

# INTIMA Asia

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**RETAIL**  
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STORES  
最佳内衣店

**FASHION**  
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**FABRIC NEWS**  
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**THE GUEST**  
ROBINSONS IN  
SINGAPORE  
新加坡  
ROBINSONS

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## 新加坡罗敏申百货公司



Intima Asia meets with 10-year intimate apparel veteran, Catherine Wong, Head Buyer and Merchandising Intimate Apparel at Robinsons & Co., to learn more about the evolution of Singapore mass retailing. Robinson & Co was Singapore's first department store founded in 1858. Today, Robinson & Co. runs the Robinsons, John Little and Marks and Spencer stores with 17 retail outlets in Singapore and Malaysia.

Intima Asia 向拥有10年资历的罗敏申内衣部总采购与销售规划员，Catherine Wong深入了解新加坡大众零售业的演化过程。成立于1858年的罗敏申百货（Robinson & Co.）是新加坡的第一间百货公司。今天，罗敏申百货也经营新加坡和马来西亚的17家John Little, Marks and Spencer。

After spending 7 years as SVP of Sales and Operations of Lane Crawford, Franz Kraatz took over the reins of Robinsons & Co. last year as Managing Director. In his new mission he committed to re-energizing the brand and its product portfolio, improving the customer experience and transforming the retail format. He has done just that. With the launch of their new flagship store "Robinsons Orchard", he has reinvented the brand, breathed glamor and style into the local market and set a new benchmark for Singapore department store retailing: "Ushering Robinsons Orchard, our very own free-standing department store, to fruition within the world-renowned Orchard Road retail belt is a particularly exciting chapter for us. With the array of new and exclusive brands and the exceptional retail experience that shoppers can expect, we aim to be the new retail standard for Singapore and continue to reinforce our position." Franz Kraatz says.



Franz Kraatz

罗敏申常务董事之位于去年由在连卡佛（Lane Crawford）担任了7年销售与业务副总裁的 Franz Kraatz 接任。

在新的领导理念下，他希望能给品牌注入新的能量，并同时增强客户的购物体验和行销模式。他成功地以在乌节路开设崭新的“乌节罗敏申”旗舰店做到了这点。他不但彻底改造了品牌的形象，并且还打造了在新加坡百货公司里前所未有的时尚魅力，为本地的零售业设定了新的标准。他还说：“能在拥有国际声誉的乌节路建起我们自己的独立百货商场是让我们非常兴奋的。以全新的独家品牌陈列与不同凡响的购物体验，我们瞄准成为新加坡零售的新标杆并巩固我们在市场上现有的位置。”

还说：“能在拥有国际声誉的乌节路建起我们自己的独立百货商场是让我们非常兴奋的。以全新的独家品牌陈列与不同凡响的购物体验，我们瞄准成为新加坡零售的新标杆并巩固我们在市场上现有的位置。”

### 罗敏申的愿景是什么？

Franz 的憧憬是设计出既能符合罗敏申忠实客户的要求与喜爱，又能引进新品牌的革新。我们也希望能以这些新的品牌和互动式的店内服务吸引爱好旅游购物的年轻一族。

### 罗敏申如何从亚洲其他的百货公司中脱颖而出？

区域中的百货公司现在都处于改造阶段。过去两年，新加坡的营销模式和概念都经历了很大的改变。竞争越来越激烈的同时，人人也都变得更前卫。我们利用提高品牌选择和购物体验来将罗敏申带到更高端的市场。

### 罗敏申内衣部的宗旨是什么？

我们部门新的使命是搜索顾客在旅游中发现的并向往在





changes to retail formats and new concept stores across Singapore. It's very competitive and everyone is becoming more fashion forward. Through architecting our brand portfolio to a higher level, we are moving the Robinsons brand to a premium position in the market and delivering an enhanced customer experience.

**Tell us about your mission for intimate apparel across Robinsons.**

Our team has a new mission. We are working hard to identify and source the hottest brands that all of our customers know and love from their travels, that they would also like to be able to buy at home. This means bringing their overseas brands to them, complemented by a mix of local young designers. In our new Orchard intimate department, for example, we carry limited edition collections of many new brands. L'Agent, for instance, was our first new exclusive brand in our flagship store, along with limited editions of new local and overseas designer brands like The Kooples, Paul & Joe Sister, Still, Cruise by Saturday as well as Corewomen and Wasabee, which are exclusive house brands to Robinsons. It's very new from the old Robinsons brand portfolio and very different from the old Robinsons strategy. We have been likened by some to London fashion and lifestyle emporium Selfridges or Parisian multi-label store Colette. This is unusual for a mass retailer and is a reflection of our consumers positive reaction to the new standard we are setting for Singapore department store retailing.

**How much has Robinsons invested in the evolution?**

The AI Futtaim Group has invested more than \$40M in Robinsons Orchard with a vision for creating innovation in ideas, people and products and satisfying the discerning desires of our Singaporean customer. The project was spearheaded by home-grown interior design firm Designphase DBA and spans 186,000 square feet. Our flagship store is located in the heart of the iconic Orchard Road shopping belt and is architected across six floors and houses to showcase some of the most covetable and affordable brands and labels available on the market today. In intimate apparel this includes L'Agent Provocateur, Emporio Armani, Eberjey, Mimi Holliday, DKNY, L'Agent, Triumph, Wacoal and Maidenform to name a few.

