

Adapting to Changing Tastes: A Case of Tsui Wah Restaurant



Source: Unsplash (2018)

Background

With 57 years of history, Tsui Wah (翠華) is one of Hong Kong's most iconic Cha Chann Teng (traditional tea restaurant) chains. Along with Hong Kong's rapid pace of economic transition, the group bear witness to the ever-changing needs and tastes of customers (Tsui Wah Group, 2019). Currently the group operates 8 outlets across Hong Kong, continuing to deliver on its promise of "Fast, Exquisite, Desirable" food service to the neighbourhood (Tsui Wah Group, 2019).

In response to the challenges brought by the COVID-19 pandemic, especially the financial downturn and rising demand for takeaway, Tsui Wah undertook a bold move by launching its very own delivery platform "Tsui Wah Delivery" (Moomoo, 2022). Through this platform, customers can enjoy free delivery if their order total exceeds HKD400 or 50% off if they spend more than HKD200 on the order (hk01, 2022). The platform also offers a pre-order and pick-up service with no extra charge, giving customers greater flexibility and a contactless, time-saving experience. These innovations aimed to help Tsui Wah stand out from other Cha Chann Teng chains.

Since the reopening of borders in February 2023, Hong Kong has seen a surge in Mainland Chinese visitors (TimeOut, 2024). In view of the change in demographic makeup of their clientele, Tsui Wah has expanded their promotion across social media platforms that are more popular among mainlanders, such as Douyin (抖音), Dazhongdianping(大眾點評), and Xiaohongshu (小紅書) (Tsui Wah Group, 2023). Furthermore, to attract younger, health-conscious consumers, the group launched Tsui Wah Express, a new brand offering light takeaway meal boxes, catering to busy and health-conscious young consumers seeking convenient and low-calorie meal choices (Tsui Wah Group, 2023).

Challenges

Despite these diversification efforts, Tsui Wah has struggled to regain a significant market share. Hong Kong's food delivery market is already dominated by major players such as Uber

Eats, Foodpanda, and Deliveroo, making it difficult for an in-house platform like Tsui Wah Delivery to compete effectively. Moreover, Tsui Wah faces strong competition from the Tai Hing Restaurant Group. Tai Hing's mobile app not only mirrors the features of Tsui Wah's platform, but also includes additional incentives such as e-gift vouchers to encourage direct ordering via the app (am730, 2023). These competitive advantages raise questions about whether Tsui Wah's strategies are sufficient itself in a saturated market.

Discussion Questions

1. What additional features or services could Tsui Wah introduce in its delivery platform to enhance customer experience and increase competitiveness?
2. To what extent are Tsui Wah's current promotions on Douyin, Dazhongdianping, and Xiaohongshu effective in attracting Mainland Chinese customers? How might they improve their strategy?
3. What types of partnerships or collaborations could Tsui Wah pursue to better appeal to the health-conscious and younger demographic?

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Keywords

- Food and Beverage
- Food delivery platform
- Online app
- Young generation
- Health-conscious consumers
- Competitive advantage

Acknowledgement

This case study is based on and adapted from the work of undergraduate students' CHAN Wing Yan, Winnie; CHENG Yee Lee; KAUR Chanpreet; LAW Tsz Kiu; NG Shan Shan; SZE Ping Sum; TSE Sum Wing from the School of Hotel and Tourism Management at The Hong Kong Polytechnic University.

适应不断变化的口味：以翠华餐厅为例



Source: Unsplash (2018)

背景

拥有 57 年历史的翠华餐厅是香港最具代表性的传统茶餐厅连锁品牌之一。伴随香港经济的高速转型，该集团见证了顾客需求和口味的不断变迁(Tsui Wah Group, 2019)。目前，集团在香港共运营 8 间分店，持续为其社区兑现“快、靚、正”的饮食服务承诺(Tsui Wah Group, 2019)。

为应对新冠疫情带来的挑战，特别是经济下滑和外卖需求上升，翠华餐厅采取了一项大胆举措，推出了自有外卖平台“翠华外卖”(Moomoo, 2022)。通过该平台，顾客订单满 400 港元可享免运费，满 200 港元可享 5 折运费优惠(hk01, 2022)。该平台还提供免费预约自取服务，为顾客带来更大灵活性以及无需接触、节省时间的体验。这些创新旨在帮助翠华餐厅从其他茶餐厅连锁品牌中脱颖而出。

自 2023 年 2 月恢复通关以来，香港的内地游客数量激增(TimeOut, 2024)。鉴于顾客人口结构的变化，翠华餐厅将促销活动扩展到了在内地更受欢迎的社交媒体平台，如抖音、大众点评和小红书(Tsui Wah Group, 2023)。此外，为吸引更年轻、注重健康的消费者，该集团推出了新品牌“翠华快线”，提供轻食外卖餐盒，以满足忙碌且注重健康、寻求便捷低卡路里餐食选择的年轻消费者(Tsui Wah Group, 2023)。

