

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:		Student ID number:	
Programme:	MBA		
Module:	Change and Stability Management		
Module code:	HKBM 7015	Contribution to Overall Module Assessment (%):	25%
Lecturer:	Dr Joe Leung	Internal Verifier:	Dr Che Cheong Poon
Assignment Title:	Assessment 1 - Presentation	Word count (or equivalent):	8-10 Minutes
Submission deadline:	14 April 2024 (Presentation and Submission of PPT)	Return date of provisional marks & written feedback:	Within 20 days after submission
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		



MOISELLE

MOISELLE INTERNATIONAL HOLDINGS LIMITED

Prepared by :

Student Name: Yan Po Ying (Debbie)

Student ID # : 2324333

Module Code : MBA(HKBM7015)

TABELS OF CONTENT

1. Company Introduction
2. Current Business Review
3. General Environmental factors
4. Why changes is needed
5. How to change
6. Conclusion
7. Reference



ABOUT MOISELLE

Founded in 1997, MOISELLE is an international high fashion brand renowned for its stylish and exclusive designs, high-quality fabrication, and excellent craftsmanship which based in Hong Kong.

The company was founded by a married couple Mr. Bobby Chan and Ms. Shirley Tsui, as an Asian fashion leader in Hong Kong.

Listed on the Stock Exchanged of Hong Kong Limited since 2002 (Stock Code: 130).

Chairman : Mr. Bobby Chan

Executive Director : Ms. Shirley Tsui

Mr. Chan Sze Chun

CEO : Mr. Harris Chan



FINANCIAL PERFORMANCE OVERVIEW

Overview the 10years financial performance from 2014 to 2023, the company has faced a significant business **decrease**.

Turnover : was **decreased 76%**

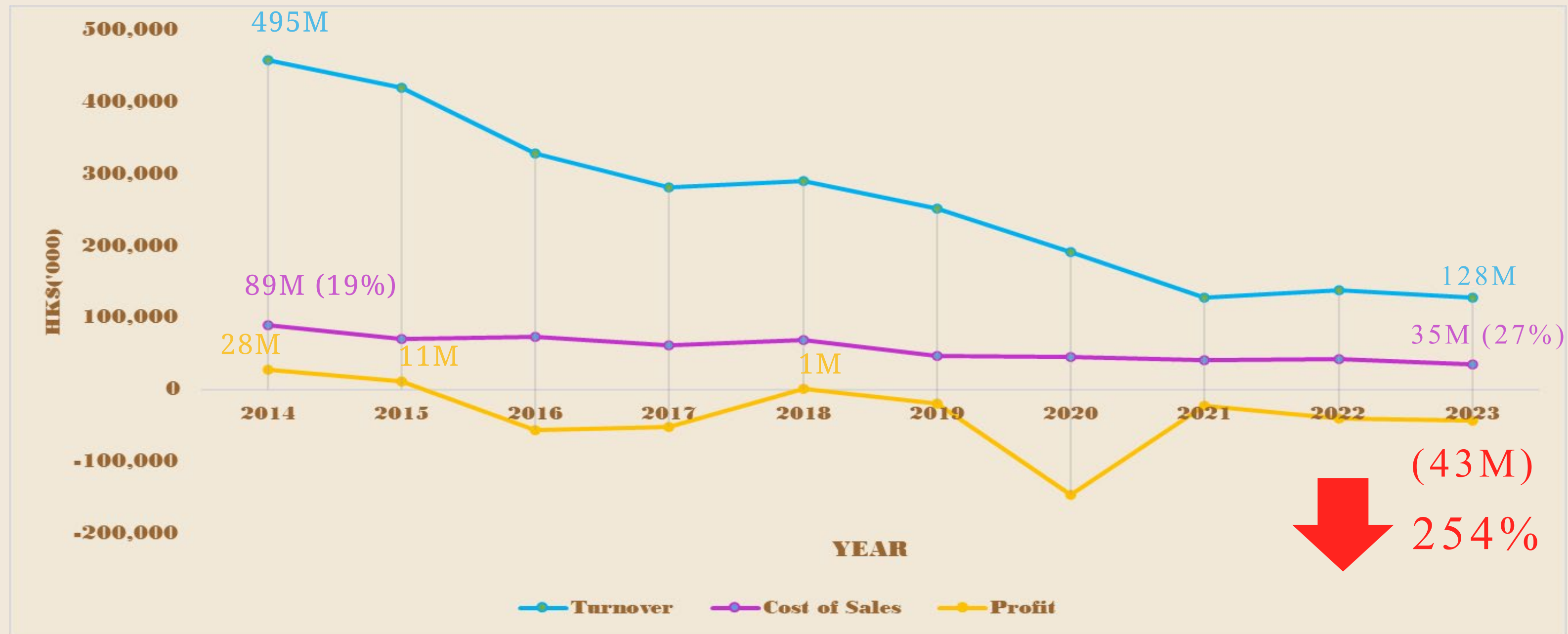
Cost of sales : **rising 8%** share of the turnover

