

## Membership Info

All Board members and Honourable members Mr. Raymond Kwok, Mr. Michael Tien, Dr. Roger C.K. Chan, Professor Rebecca L.H. Chiu, Professor Eddie C.M. Hui, Professor Sin Yat Ming and Dr. T.M. Kwong welcome the following new members :

### Fellow Member

Chan Wing Ka Veronica

### Full Members

Chu Kai Ming Kevin  
Pang Kit I Carol

### Associate Members

Chiang Jimmy  
Tong Kin Ping

## Membership Application

Our Membership is open to any individual person who is a practitioner in shopping centre industry. Students who have enrolled in the course of shopping centre management at HKU School of Professional and Continuing Education (HKU Space) will also be considered.

Grade of Membership	<b>Annual Fee</b>
Fellow Member	<b>HK \$ 1,650</b>
Full Member	<b>HK \$ 1,100</b>
Associate Member	<b>HK \$ 720</b>
Student Member	<b>HK \$ 280</b>

Online application can be completed at the following link:

[www.iscm.org.hk](http://www.iscm.org.hk)



## Give us Feedback

Email : [secretariat@iscm.org.hk](mailto:secretariat@iscm.org.hk)  
Website : [www.iscm.org.hk](http://www.iscm.org.hk)



## Upcoming



### Young Entrepreneurs Seminar Series 2018 SEMINAR II

#### The Transformation of Wing On Department Store in the Digital Era

Speaker : Mr. Gareth Kwok, Assistant General Manager, The Wing On Department Stores (Hong Kong) Limited  
Date : 25 May 2018  
Time : 7-830pm  
Venue : Training Room, UCEM, Unit 2, 16/F Tower II, Admiralty Centre, 18 Harcourt Road, Admiralty

#### Highlights :

1. Challenges and Opportunities for traditional department stores in Hong Kong
2. Major steps in transforming a traditional department stores
3. Riding on the e-commerce platform to tap on the next generation consumers

### SEMINAR III

#### Embracing Collaboration with Integrated Marketing Technology

Speaker : Mr. Andy Ann, Founder & CEO, NDN Group  
Date : 8 June 2018  
Time : 7-830pm  
Venue : Y305, The Hong Kong Polytechnic University, Hunghom, Kowloon

#### Highlights :

1. Integrated Marketing Technology
2. Collaboration of various digital integrators for the best
3. Case studies
4. Mainland Experiences

Registration : [Download](#)



Mr. Gareth Kwok



Mr. Andy Ann

## The Board

Chairman	Baldwin Ko
Vice Chairman	Chris Keung
Vice Chairman	Michelle Lee
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Director of Membership	Margaret Lau
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Director of Study Tour	Wilson Lam

## Editorial

This is a special occasion to pay tribute to our Founding Chairman, Ms. Maureen Fung, for her commitment towards the development of the ISCM and the industry. This issue begins with her message on how she realises her vision and mission of the Institute in the past 18 years.

In addition to the Annual Anniversary Dinner where industry practitioners could grasp the opportunity to meet and greet old friends as well as new at the many tables, our Institute has also held the CASC Conference for the second time in October 2017. We have had a proud record of attracting the highest caliber of speakers from around the world. In this issue, we share a summary of views from the keynote speakers.

Last but not the least, our issue prepares two feature stories, one on the business opportunities from the Greater Bay Area for the industry whereas the other on exploring the tech gimmicks in drawing traffic.

We wish you enjoy reading this issue and welcome your comments.

Thank you.

## Message from the Founding Chairman



In 2000, I teamed up with well experienced professionals to prepare the founding works for ISCM. The moment still feels like yesterday, yet the Institute now celebrates its 14th anniversary. I am very pleased to witness that ISCM has gained an extensive recognition and support in the shopping centre industry, and accreditations from various industry counterparts. Over the years, our mission is to create a platform for exchange of best practices in shopping centres within the Asia Pacific region. In 2009 and 2017 respectively, we organised the Council of Asian Shopping Centres Conference (CASC) Conference in Hong Kong, where industry professionals including our shopping centre counterparts from the Asia Pacific region came together to share their insights on forthcoming changes, and explore new opportunities ahead in a remarkable occasion.