**What are the main features of the stores new design concept?**

Designed at every level to deliver an exceptional retail experience, our team's aim was to become the new retail standard for Singapore and to continue to reinforce our position as the leading Singapore retailer. When our customers enter they will also be surprised visually by a number of modern and standout architectural concepts. First they will see the cascading light feature designed by Thierry Gaugain that "flows" down five floors, illuminating the circular atrium and adding a "creative" ambience in store. As they travel the escalators from floor to floor, they will be mes-



“Over the last two years we have seen significant changes to retail formats and new concept stores across Singapore 过去两年，新加坡的营销模式和概念都经历了很大的改变”

本地买到的热门品牌服饰。在把国外品牌带给他们的其中，也参入了本土年轻设计师的作品。我们在新的乌节路店里的内衣部门里引进了很多新品牌的限量版产品。L'Agent是旗舰店内第一个新的独家品牌，其它的还包括Kooples, Paul & Joe Sister, Still, Cruise by Saturday, Corewomen 和 Wasabee。这与我们过去的策略和供应大大不同，反而与伦敦的Selfridges 和巴黎的Colette颇为相似。这是大众零售商非一般的作风而顾客也对的反应也非常良好。

**罗敏申在此革新项目中投资了多少金额?**

AI Futtaim 集团在乌节罗敏申上投入了4000万。目的是建造创新的思想来满足顾客的需求。这个项目的

merized by a giant paper Molo Design sculpture, specially commissioned and designed to engage the consumer's eye. Both of these have been a big success and many of our customers have been taking photographs of our flagship store.

**How are you using technology?**

Technology is used across the retail format to deliver on our in-store experience, providing ease of access to one's favorite brands across the product categories. Proprietary shopping applications have been designed to interact with Robinsons digitally to deliver on our personalized and enhanced customer experience.

**Will Robinsons be venturing into e-commerce as part of this evolution?**

We are stronger today on digital - SMS, e-marketing and social media. We are very focused on delivering the "experience and fit in-store". We recognize the value of analytics. We are not headed towards e-commerce at this time.

**What is your personal definition of intimate apparel in Singapore?**

Intimate apparel today is trendier and more fashion forward and our consumer is sexier and more confident. We can see prints and colored lace across the collections. I'm sitting here wearing a corset with my skirt and my jacket. In the past people would have never done that in Singapore.

**Is intimate apparel an important category for your store?**

Yes, it's the foundation of our core apparel offering and complements almost every category in-store.

**How will you attract your new intimate apparel customer?**

A Robinsons consumer can now come to one store and under one roof receive a completely personalized intimate

席设计公司是本地的Designphase DBA。店面地点在市中心的乌节路购物地段，共6层，总面积17280 平方米。我们代售的包括L'Agent Provocateur, Emporio Armani, Eberjey, Mimi Holliday, DKNY, L'Agent, Triumph, Wacoal 和Maidenform等广受欢迎又价格实惠的品牌。

**旗舰店新的设计构思有什么特点?**

团队的目的是让我们成为新加坡零售业的领导者。每一层的设计都是为了带来非一般的购物体验。进入店内的顾客会看到非常摩登的建筑概念，包括Thierry Gaugain的设计 - 创意地照亮整个大堂的五层楼透光感灯影。上下楼层之间还有一幅专门定做的大型 Molo Design 纸雕塑，十分夺目。这两项设计特色都很成功，吸引很多顾客合影。

**你们如何善用科技?**

我们利用可以程序提供店内顾客随心翻阅产品栏目的便利，并推出购物程序促进他们与罗敏申之间的电子互动以提高个人购物体验水平。

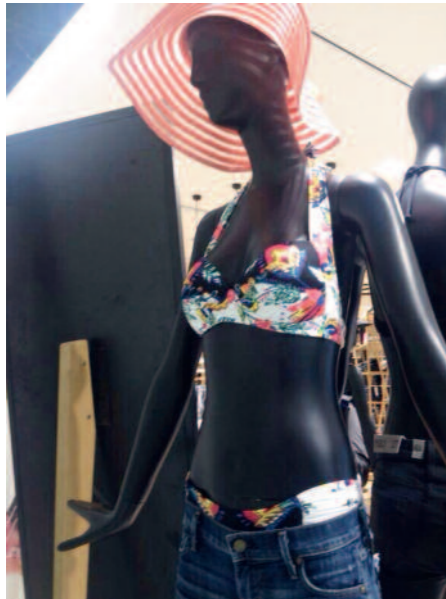
**罗敏申会踏足进入电子商务么?**

我们在电子方面 - 如短信，电子推销和社交媒体发展。我们专注于提供店内体验也了解数据分析的重要性。但现在我们还未发展网上购物。

**你个人对内衣有什么定义?**

今日的内衣更前卫，时尚。我们的客户也更自信和性感。我们在产品中可以看到更多印花和多色的蕾丝。我现在穿着的束腹上衣，短裙和外套搭配是过去新加





apparel shopping experience with all the international brands she knows and loves from her travels abroad and local and young designer brands. She will be served, measured and fitted by a personal shopper. She will also have the opportunity to experience a lot of new retail and lifestyle offerings.