挑战

尽管做出了这些多元化的努力，翠华餐厅在夺回显著市场份额方面仍面临困难。香港的外卖市场已被 Uber Eats、Foodpanda 和 Deliveroo 等主要平台占据，使得像“翠华外卖”这样的自营平台难以有效竞争。此外，翠华餐厅还面临来自太兴餐饮集团的激

烈竞争。太兴的移动应用程序不仅具备与翠华平台相似的功能，还包含诸如电子礼品券等额外激励措施，以鼓励顾客直接通过应用下单(am730, 2023)。这些竞争优势令人质疑，在饱和的市场中，翠华餐厅的策略本身是否足够。

讨论问题

1. 翠华餐厅可以在其外卖平台引入哪些额外的功能或服务，以提升顾客体验并增强竞争力？
2. 翠华餐厅目前在抖音、大众点评和小红书上的促销活动在吸引内地顾客方面有多大成效？他们应如何改进其策略？
3. 翠华餐厅可以寻求哪些类型的合作或协作，以更好地吸引注重健康和更年轻的消费群体？

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关键词

- 餐饮业
- 外卖平台
- 线上应用
- 年轻一代
- 健康意识消费者
- 竞争优势

致谢

本案例研究基于并改编自香港理工大学酒店及旅游业管理学院本科生 CHAN Wing Yan, Winnie; CHENG Yee Lee; KAUR Chanpreet; LAW Tsz Kiu; NG Shan Shan; SZE Ping Sum; TSE Sum Wing 的作品。

適應不斷變化的口味：以翠華餐廳為例



Source: Unsplash (2018)

背景

擁有 57 年歷史的翠華餐廳是香港最具代表性的傳統茶餐廳連鎖品牌之一。伴隨香港經濟的高速轉型，該集團見證了顧客需求和口味的不斷變遷(Tsui Wah Group, 2019)。目前，集團在香港共營運 8 間分店，持續為其社區兌現「快、靚、正」的飲食服務承諾(Tsui Wah Group, 2019)。

為應對新冠疫情帶來的挑戰，特別是經濟下滑和外賣需求上升，翠華餐廳採取了一項大膽舉措，推出了自有外賣平台「翠華外賣」(Moomoo, 2022)。透過該平台，顧客訂單滿 400 港元可享免運費，滿 200 港元可享 5 折運費優惠(hk01, 2022)。該平台還提供免費預約自取服務，為顧客帶來更大靈活性以及無需接觸、節省時間的體驗。這些創新旨在幫助翠華餐廳從其他茶餐廳連鎖品牌中脫穎而出。

自 2023 年 2 月恢復通關以來，香港的內地遊客數量激增(TimeOut, 2024)。鑒於顧客人口結構的變化，翠華餐廳將促銷活動擴展到了在內地更受歡迎的社交媒體平台，如抖音、大眾點評和小紅書(Tsui Wah Group, 2023)。此外，為吸引更多年輕、注重健康的消費者，該集團推出了新品牌「翠華快線」，提供輕食外賣餐盒，以滿足忙碌且注重健康、尋求便捷低卡路里餐食選擇的年輕消費者(Tsui Wah Group, 2023)。

挑戰

儘管做出了這些多元化的努力，翠華餐廳在奪回顯著市場份額方面仍面臨困難。香港的外賣市場已被 Uber Eats、Foodpanda 和 Deliveroo 等主要平台佔據，使得像「翠華外賣」這樣的自營平台難以有效競爭。此外，翠華餐廳還面臨來自太興餐飲集團的

激烈競爭。太興的行動應用程式不僅具備與翠華平台相似的功能，還包含諸如電子禮品券等額外激勵措施，以鼓勵顧客直接透過應用下單 (am730, 2023)。這些競爭優勢令人質疑，在飽和的市場中，翠華餐廳的策略本身是否足夠。

討論問題

1. 翠華餐廳可以在其外賣平台引入哪些額外的功能或服務，以提升顧客體驗並增強競爭力？
2. 翠華餐廳目前在抖音、大眾點評和小紅書上的促銷活動在吸引內地顧客方面有多大成效？他們應如何改進其策略？
3. 翠華餐廳可以尋求哪些類型的合作或協作，以更好地吸引注重健康和更年輕的消費群體？

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關鍵詞

- 餐飲業
- 外賣平台
- 線上應用
- 年輕一代
- 健康意識消費者
- 競爭優勢

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