The convenience offered by online retail poses stern challenges for the brick-and-mortar business and shopping centres around the world. It is time for our industry to dip deeper into our competitive edges and think innovatively to nurture in the big data era. This year, the Institute's annual dinner is themed "Riding on Technologies, the New Shopping Experience". We have invited Mr. Eric Yeung, President of ESports Association Hong Kong to share his analysis on the development of eSports in Hong Kong and the opportunities it presents, encouraging industry peers to reflect on how to create innovative shopping experience with technology.

With the rising income of Mainland residents and the unleashing of the young visitors' shopping behaviour, there is no difference between the young visitors' consumer behaviour and that of local consumers in the Hong Kong retail market. In addition, the Guangdong-Hong Kong-Macao Bay Area plan involves a vast amount of infrastructure construction, which is set to enhance the connectivity across the region. Hong Kong's shopping centres may look forward to more customers who travel to Hong Kong from the Bay Area, or they may tap into the Mainland market. I believe there are boundless business opportunities and room for development for our industry.

In the 14 years since its founding, I have grown together with our Founding Members, Honourable Members, Board Members, Committee Members and Members, as we have witnessed the development of Hong Kong's shopping centres. It has been an honour for me to share this experience with my peers. I am confident that our newly selected Chairman, Mr. Baldwin Ko will continue to steer the Institute towards the next chapter. Meanwhile, I am honoured to be a member of the Advisory Board. In my new role I will exchange my views with other Board Members, as we set out to promote ISCM's development.

Most importantly, I would like to take this opportunity to express my heartfelt gratitude to our Honourable Members for their support. Lastly, I would like to extend my sincere thanks to everyone who has helped organise ISCM's activities and promote its development in the past years, including those who have lent their support to our anniversary banquet, for their time and effort. I hope all of you will continue to support ISCM.

Maureen S.Y. Fung  
Founding Chairman

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## Riding on Technologies, the New Shopping Experience 14th Anniversary Annual Dinner

ISCM will host the 14th anniversary dinner in the evening of 27 April. This annual special event has been hugely successful with attendees going as far as to say that the night could be described as nothing short of spectacular. More than 400 industry professionals will gather together and enjoy an evening of fun and networking at the Grand Ballroom of Conrad. It is our honour to have Dr. David Chung Wai-keung, JP, Under Secretary for Innovation and Technology of HKSAR Government, to be our Guest of Honour who will officiate our Annual Dinner.

Besides, our Honorable Members from the University of Hong Kong, the HKU School of Professional and Continuing Education, the Hong Kong Polytechnic University as well as the leaders from professional institutes across Asia including Chartered Institute of Housing Asia Pacific Branch, Greater China Institute of Property Management, The Hong Kong Association of Property Management Companies Limited, The Hong Kong Institute of Housing, Royal Institution of Chartered Surveyors Hong Kong and Taiwan Council of Shopping Centers are all our special guests.

Ms. Maureen Fung, Founding Chairman of ISCM, will share her reminiscences in a speech filled with personal and proud memories of the Institute's contribution to the industry during its fourteen years of activity. Ms. Fung and Mr. Baldwin Ko, our newly elected Chairman, shall invite

every guest present to join in a hearty toast to wish the Institute every continued success in the future.

Technology, as always, is a key driver of innovation, and is at the heart of enabling any business to evolve and maintain a commercial advantage. Our guest speaker, Mr. Eric Yeung, President of

volunteers to conduct art workshops to PWDs. We are thankful to have Estee Lauder, Gucci, Puyi Optical, Loreal Group, Luk Fook Group, Saint Laurent and Valentino Hong Kong sponsored us the precious gifts for our charity tender.

Our institute has been prioritising corporate social responsibilities (CSR)



Industry professionals will be warmly welcomed in the dinner.

ESports Association Hong Kong, will deliver a special presentation outlining the recent development of eSports in Hong Kong and its feasible application in mall marketing and promotion.