#### Walk us through the new intimate apparel customer experience at Robinsons?

Level 1 provides the ultimate discovery of one's favorite perfumes from our Fragrance Bar. Here they will find the A to Z of international fragrance brands that can be tried and tested before purchasing. They can then stop at our Hair Lab, and test out the latest dyes, brushes and treatments. Now they have their new color, they can take the escalator to level 2 where they will discover our Sunglasses Bar that showcases more than 600 styles from affordable to luxury brands. On level 3 they can now relax in our Aveda Hair Salon – a 1,280 square ft. lifestyle salon that features both professional hair styling services and pampering treatments. When done, they can mix their intimates with denim for that casual lifestyle look or discover on level 4 our men's Shirt bar – where intimates can be complemented by your favorite men's shirt. This shirt bar is a space, which spans across the entire length and breadth of one wall, with 220 pigeon holes showcasing 10 labels in a variety of colors, patterns, prints, textures and fits. Three-way illuminated mirrors are used across the retail format providing an unparalleled view when trying on garments, so that one can be sure to find the perfect match here to complement our latest intimates collections. Finally on level 5, our clients can discover a completely new boudoir. Our new home and bedding floor provides a location, where customers are encouraged to test out the wide range of beds and homewares in order to refresh or update

坡人不会敢于尝试的。

#### 内衣对百货公司重要么？

是的，它是公司服饰类的基础。它也与几乎所有其它的产品类有互补的作用。

#### 你如何吸引新的内衣顾客群？

我们的顾客现在可以享受在罗敏申的个人化一站式购物与服务体验。国际和本地品牌应有尽有。他们可以选择 Personal Shopper (个人买家)的量身服务，也能体验到许多新类生活所需的产品选择。

#### 从所谓新的顾客体验到底是什么？

从底层逛起，一楼的香水吧陈列着你所能想到的国际香水品牌供顾客尝试。接下来他们可以到美发室试用最新的染发剂，梳子和护疗。二楼是墨镜吧，共600多种价位不一的款式人挑选。再来三楼是120平方米的 Aveda 发廊，供专业发型设计和护理服务。之后，他们可以挑选搭配内衣和服饰或者到4楼的男士衬衫吧挑选合适的上衣。这个衬衫吧是个装满了220个抽屉的空间，按颜色，花样，印花，质地和身型摆列10个品牌的产品。所有的更衣处都配有三向的照光镜以让顾客更容易找到理想的内衣。顶层5楼是个完全不一样的私房空间。崭新的家居和睡床布置让他们能亲身体验这些打造自己寝房的私密产品。我们也提供饮食 让服务更完善。

#### 罗敏申的内衣选择和其他的零售商有什么不同？

Franz 的法则向来是注重在新颖和独家的品牌上，和个人化的顾客体验。我们向所有顾客承诺信用和便利。我们的使命是让顾客以最实惠的价钱买到他们心宜的产品。这是为什么我们的产品如此多样化来对映他们不同的需求。我们的业务团队很忠实店内个人化的服务。我们也和 拉萨艺术学院 (Laselles College of the Arts) 合

their boudoir. We also provide food and drink items to complete the intimate apparel experience.

#### How do you feel Robinsons is making the intimate apparel offer unique compared to other retailers?

Franz's mantra is always about new and exclusive brands and the personalized customer experience. Our brand promise is all about being trustworthy and making all luxury brands accessible to all consumers. Our mission is to give all of our consumers the best quality at an affordable price in their desired brand range. This is why we diversify our product offering in every category to reflect the different brand passions of our consumers. Our personal shoppers are all about lifting that personalized customer experience. Our sales operations team is committed to delivering on both the personalization and service in-store. We also work closely with Lasalles College of the Arts to discover new designers. Here, we leverage our team to provide a supportive marketing environment for young up-and-coming designers in order for our customers to support and experience local design talent.

#### What did the Robinsons woman want 5 years ago compared to today?

The Singaporean client always wanted the t-shirt bra. She still wants it today, that hasn't changed, but before she was quite conservative. If we told her that a product had new technology used to deliver a softer lace before she would not have accepted it. Now she is well-travelled, well-educated and more open to new experiences. She can now accept that technology is changing many things. Organic cotton, memory padding and fiber color are all delivering new experiences for her and she is willing to pay for better quality.

Choosing the right sized bra and fit remains a challenge for clients. Some are still not willing to be fitted, or to accept

“In the past, women were looking only for their basic needs – basic t-shirt bras and skin tones. But now women are more daring – they accept colored lace, embroidery and even animal prints. 以前的女性只讲究基础的需要，如基础文胸和肉色系。现在女性较大胆接受彩色蕾丝，刺绣甚至动物纹。”

作发掘新的设计师。我们靠着营销团队支持对本地设计师的发展，让顾客体验与支持他们。

#### 罗敏申女性5年前的追求和今天有什么不同？

到今天为止，新加坡的女性仍然一直支持T恤文胸，没有改变。但以前的她比较保守。若是以前，一个高科技的柔软蕾丝文胸是不会被接受的。今天的她见识广，知识多，也更向往新体验。她现在可以接受千变万化的科技。有机棉，记忆垫和纤维色都能让她更愿意消费在高质量产品上。选择合身的内衣仍是一项挑战。有些不愿接受专业试身或接受和表达他们的尺寸。确保她们买到最合身的内衣是我们首要的关注。

#### 她们如何在演变？

旅游使她的视野和思想开阔很多。她现在更喜欢如 Agent Provocateur 和 L'Agent那样挑性和印花配眼罩的系列产品。束腹衣现在也很流行穿在裙子下。她了解到修身的重要性。

#### 内衣服饰现在的流行趋势是什么？

以前的女性只讲究基础的需要，如基础文胸和肉色系。现在女性较大胆接受彩色蕾丝，刺绣甚至动物纹。

#### 现在最畅销的品牌是哪些？

黛安芬 (Triumph) 和华歌尔 (Wacoal) 是所有店面中最畅销的。塑身内衣现在很红火也是卖得最好的。连身材最娇小的顾客都每天在穿。比较喜欢年轻，活泼和性



or communicate their sizes. Making the right measurements and doing the right fitting are a core focus to increasing our customer's intimate apparel experience in-store.