Profit : **Loss of year 2023 was HK\$43M**

Stock Price **Dropped 87%**

Jan 14' was \$1.63

Current : \$0.22



RETAIL STORES (HK & CHINA)

OVERVIEW

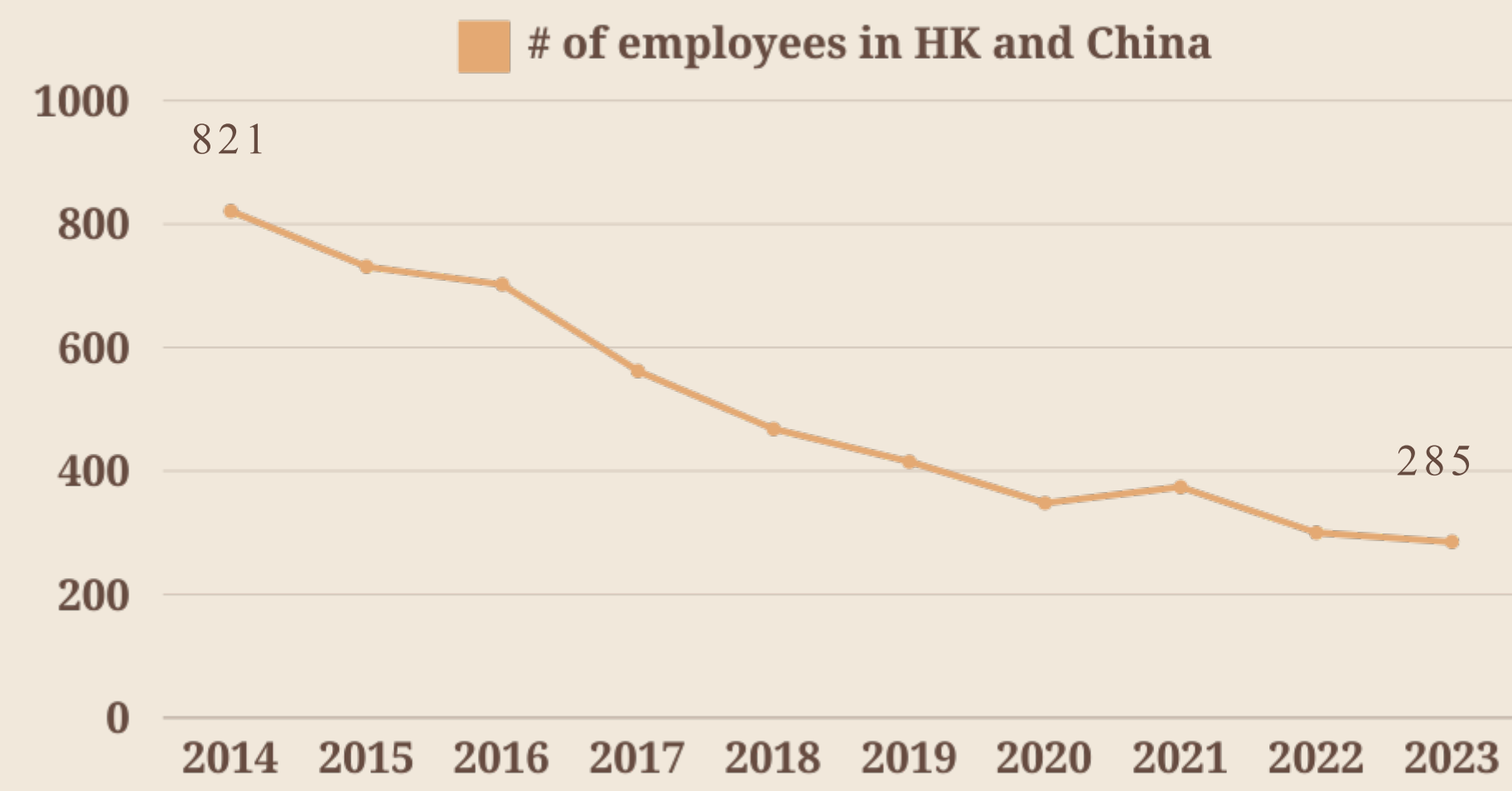
Moiselle had 77 stores in 2014, included 25 in HK and 52 in China. However, the company had a significant **reduction 68%** between 2014 to 2023. As of December 2023, the total number of stores remained only at 25, 14 stores (reduce - 44%) in Hong Kong and 11 stores (reduce 79%) in China.