We will also continue our charity fundraising initiative in the annual dinner. The beneficiary of this year is Fu Hong Society - Art Inclusion Project. The Project aims to use art and music as a means to promote social inclusion of persons with disabilities ("PWDs"), and to facilitate their emotional expression and communication. Young people are trained to become art and inclusion ambassadors and as

activities, we would like to donate half of the money to be raised in this charity tender to support Fu Hong Society - Art Inclusion Project whereas the remaining sum will be used in our upcoming CSR initiatives.

The Lucky Draw always brings our guests to a flush of excitement with all the memorable gifts has not been missed. We would like to express our gratitude to all the gift sponsors who make the evening fill with joy and laughter.

## Five Keywords for Mall Management Professionals

The shopping center landscape has been evolving. At the Council of Asian Shopping Centre (CASC) Conference 2017 hosted by our Institute recently, industry professionals from around the world gathered to share their views under the theme "Shopping Centers Embracing Change — What's Next?". The next five keywords for the industry are "Millennials", "Technology", "E-commerce", "Connectivity" and "Customer" while the initiatives from China's Belt and Road and the Guangdong-Hong-Kong-Macau Greater Bay Area are expected to bring an abundance of new business opportunities to the region, which could boost the flow of potential shoppers into Hong Kong.

The CASC Conference is the most significant platform in Asia to acquire insider knowledge and expertise about the shopping center evolution, exchange ideas for continued improvement in shopping experiences, discover fresh business opportunities, and the dissemination of industry best practices.

This was the second time that ISCM hosted the CASC Conference and our Institute has had a proud record of attracting the highest caliber of speakers from around the world, particularly for the keynote speakers from the Asia-Pacific top management from luxury groups including LVMH Group, Saint Laurent and COACH.

Sharing his views on "Keep Up with Mainland Chinese Consumers", Mr. Andrew Wu, Group President, Greater China of LVMH Group, highlighted five keywords for the development of Mainland luxury market which are "speed", "shift", "youth", "scale" and "mobility". He added that mainland customers are sophisticated in terms of product offerings who

look for differentiation with localized internationalism and desire for quality.

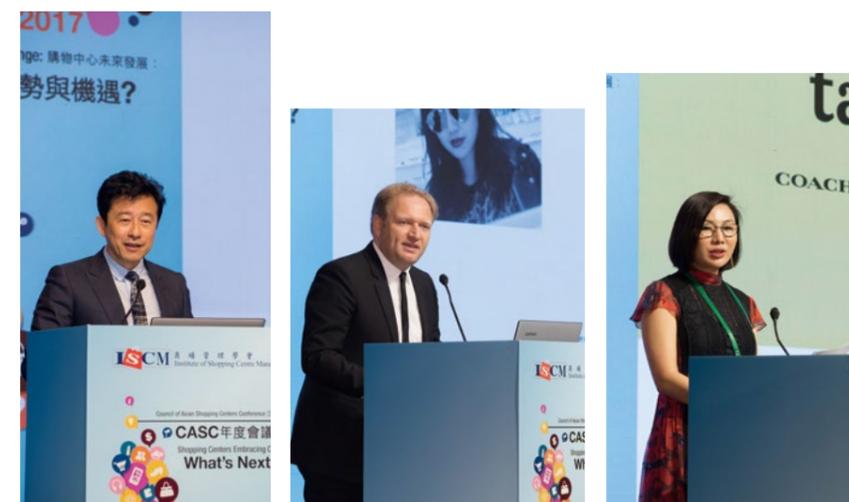
Speaking of his experience in "Brand Building and Luxury Retail Trend in Greater China and Asia Pacific", Mr. Marco Viganò, President, Asia Pacific of Saint Laurent, stressed that their key customers who are mainly under 40 in the region have an urge for ready-to-wear and shoes. He also pointed to the fact that there has been consolidation of retail network in dominant shopping malls of various mainland cities.

Ms. Rebecca Li, Vice President, Business Development, COACH (Greater China), walked the participants through the transformation in terms of DNA, products, store concept and marketing of COACH in her presentation titled "Transformation from Multi-brand". She further elaborated the rebranding of COACH such as turning

the store a living room style.