#### How is she changing?

Travel is opening her mind. She now likes naughtier items like Agent Provocateur and L'Agent – the range of prints with the matching eye masks is also very sought after today. Corsets are also popular for wearing underneath their gowns and dresses. She understands her need for “shaping”.

#### What is the trend in terms of the product offer for intimate apparel?

In the past, women were looking only for their basic needs – basic t-shirt bras and skin tones. But now women are more daring – they accept colored lace, embroidery and even animal prints.

#### What brands work best today?

Triumph and Wacoal are our two top selling brands across all stores. Shapewear is very popular here in Singapore and is still our best seller. Even the smallest size customers are wearing shapewear every day. Clients looking for young, vibrant and sexy designs are always attracted to Elle McPherson and Triumph, and our mature customers are attracted to Wacoal. However, we see that even Wacoal is moving its designs to a younger audience now. Wacoal's shaping bras are also popular across our more mature clientele.

#### How do you juggle the diversity of the leading brands, customer satisfaction and your store profits in this category?

As you can see, the market definitely demands Wacoal and Triumph, which we stock in all of our stores. We then segment our clients by store for specific brands. Stores like Orchard and Raffles City have a younger footfall. Therefore, these stores demand younger brands such as L'Agent, Hank Panky, Mimi Holliday and Emporio Armani. Whereby our Jem store stocks a more basic range of everyday t-shirt bras and shapewear provided by Triumph, Wacoal and Jockey.

#### What brands haven't worked well at Robinsons?

We used to carry brands such as Pleasure State and Lejaby. Pleasure State, for example, was focused on “comfort”. Sales were slow and while the design was beautiful, the cup fit and cutting was not ideal for an Asian customer's body shape. These are examples of brands that have not worked in the past, but it's not to say with adaptation they won't in the future.

#### Tell us how you are engaging your Robinsons team for change?

We are training all of our merchandising teams to mix and match and we provide product training on a regular basis to our sales and operations teams. We have taught every single sales person - even our management teams - on



“ Shapewear is very popular in Singapore and is still our best seller. Even the smallest size customers are wearing it every day. 塑身内衣现在很红火也是卖得最好的。连身材最娇小的顾客都每天在穿 ”

感设计的会上Elle McPherson 和黛安芬 (Triumph) 而比较成熟的顾客偏爱华歌尔 (Wacoal)。但连华歌尔 (Wacoal) 都开始推出更年轻的设计。她们的塑型文胸在成熟顾客中也很受欢迎。

#### 您是如何经营不同知名品牌，消费者满意度和利润？

正如你所看到，市场对我们所有门面存货的黛安芬 (Triumph) 和华歌尔 (Wacoal) 品牌都有一定的需求。其次，我们根据不同门面的消费群上架特定的品牌。例如，乌节路和莱佛士方的消费群较年轻，我们便提供较适合的L'Agent, Hank Panky, Mimi Holliday 与Em-

how to measure and fit our clients. Every single person who works at Robinsons in sales operations is capable of fitting a client. We also give them product training on what brands fit what body shapes etc.

#### What are the golden rules you expect your suppliers to respect?

At Robinsons, we are very open to young designers and new brands. Our core focus is on quantity and “newness”. A selected designer must be able to meet our quantities, deliver on time and with consistent quality and support our “on consignment” deal terms. Almost 90 percent of all brands are on consignment. This means that they will share the pricing risk if it doesn't sell well. By taking a limited edition of select pieces on consignment from each brand, we attract our consumer with new offerings based on a shared risk model, where we both have the opportunity to test the brand with our local market.

#### What advice would you give to a new designer pitching their brand to Robinsons?

Be clear about your quantities and delivery options. Be ready to work with us to support the co-investment and promotion of your brand. We recognize that lingerie design is very niche. Financially, it's not easy to set up a lingerie business. You need economies of scale, so we work hard to support designers to build their brands in the local market through marketing and communications campaign support.

#### Can your designers control the price in-store?

If they don't want us to discount, the designer can maintain the price, injecting new ideas for merchandising or marketing campaigns to push their product sales. If not, they put us in a position where we must find an alternative brand that will work with our customer base.

For young designer talent, when we discount we share

porio Armani品牌。至于JEM门面，我们即提供一系列黛安芬 (Triumph) 和华歌尔 (Wacoal) 和Jockey品牌的日常T恤文胸和塑身产品。

#### 罗敏申有没有曾经上架不畅销的品牌？

我们曾经有上架例如 Pleasure State 和 Lejaby 品牌。Pleasure State 是个非常注重舒适的牌子但是销售量很慢。即使设计漂亮但胸罩剪裁并不和亚洲女性的体型。虽说这些品牌之前不畅销但并不代表未来适配后会继续如此。

#### 您是如何促使罗敏申团队面对变迁的挑战？

我们的商品团队正在训练配搭。我们的销售与业务团队也定期有产品培训，了解不同品牌适合哪种体型。我们教会每一位销售员，包括管理团队，如何为消费者测身并且推荐合身的内衣。

#### 罗敏申对供应商有什么期望？

罗敏申非常欢迎新的设计师与品牌。我们最重视产品数量与新鲜感。被选中的设计师必须准时符合我们要求的数量，并且品质要稳定。设计师也必须接受我们寄售的交易条款。罗敏申的产品大概90%都是寄售的。如此一来，如果产品销量不佳，供应商也会份额定价风险。我们从各品牌采取的新鲜产品吸引消费者。如此份额风险的寄售模式，能让供应商和我们有机会在本地市场测试品牌的接受度。

#### 您对想要在罗敏申上架的设计师有什么建议？

要清楚你们的产量与发送方案。要做好跟我们合资与推广品牌的准备。我们意识到女性内衣设计是个非常专业的领域，因此财务方面不容易建立一个品牌尤其是。所以我们愿意支持设计师们在本地以有效的营销策略取得规模经济效益建立自己的品牌。



the pain - so we work to discover what designers need from our marketing and visual merchandising teams to help them build their brands. An example of this was when we first launched Jem in June 2013, we bought in celebrities in-store to help promote the local designer's brand and generated strong PR and footfall to deliver volume sales.