EMPLOYEES (HK & China)

OVERVIEW

As a result of the closure of stores, staffs in HK and China had a **reduction of 65%** from 821 staffs in 2014 to 285 staffs in 2023.



GENERAL ENVIRONMENTAL FACTORS

3 key environmental factors that influence change in Moiselle HK and China business over the last 10 years

Economic

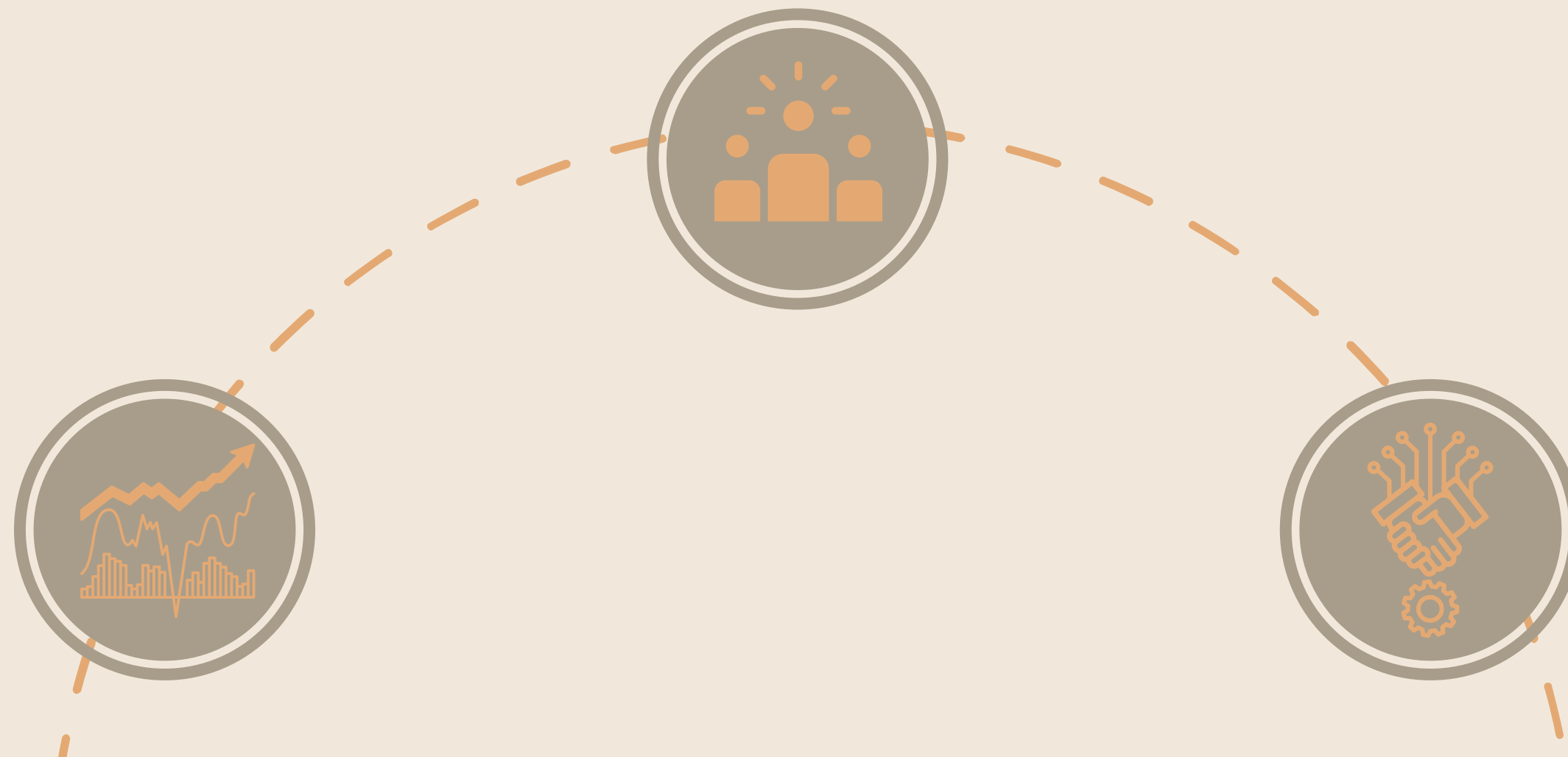
- 2019, Protests in HK
- 2020, COVID 19
- Currency weakness in China and Japan

Social and Cultural

- Fashion Trends (Smart Casual)
- Value (Purchase preference, Brand loyalty)
- Lifestyle (WFH, travel)

Technological

- E-commerce
- Digital Marketing
- Supply Chain and production management



FACTORS DRIVING MOISELLE'S CHANGE

Following are five major factors that have contributed to driving change at Moiselle all over the past 10 years.

01

Financial Performance

Only 3 years ('14, 15 and 18') showed profits. The average lost per year was 341M