Mr. Steve Lewis, CEO and Founder of Living PlanIT, concluded his "Holistic View on Future Development of Shopping Malls in Asia and Global" in two directions which as experiential and frictionless with customer-friendly designs. He noted that shopping malls are moving from reactive to predictive retail with targeted sales, dynamic pricing and maximised opportunities via data connection and analysis.

In a nutshell, the speakers at the CASC Conference 2017 believed that it is key to embrace globalisation and make good use of technologies in order to create unique shoppers' experience while turning shopping malls into a multi-function space. Engaging customers with emotional connection could be the way forward for the mall operators around the world.



Keynote Speakers at the CASC Conference 2017, (from the left) Mr. Andrew Wu, Group President, Greater China of LVMH Group, Mr. Marco Viganò, President, Asia Pacific of Saint Laurent and Ms. Rebecca Li, Vice President, Business Development, COACH (Greater China).

# Will Shoppers Head to the Shopping Malls for eSports and Tech Gimmicks ?

Globalisation and the advent of the Big Data era are challenging the future of the shopping mall especially as online shopping continues to gain popularity. In recent years, many Hong Kong shopping malls are riding on IT to hold on to customers, running around physical and virtual spaces in a move to keep up mall service while training their sight on service personalisation and digital experiences to meet younger

shoppers' needs. Providing free Wi-Fi and real-time parking mobile apps constitutes only part of the grand plan. Integration with the Smart City concept may provide a way forward. The Hong Kong government's My Kowloon East mobile app is a case in point. The app provides shoppers an extra layer of convenience by allowing them to check out various East Kowloon mega malls' real-time parking situations.

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game Pok é mon GO was all the rage. To capitalise on this, shopping malls pulled out all the stops and successfully stimulated traffic by serving up spending offers with the use of Lure Module during lunch and dinner hours. In the near future, eSports is set take the world by storm, especially when the government has recognised its economic development potential and the booming esports sector is becoming more and more resonant, especially among the next generation.



The global eSports global market size is expected to grow to US\$1.5 billion in 2020 and China is expected to be the second largest eSport market after the US.

Co-founder and CEO OF Innopage Limited Mr. Keith Li believes that a piece of good technology is all about its practical value. For shopping malls, technologies need not be on the leading edge. From a consumer's perspective, technologies that meet their daily shopping needs are the best. Mr. Li notes that using technologies for service enhancement is the current focus of mall operators and the retail sector. For instance, he says, retail traffic at Hong Kong's shopping malls is high. Restaurant reservation and parking mobile apps can cut waiting time for customers and increase the level of convenience for driving shoppers. Such mobile apps have kept users engaged and therefore are shining examples of good technologies.

## Growth potential of global eSports market

Market intelligent firm Newzoo stated the eSports global market size is expected to grow from US\$696 million in 2017 to US\$1.5 billion in 2020. Newzoo also stated China is expected to contribute 15% of the global eSports market in 2017, the second largest after North America and double the size of South Korea .

Some shopping malls in Hong Kong have already rolled out eSports related promotions to draw young shoppers. Mr. Ray Chow, Chairman of E-Sports Association Hong Kong reveals an increase in collaboration between the association and mall operators such as K11 and Sino Group in various

promotion drives including eSports competitions, live gaming broadcasts, gaming expos, seminars and eSport try-outs. These not only promote eSports but also draw foot traffic to shopping malls, creating win-win outcomes.

Mr. Chow adds that eSports enthusiasts typically age between 15 and 30 but the younger generation of gamers are growing up and this will increase the eSports player population. The number of female players is also on the rise. Currently, the male-to-female ratio stands at about seven to three. He believes that shopping malls in Hong Kong are ideal for eSports promotion thanks to high foot traffic, fibre optic coverage and hardware support such

as HD LED walls. The FIFA eWorld Cup this year will give eSports a big push in the right direction. Mr. Chow, who is also founder of Cyber Games Arena, says that the company's collaboration with shopping malls has increased two- to three-fold. This year, eight such initiatives are already in the pipeline. He is looking to roll out an eSports road show series in various shopping malls so as to step up eSports promotion. eSports is more than just video games, he stresses.