**Put the priorities of the principles of marketing in order of importance for intimate apparel for the Singaporean customer...**

Brand, Positioning, Price. A Singaporean client is still focused on price. Our sales, now only twice a year, have very passionate Robinsons Cardholders seeking top brands at a special price.

**What has been missing on the high street today that Robinsons addresses?**

Before the launch of Robinsons Orchard, Singapore did not have the high fashion brands to cater to our discerning customers who are travelled and well-versed in international fashion labels. Also, three factors stand out today specifically related to delivery on the customer experience for a new generation of consumers – first, is personalization and interactivity, second, is quality and third, is service. Our new Orchard flagship store seeks to address these specific factors directly.

**What does Robinsons look for in intimate apparel today?**

Shaping bras and body shaping are strong growth engines for Robinsons. There's also good growth in lace bras, especially push-up padded lace bras. T-shirt bras are still very popular. Our Orchard store, which tends to attract an expat market clientele, also has a great range of minimizers, which sell well to those clients.

**What are good sellers at Robinsons?**

Shaping from Spanx, core basics from Triumph, Wacoal and Maidenform, bralets from Hanky Panky, non-padded bras from L'Agent, lace bras from Chantelle and Mimi Holliday, push-up bras from Maidenform are all top sellers. Licensed brands such as Calvin Klein and DKNY always do well. Other popular lingerie brands include the following: L'Agent, Calvin Klein, DKNY, Eberjey, Spanx, Maidenform, Sloggi, Passionata, Chantelle, Valisère, Hanky Panky, Mimi Holliday, Triumph, Wacoal, Elle and Emporio Armani. Accessories brands that are popular include Fogal, The Brag Company, Booty Parlour, Falke, Oroblu, Flaunt and Hollywood Accessories. With strong air conditioning across the offices, customers are always coming for two boxes of nipple pads. For well-endowed women, in-store we have a full range of Maidenform minimizer sizes from A-F to cater to her.

**What is your general impression on the different trends for next season?**

Colored lace, more geometrical designs, silks, tribal pattern mixes and subtle 2-tones on lace fabrics. L'Agent



**设计师们能控制店里的定价吗?**

假如设计师不愿意让罗敏申在他们的产品上打折, 要维持售价, 他们可以注入新的营销概念提高销量。否则, 我们就需要另找更合适我们消费群的品牌。由于与设计师是份额风险合作关系, 在产品上打折也会影响罗敏申。因此, 我们希望能一起承担销售与营销建立设计师们的品牌的风险。举个例子: 我们于2013年6月在JEM门面开张时, 请来明星艺人成功宣传本地品牌、促进销量。

**对于新加坡消费者, 哪个销售理念最重要?**

品牌, 定位, 价格。新加坡消费者依然注视价格。激切的罗敏申会员都会到一年两度的促销活动以优惠价购买顶级品牌。

**罗敏申如何回应本地高端时尚的空缺?**

在罗敏申乌节路门面开张前, 新加坡缺乏提供走在时尚尖端消费者的高端时尚。现代消费者注重3要素: 产品个性化与互动, 质量, 服务水准。我们乌节路的旗舰店希望能满足这三要素。

**罗敏申按照什么条件挑选内衣?**

塑胸和塑身的内衣是罗敏申强劲的增长产品。蕾丝和聚拢蕾丝文胸更是增长得很快。T恤文胸还是很抢手。乌节路的旗舰店因很多外国人光顾, 也配合需求专门售卖缩胸文胸。

**罗敏申的畅销产品还有哪些?**

Spanx 的塑身衣, Triumph 的基础内衣, Wacoal, Maidenform, Hanky Panky 的无钢托文胸, 无垫的L'Agent, Chantelle 和 Mimi Holliday 的蕾丝文胸, Maidenform 的聚拢文胸都是畅销品。Calvin Klein 和 DKNY 也很不错。其它的包括Eberjey, Sioggi, Passionata, Valisere, Elle 和 Emporio Armani。受欢迎的饰品牌子包括Fogal, The Bra Company, Booty Parlour, Falke, Oroblu, Flaunt 和 Hollywood Accessories。职业女性也

“At Robinsons, we are very open to young designers and new brands. Our core focus is on quantity and “newness”.

