cheung	Date:
Signature:		13 Dec 2019

For STAFF Submissions:

Academic Director/ Assistant Dean:		Date:
Signature:		

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☒	I have deleted the guidance notes before submitting the PG2 for consideration

**PG2 / E1 FORM****RESEARCH STUDENTS AND STAFF ONLY**

All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk, with the title 'Ethical Approval' followed by your name.

You will be informed of the outcome of your claim by email; therefore it is important that you check your University and personal email accounts regularly.

STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.

This form is available electronically from the Academic Office web pages:

<https://www.uwtsd.ac.uk/academic-office/appendices-and-forms/>

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