## New strategies to draw traffic

Professor Rebecca Chiu, Head of Department of Urban Planning and Design, The University of Hong Kong, says that the younger generation tends

to stay in and shop online. This is going to have an impact on shopping malls. She adds however that restaurants provide families and friends a place to get together and therefore are immune to the internet's economic disruption. Introducing more restaurants can help shopping malls to sustain traffic and attract more shoppers, she suggests.

Prof. Chiu, who is also an ISCM Honourable Member, states that shopping malls help promote a sense of community and bridge ties at neighbourhood levels. Phubbers

may spend much of their mobile time gaming, binge-watching or shopping. To sustain traffic, she believes, mall operators may beef up their leisure offerings, for instance, by holding popular events such as eSports competitions and live broadcasts, which can draw crowds and stimulate in-mall spending. They may also target the silver hair segment by holding try-outs of fitness games for the elderly and online golf games. These may just be some of the innovative, creative promotion ideas that are also viable.

## Extensive use of customer technologies

Francis Fong, Honorary President, Hong Kong Information Technology

Federation, notes that online giants such as Amazon, Alibaba and JD.com are making an online-to-offline move with development of checkout-free shopping, using IT to reduce labour costs. He explains that such checkout-free stores use AI to track customers' shopping progress and charge them for the shopping as they walk out. He says that checkout-free shopping is still in a testing phase and smart sensor accuracy has to be enhanced so as to minimise the failure rates of shopping trackers and checkout systems. Once the technology matures, it can prove useful for 24-hour convenient stores and small- and medium-sized shops.

In fact, online shopping accounts for only about 10% of total retail sales in Hong Kong. Still, customer experience remains vital in the physical retail process. Use of new technologies such as face recognition can help identify some key trends in spending patterns and raise customers' level of convenience and overall experience. For instance, driving shoppers can be easily identified by the shopping mall when they step out of the vehicle at the mall entrance. In future, more extensive use of customer technologies such as integrated applications for customer data consolidation will provide better insights into customer spending patterns, helping to pay the way for mall operators to run their promotions with greater effectiveness.

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# New Opportunities for Hong Kong Shopping Malls under the Greater Bay Area Initiatives

Since Chinese Premier Li Keqiang in his March 2017 government work report proposed to draw up a development plan for a Guangdong-Hong Kong-Macau Bay Area (the Greater Bay Area) city cluster, the term Greater Bay Area has quickly become the talk of the town. With fundamental elements that are on a par with those in the San Francisco Bay Area, New York Bay Area and Tokyo Bay Area, a research report notes, the Greater Bay Area has the potential to step up as the world's fourth largest bay area economy cluster or even the most diverse bay area economy.

Eddie Hui, Professor of Real Estate at the Department of Building and Real Estate, the Hong Kong Polytechnic University, believes that the Greater Bay Area development scheme helps to foster collaboration and integration for the cities within. This will increase accessibility, reduce travel costs and as a result boost tourist flow. Hong Kong professionals will be attracted to work or even settle down in those cities while local residents will find it more convenient to visit Hong Kong for their shopping. It is all positive for Hong Kong's shopping malls.

The Greater Bay Area development scheme can be traced back to the 1995 completion of the Pearl River Delta Economic Zone City plan. The term Greater Bay Area was quoted for the first time in One Belt One Road official documents a decade later. Since then, it has become a national development strategy and was included in mainland China's 13th Five-Year-Plan.

The Greater Bay Area refers to The Greater Pearl River Delta in the Guangdong province comprising nine municipalities including Guangzhou, Shenzhen, Dongguan, Foshan, Zhaoqing, Huizhou, Zhuhai, Zhongshan

and Jiangmen, Hong Kong and Macau (Map 1). The area is known primarily for its manufacturing, hi-tech and service industries, with a total population of about 6.6 million, and de jure and mobile population reaches more than 100 million and GDP in excess of RBM8,000 billion (in 2015).