罗敏申非常欢迎新的设计师与品牌。我们最重视产品数量与新鲜感”

## 罗敏申百货简史

**1 8 5 8 年 2 月 2 5 日** — 一个格洛斯特郡造纸师的儿子 Edward Robinson 和造船业合伙人 James Gaborian Spicer 创办了 Spicer and Robinson。  
**1 8 5 9 年** — James Gaborian Spicer 退出。新的合伙人 George Rappa Jr 加入将公司重新命名为 Robinson and Co 并搬迁到 North Bridge Road 和 Coleman Street 的一个角落。为了打进国际市场, 罗敏申雇佣了专门来回马来西亚和文莱的代表砖侍奉马来君王, 其中包括暹罗蒙固王。  
**1 8 6 4 年** — 罗敏申从一场巨大的金融危机中生存了下来。加入了服装定制服务的新店在 Battery Road 开幕, 并从英国聘请了第一助理 T. C. Loveridge。  
**1 8 8 6 年** — Robinson 逝世。他的儿子 Stamford Raffles Robinson 接管事业并于合伙 A.W. Bean 向外发展马来亚的业务。他们投资了当地主要报刊上的第一项广告活动。  
**1 8 9 1 年** — 公司搬迁到更大的莱佛士坊 (Raffles Place)。  
**1 9 2 0 年** — 罗敏申成为有限公司并扩大供应产品包括乐器和留声机。  
**1 9 3 5 年** — Stamford Robinson 在苏格兰爱丁堡逝世, 享年 8 3 岁。  
**1 9 3 6 年** — Robinson & Co 报出第一次利润成果。  
**1 9 4 1 年** — Robinson & Co 在 Raffles Chambers 开展新店, 加入冷气咖啡座与发廊等服务。  
**1 9 4 1 年 1 2 月 8 日** — 日军轰炸罗敏申但隔日它仍然照常营业。  
**1 9 4 2 年 2 月 1 3 日** — 日军再次轰炸罗敏申。英军败战日军, 而咖啡座只剩一人运作。吉隆坡开展新的店面, 提供当地盟军住宿。  
 战争最后的日子, 罗敏申遭抢劫但公司价值的 \$ 5 0 0 0 0 银子和其它贵重物品因保存严密无法被打开而保留了下来。  
**1 9 4 5 年** — 莱佛士坊的店面转变为 NAAFI 和 Ensa, 专为英军返新的娱乐设施。  
**1 9 4 6 年 4 月** — 罗敏申重新开业, 并创有史以来第一次的一百万利润。  
**1 9 5 5 年** — 罗敏申买下 John Little 7 6 % 股份。莱佛士坊成为区域中第一间全空调设施的百货公司。  
**1 9 5 8 年** — 罗敏申荣获 Marks and Spencer 的新加坡特许经营权。  
**1 9 7 2 年** — 莱佛士坊店面烧毁。罗敏申在乌节路重启专业购物中心。

**1 9 7 5 年** — 吉隆坡店面烧毁。  
**1 9 8 3 年** — 罗敏申搬迁到 The Centrepoint (先得坊), 占积 5 层楼。  
**2 0 0 1 年** — 罗敏申将先得坊店面改造为全新的旗舰店。三月份开启莱佛士诚店面。  
**2 0 0 3 年** — 华侨银行和大东方无能卖出手中的 3 7 % 股份。公司在新的执行董事带领下将总部搬到乌节大楼。  
**2 0 0 6 年** — 华侨银行以 2 . 0 3 亿新元将 2 9 . 9 % 股份卖于印尼 Lippo Group。  
**2 0 0 7 年** — 罗敏申扩展品牌和店面。  
 吉隆坡店面 3 2 年后在 The Gardens, Mid Valley City 重生。罗敏申荣获英国品牌 River Island 在新加坡和马来西亚的特许经营权。  
 罗敏申荣获英国品牌 Fat Face 在新加坡, 马来西亚和香港的独家销售权。它的第一家分店开在新加坡新达城, 并在同年增加到 3 间。它在吉隆坡开设了两间分店, 分别在 Bangsar Village II 和 The Gardens, Mid-Valley City。  
 罗敏申在 VivoCity (怡丰城) 和 Suntec City (新达城) 开设独立商品店 Principles, 并在 VivoCity 增设 Trucco。Principles 和 Trucco 在两间罗敏申百货也足迹。罗敏申在 Paragon (百利宫) 开设第一家独立 Coast 专卖店。Trucco 和 Coast 在吉隆坡 Bangsar Village II 和 The Pavilion Shopping Mall 也都开设分店。  
**2 0 1 4 年** — 目前, 罗敏申经营新加坡和马来西亚的 John Little, Marks and Spencer。  
 罗敏申在新加坡有四家百货, 分别在 The Centrepoint (先得坊), Raffles City (莱佛士城), JEM 和乌节路的最新旗舰店。马来西亚吉隆坡 The Gardens 仍在 Mid Valley City 运作。  
 John Little 在新加坡有四家百货- Plaza Singapura (狮城大厦), Marina Square (滨海广场), Tiong Bahru Plaza (中巴鲁广场) and Jurong Point Shopping Mall (裕廊坊)。  
 Marks and Spencer 在新加坡有九家店面— The Centrepoint (先得坊), Wheelock Place (伟乐坊), The Paragon (百利宫), Plaza Singapura (狮城大厦), Raffles City (莱佛士城), Parkway Parade (百汇广场), VivoCity (怡丰城), Great World City (世界城) 和 JEM。它在马来西亚吉隆坡 The Gardens, Mid Valley City 也有一间分店。



AW14 is really beautiful. I can't stop looking at it hanging on the rail...

**If Pantone say the color for the year is Royal Purple, do you always follow the color trend?**

Lingerie is still a foundation garment so we typically support all color trends – but we cannot support neon! Also, we note that not a lot of brands carry white anymore, even if it is a color for summer.

**What are your next focus colors?**

Royal Purple, Cherry Red and Pale Pink.

**Is there anything particularly exciting you saw for the next A/W season in terms of product or brands?**

I've been in lingerie for 10 years and for so many years I have not been impressed by bra designs. But we were inspired by the collections of some French brands such as Aubade and Chantelle. Vanity Fair is being reinvigorated to a more European concept and we liked their styles. We are also in discussions with Elle McPherson – their lace and bras are very beautiful and they are a strong fit for our Asian customer.