02

Market Competition

Intense competition from other fashion brands, both domestic and international

03

Consumer Behavior

Consumer spend, value for money and shopping habits was keep changing

04

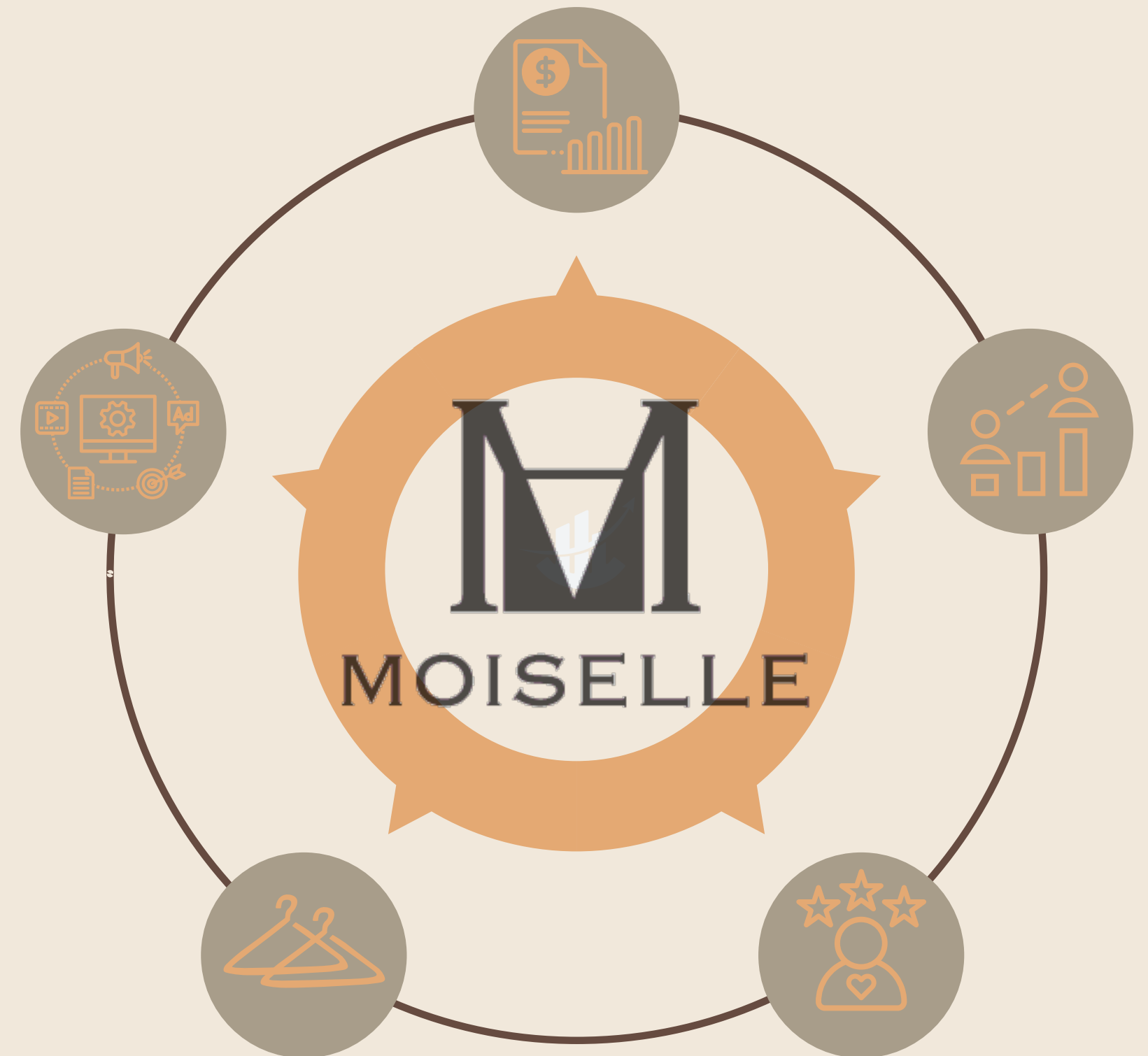
Fashion Trends

Fashion industry is highly influenced by trends

05

Digital Transformation

Unsuccessful digital resource and E-commerce



WHY CHANGE IS NEEDED



<https://moiselle-hk.com/collections/new>



HOW TO CHANGE Moiselle needs to take Immediate Strategic Change

1. Evaluate and Enhance Product Offering
Conduct a comprehensive analysis of customer preferences and market trends to identify gaps and opportunities.
2. Launch a second line with new branding
Create a second line of innovative products that are targeted to young consumer segment with a new brand.
3. Upgrade Marketing and Brand positioning
Develop a thorough marketing strategy to increase brand visibility and attract wider customer range.
4. Enhance Digitization to improve customer experience
Invest digital body scanner and 3D. Utilize data analytics and customer preference to offer personalized recommendations.
5. Strengthen E-commerce
Enhance E-commerce tools and optimized for both desktop and mobile devices.
6. Improve Cost efficiency and operational effectiveness
Evaluate and optimize operational process and streamline supply chain management that can reduce cost and increase profitability



LET'S GET STARTED



CONCLUSION

The fashion industry is rapidly evolving, Moïselle must need to take immediate action. Embrace this opportunity to effectively navigate challenges, achieve sustainable long-term growth, and ensure the success of the future. Making a strategic change in our proactive approach and determining the Moïselle's future could benefit business remain further ahead of the competition and achieve today's changing needs of our customers.