A public policy senior researcher at Tencent Holdings Limited points out that the Greater Bay Area's edge lies in its ready infrastructure and capabilities. It can also take full advantage of Hong Kong's financial sector, Macau's leisure and entertainment industry and Shenzhen's hi-tech sector.

The quality of some shopping malls in the Greater Bay Area still lags behind those in Hong Kong, Prof. Hui, also the Honorable Members of ISCM, observes. Mega malls are sprouting up in Shenzhen but shoppers' paradise Hong Kong has the upper hand in the competition with cheaper, newer and duty-free goods. He adds that mainland shopping malls are yet to pose threats to their Hong Kong counterparts. Rather, the Greater Bay Area development scheme will bring Hong Kong an increased flow of tourists from the western reaches of the Pearl River Delta such as Zhuhai. As such, retail development for the Hong Kong airport and Lantau is inevitable. More retail facilities such as shopping malls will be needed meet tourists' needs. In line with this, the Hong Kong airport and Lantau can become new landmarks for



Greater Bay Area Cities are expected to be the next key economic growth drivers

mainland shoppers. Dr. Liao Qun, General Manager and Chief Economist of Research Department, China CITIC Bank International Limited, says that the September service commencement of the Guangzhou-Shenzhen-Hong Kong Express Rail Link Hong Kong Section will see the volume of Greater Bay Area commuters rise. Hong Kong tourism will reap the benefits. With a level of retail service superior to that of the Greater Bay Area, he emphasises, Hong Kong can expect to retain its edge.

Retailers in major cities across the Greater Bay Area are set to experience noticeable changes as eCommerce makes further inroads into the retail scene, Collier's International report states. In particular, the eCommerce development index is much higher in Shenzhen and Guangzhou than other Tier-2 and Tier-3 cities. In the face of competition, Shenzhen, Guangzhou and

Hong Kong's shopping malls must reposition themselves, enhance their tenant mix or adopt the "phygital" strategy.

As plans for transforming Kowloon East into a "Smart City" fall into place, Ms. Maureen Fung, Executive Director of Sun Hung Kai Properties (China) and also the Founding Chairman of ISCM, believes, Hong Kong's eCommerce development will pick up the pace. She asserts that "online shopping is an integral part of shopping malls", which can compete with eCommerce on speed and price. Meanwhile, Hong Kong's shopping malls have the advantages of service quality, professional talent, international standards and are supported by a comprehensive transport system. She predicts that physical shopping malls in Hong Kong and the city's retail sector will prevail.

Mr. Kwan Cheuk Chiu, Director of ACE Centre for Business and Economic Research, says that Greater Bay Area economies complement each other and such ties can facilitate intra-area trade, increasing Hong Kong service exports inevitably.

Likewise, collaboration deals will allow Hong Kong to absorb more exhibitions and conventions, helping to drive MICE tourism for city. He believes that Greater Bay Area cities could join forces to promote Guangzhou-Macau-Hong Kong Greater Bay Area travel. Mainland tourists enjoy shopping in Hong Kong because the city's products promise quality, he observes. In fact, mainland tourists tend to spend their holidays hanging out at shopping malls instead of visiting street-level shops in recent years.

Prof. Hui cautions however that Hong Kong shopping malls looking to maintain their foothold in the long haul must cater for tourists' practical shopping needs. "Mainland tourists used to visit Hong Kong to buy golden jewellery and luxury products but nowadays they are more into shopping for household and cosmetic products. Hong Kong's shopping malls and retail sector must adapt in order to keep tourists coming back," he concludes.



Map1. The Greater Bay Area

The World's Key Bay Areas				
Bay Area	Guangdong, Hong Kong, Macau	New York	San Francisco	Tokyo
Coverage	9 provinces and 2 Special Administrative Zone	25 provinces	12 provinces	1 metropolitan and 3 provinces
Population	66,000,000	23,000,000	9,000,000	36,000,000
Area (km2)	56,000	36,000	26,000	14,000
GDP (USD)	1.3 trillion	1.6 trillion	0.8 trillion	1.5 trillion

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