**Why lace this season?**

I'm really crazy about lace right now. To me, the different laces epitomize the femininity of a woman. Rather than if you are wearing a plain t-shirt bra, a soft lace or an embroidery lace can communicate more effectively the personality of a woman. Singapore is summer all year round. With the weather, Singaporean women wear a lot of t-shirts, therefore there is still a strong demand for nipple pads and t-shirt bras. Now, women are more inclined to adopt a soft lace bra with their t-shirt.

**What is missing in the lingerie offering by brands today?**

We have not seen affordable “customization” but we would like to. In China, we see a manufacturer who delivers a “customized offer” to VIP customers, whereby a customer can choose the cutting, fabrics and have a couture garment delivered within 3 weeks.

The closest we can get to this is to analyze our cardholder's purchases and to promote brands that match their purchasing habits in partnership with our personalized shoppers and our brand partners. Personalised shopping is the best channel we have to take the time to understand our client's event schedule and then to support and deliver on the “personalized” experience in-store.

**When will you finish seeing collections?**

We buy twice a year. We finish seeing Spring/Summer in July and in January we see Autumn/Winter. Some brands will spread it out to four times a year that we work to, but most are twice a year.

**In these continually tough retail times, what should a department store expect from its vendors?**

The real focus should be on commitment to range of collection, quantities and quality and especially in Singapore – price.

常买乳贴。较丰满的女性我们也有A到F杯的缩胸文胸。

**你认为下一季的流行元素有哪些?**

彩色蕾丝，几何图，丝绸，民族印和低调两色蕾丝。L'Agent的2014年秋冬系列很美。我一直不停地看她们摆列在架上的内衣。。。

**如果Pantone说今年的颜色是 贵族紫，你会跟着流行颜色走么?**

除了荧光色以外基本上会。还有，很多品牌在夏季也不推出白色了。

**下一个主要关注的颜色有哪些?**

高贵紫，樱桃红，淡粉。

**2014年秋冬季有哪些精彩的产品或品牌?**

我在这行十年已经很久没看到令我留下印象的设计了。但是今年有些法国设计如Aubade 和 Chantelle让人耳目



一新. Vanity Fair 也注入了不少我们喜欢的欧式风格我们也在与 Elle McPherson 洽谈- 他们的蕾丝文胸实在很美也很适合我们的亚洲顾客。

**这一季为什么蕾丝那么红火?**

我现在很迷蕾丝。对我来说蕾丝象征着女人的女性美。与其单调的T恤文胸，薄蕾丝或刺绣可以增加女人的个性。新加坡常年一季，因天气的关系很多人还穿T恤文胸，所以如铁和T恤文胸需求还是很高。现在的女性更能接受以蕾丝文胸搭配T恤了。

**当下的内衣服饰中还缺些什么?**

我们很想看到价格实惠的定制内衣。在中国有制造商提供VIP顾客定制服务，让他们选剪裁与布料并在三周内做好内衣。我们能做的是分析会员的购买数据而通过个人买家和指定品牌推广适合他们习性的品牌产品。个人买家是我们作有胜算的渠道来了解顾客的活动而帮助她们达到个人购物体验的享受。





### Over the last 10 years has Singapore seen an impact from recessionary times?

No, we have the lipstick effect. Singaporean women will always buy their underwear.

### You have been an intimate apparel buyer for 10 years now. Tell us about your journey.

10 years! I had not even realized that until now. It went so fast!

### Did you know...

Robinsons and Company was founded in 1858 and is today owned by the Al-Futtaim Group. It operates three brands in the local market – John Little, Marks and Spencer and Robinsons. Its owner, Al-Futtaim, was founded in the 1930's as a trading business. Today, it operates through more than 65 companies across a diverse array of sectors, employing more than 20,000 people around the world. Singaporeans are very attached to Robinsons. In 2003, more than 2,500 people signed a petition to stop its sale to foreign owners when its shareholders, OCBC Bank and Great Eastern Holdings, put up the entire retail operations for sale. This was suspended due to the lack of a suitable acquirer, but it was later sold in 2008 to UAE-based Al-Futtaim Group, a conglomerate who owns a range of businesses including automotive, electronics, insurance and real estate companies. Prior to Franz's arrival, Robinsons had sales so frequently that it was dubbed the "Mustafa of Orchard Road" for its frequent warehouse sales. The former CEO spent \$7 million revamping the Centrepoint outlet to no avail. Franz instituted sales only twice a year. They had a \$7M renovation flop at their Centrepoint location and a failed entrance in Singapore's luxurious Marina Bay Sands in 2011. In 2013, Franz pulled them out of the prestigious location due to the demands for a proper department store format...and in 2014, Robinsons Orchard was born.