Now is the right time to leverage the situation and establish a long-term footprint in the dynamic world of fashion.



APPENDIX

Financial Performance from 2014 to 2023

(HK\$ - 000')	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Turnover	458,677	419,965	327,996	280,397	290,576	251,021	191,604	127,283	138,526	127,946
Cost of Sales	(88,843)	(70,422)	(73,387)	(60,798)	(68,787)	(45,793)	(44,571)	(40,378)	(41,920)	(34,666)
Profit	27,923	11,331	(56,515)	(52,478)	1,261	(19,841)	(146,466)	(23,205)	(40,947)	(42,901)

Overview of Number of Stories and Staffs (HK and China) from 2014 to 2023

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Number of Stores in HK	25	25	25	23	18	18	15	14	16	14
Number of Stores in China	52	40	35	23	14	14	13	17	10	11
Number of Staffs (HK & China)	821	731	702	562	468	415	348	374	300	285

Stock Trends (from 2014 to 2023)



REFERENCES

1. Edigest.hk 2018, 'MOISELLE老闆陳欽杰 與同事緊密接觸 設多項獎金推動生意', edigest.hk, Available at: <https://www.edigest.hk/%e8%81%b7%e5%a0%b4/moiselle%e8%80%81%e9%97%86%e9%99%b3%e6%ac%bd%e6%9d%b0-%e8%88%87%e5%90%8c%e4%ba%8b%e7%b7%8a%e5%af%86%e6%8e%a5%e8%a7%b8-%e8%a8%ad%e5%a4%9a%e9%a0%85%e7%8d%8e%e9%87%91%e6%8e%a8%e5%8b%95%e7%94%9f%e6%84%8f-69738/> (Accessed: 18 March 2024).
2. JLL. (2020). How COVID-19 is changing the fashion world. Available at: <https://www.jll.com.hk/en/trends-and-insights/cities/how-covid-19-is-changing-the-fashion-world> (Accessed: 27 March 2024).
3. How COVID-19 Will Permanently Change Consumer Behaviour. Fast-Changing Consumer Behaviours Influence the Future of the CPG Industry. April 2020 (2020), (Accessed : 30 March 2024).
4. KPMG Advisory (Hong Kong) Limited. (2020). Impact of COVID-19 on Hong Kong Consumers' Behaviours. [PDF]. Available at <https://assets.kpmg.com/content/dam/kpmg/cn/pdf/en/2020/11/impact-of-covid-19-on-hong-kong-consumers-behaviours.pdf> (Accessed : 3 April 2024).
5. McKinsey & Company. (2020). A global view of how consumer behavior is changing amid COVID-19 [PDF]. Available at: <https://www.mckinsey.de/%7E/media/McKinsey/Business%20Functions/Marketing%20and%20Sales/Our%20Insights/A%20global%20view%20of%20how%20consumer%20behavior%20is%20changing%20amid%20COVID%2019/20200707/covid-19-global-consumer-sentiment-20200707.pdf> (Accessed: 7 March 2024).
6. Moiselle International Holdings Limited. (2014). Annual Report 2014 (Accessed: 22 March 2024).
7. Moiselle International Holdings Limited. (2015). Annual Report 2015 (Accessed: 22 March 2024).
8. Moiselle International Holdings Limited. (2016). Annual Report 2016 (Accessed: 22 March 2024).
9. Moiselle International Holdings Limited. (2017). Annual Report 2017 (Accessed: 22 March 2024).
10. Moiselle International Holdings Limited. (2018). Annual Report 2018 (Accessed: 22 March 2024).

REFERENCES



THANK YOU

Hope We Can Work Together