### 你何时采购?

我们一年入货两次。7月结束春夏系列，到了1月则看秋冬系列。大多品牌是一年两季，但有些会分散到四季而我们也会配合。

### 在竞争激烈的零售业时期，百货公司可以对供应商有什么期望?

真正的焦点应该是专注于多样系列，销售量和品质。在新加坡，特别要注意价位。

### 过去10年经济不景气对你们有影响吗?

没有。新加坡女性无时不买内衣。

### 你在这行经历了十年，有什么感受?

10年！我到现在才发现，时间过得真快！

### 你知道吗?

罗敏申成立于1858年，是Al-Futtaim 集团旗下的公司。他在本地经营3个品牌 – John Little, Marks and Spencer 和 Robinsons。母公司Al-Futtaim在1930年代创办时原是贸易公司。如今它拥有多于65个不同行业公司并僱又2万多名员工。

新加坡与罗敏申关系深厚。2003年，2500多人请愿阻止股东 华侨银行 (O C B C Bank) 和大东方 (Great Eastern Holdings) 向外籍和公共发售零售业务。其中因没有适合的收购这而暂停，但最终于2008年卖给了驻阿联酋拥有汽车，点子，保险和房地产公司的Al-Futtaim 集团。在Franz上任之前，罗敏申常货舱促销的手段引起了它是乌节路的“Mustafa”名衔。前执行董事花了7百万换新顺德坊 (Centrepoint) 的门面但无济于事。Franz只执行一年两次的大热卖。

顺德坊的拯救失败和2011年入进金沙购物城 (Marina Bay Sands) 的失利使Franz从金沙推出，从而建造了乌节罗敏申。

## Robinson & Co. Timeline

**February 25, 1858** - Spicer and Robinson was founded in Commercial Place by the son of a Gloucestershire paper maker, Edward Robinson and James Gaborian Spicer, a former keeper of the Singapore jail, and a partner in the shipwright business.

**1859** - James Spicer pulled out from the partnership, and the company was renamed as Robinson and Co. Robinson found a new partner, George Rappa Jr and relocated to the corner of North Bridge Road and Coleman Street. To reach international markets, Robinson employed travelling representatives to canvass the Malay Archipelago and Borneo serving many Malay rulers including King Mongkut of Siam.

**1864** - Huge financial Crisis but Robinson Survived. A new store was opened at Battery Road and launched a new tailoring department to be managed by a first assistant from England, T. C. Loveridge.

**1886** - Robinson dies. His son, Stamford Raffles Robinson takes the reigns with his partner A.W. Bean and expands travelling representatives across Malaya. They invest in their first major newspaper advertising campaign in the Malay Mail.

**1891** - Company relocates to a bigger location in Raffles Place.

**1920** - Robinson becomes a limited company and expands its products to include musical instruments and gramophones.

**1930** - The Great Depression begins.

**1935** - Stamford Robinson dies at 83 in Edinburgh, Scotland.

**1936** - Robinson & Co turns its first profit.

**1941** - Robinson & Co launches a new larger store in Raffles Chambers

New services offered included air-conditioning in the café, men and women hairdressing salons.

**Dec 8, 1941** - Japanese bomb Robinson & Co but business opens as usual the next day.

**February 13, 1942** - Japanese bomb Robinson & Co again. The last days of the British fell to the Japanese, saw only one person running the cafe. New Robinson & Co launched in KL providing camp beds to the Allied troops fighting in Malaya.

In the final days of the war both stores are looted. However, the company's \$5,000 worth of silver and other valuables were unable to be stolen. Even the best locksmiths or oxy-acetylene torches could not open the room.

**1945** - The Raffles Place store is used as the headquarters of NAAFI and Ensa, the Services' entertainment organisation when the British return to Singapore.

**April 1946** - Robinsons reopens for business and earns a profit of \$1 million, the first time in history.

**1955** - Robinsons acquired a 76% stake on John Lit-

tle. Full airconditioning now available in Raffles Place - the first in the region.

**1958** - Robinsons wins franchise for Marks and Spencer for Singapore.

**1972** - the Raffles Place outlet burns down. Robinsons relaunched in Specialist Shopping Centre on Orchard Road.

**1975** - KL store destroyed by fire.

**1983** - Robinsons relocated to Centrepoint with 5 floors.

**2001** - Robinsons relaunched Centrepoint as flagship with a brand new look. Opens in Raffles City in March.

**2003** - OCBC and Great Eastern plan to sell their 37% joint stake in the company to no avail.

Company moves Headquarters to Orchard Building under new CEO.

**2006** - OCBC sells 29.9% stake to Indonesia's Lippo Group for S\$203M

**2007** - Robinsons expands its brands and Store footprint.

Kuala Lumpur is reborn in The Gardens, Mid Valley City after 32 years. New Raffles City and Vivocity store launched in Singapore. Robinsons wins license to River Island in Singapore and KL.

Robinsons wins exclusive distribution rights to distribute and market leading UK active lifestyle brand, Fat Face, in Singapore, Malaysia and Hong Kong. In Singapore, Fat Face opened the first store in Galleria, Suntec City Mall, with two more boutiques later that year.

Fat Face opens two stores in Kuala Lumpur: Bangsar Village II & The Gardens, Mid-Valley City. Robinsons launches standalone Principles stores in VivoCity and Suntec City as well as a Trucco store at VivoCity. Principles and Trucco are also made available in the 2 Robinsons department stores. Robinsons opens the first stand alone Coast boutique in Paragon.

Trucco and Coast open in Kuala Lumpur, in both Bangsar Village II and The Pavilion Shopping Mall.

**2014** - Today, Robinson & Co. runs the Robinsons, John Little and Marks and Spencer stores in Singapore and Malaysia.

Robinsons have 4 stores in Singapore - The Centrepoint, Raffles City, JEM and the new flagship at Orchard Road. The Gardens remains in KL at Mid Valley City, Malaysia.

John Little have 4 stores across Singapore - Plaza Singapura, Marina Square, Tiong Bahru Plaza and Jurong Point Shopping Mall.

Marks and Spencer have 9 stores across Singapore - The Centrepoint, Wheelock Place, The Paragon, Plaza Singapura, Raffles City, Parkway Parade, VivoCity, Great World City and JEM. The y are also located in the Gardens in KL, Mid Valley City, Malaysia.