Endowed Professorship for Dean Chon

Hotel ICON a Vision in Progress

Indices Highlight Shift in Tourist Satisfaction

Gender Disparities in Hospitality Investigated
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DEAN’S MESSAGE

As we head into a new academic year, we at the SHTM are proud to present the latest issue of Horizons. Like every issue, it not only records our activities and achievements but it also advertises our aspirations for the future.

A case in point is our coverage of the Walter Kwok Foundation Endowed Professorship in International Hospitality Management. I was humbled to accept such a prestigious appointment, and will use it to advance our research and through that our students’ mind-sets.

Another vital aspect of our paradigm-shifting approach to hospitality and tourism education covered in these pages is Hotel ICON, through which we are advancing teaching, learning and research, and always honing operations to serve as best practices.

From an overall industry perspective, in August Mr Xu Jing, UNWTO Regional Director for Asia and the Pacific, delivered a Dean’s Distinguished Lecture, the highlights of which are given here. We also cover the release of the PolyU Tourist Satisfaction and Tourism Service Quality Indices, which provide a ringing endorsement of the city’s pre-eminence as a Greater China destination.

At the individual level, we look at how careers are shaped, covering recent graduate Mr Shin Jae Min’s entrepreneurial success and the Women in Tourism and Hospitality White Paper released in March. That report reminds us of the resolute effort needed to ensure gender parity in the hospitality workplace, a task the SHTM is determined to take on.

Elsewhere in this issue we cover the latest developments in our postgraduate programmes, offer highlights of recent research findings and cover the activities of our alumni and students – those people around whom many of our aspirations form.

Professor Kaye Chon
Dean and Chair Professor
Walter Kwok Foundation Professor in International Hospitality Management
School of Hotel and Tourism Management
The Hong Kong Polytechnic University
Deeds, the old saying goes, are the measure of the man. Yet for Professor Kaye Chon, Dean of the SHTM, deeds have never been enough – he has matched profound contributions to teaching and research with a vision of creating a new paradigm for hospitality and tourism education through the School and Hotel ICON. That uniquely proactive outlook was recognised on 13 May, when Dean Chon joined an elite group of PolyU academics who have been honoured with Endowed Professorships.

The professorships are the centrepiece of the Endowed Professorship Scheme, a PolyU initiative that allows philanthropists to join the university in advancing research and academic activities in a discipline of their choice. Addressing the conferral ceremony, Professor Timothy W. Tong, PolyU President, said that through the scheme “we have established a valuable partnership between our scholars and supporters, as we share the same goal of advancing the frontiers of knowledge and technology for the benefit of mankind”.

The ceremony, held in the Hong Kong Jockey Club Auditorium on campus and presided over by Mr Chan Tze-ching, Deputy Chairman of the PolyU Council, marked the inauguration of Endowed Professorships for six internationally acclaimed scholars. The total number of Endowed Professorships established by PolyU is now 14, alongside two named professorships conferred by the then Hong Kong Polytechnic.

Dean Chon was named Walter Kwok Foundation Professor in International Hospitality Management thanks to the very kind support of the Walter Kwok Foundation, a philanthropic organisation that provides much-needed donations to charities such as the Foodlink
In speaking of his conferral, Dean Chon was acutely aware that the Endowed Professorship placed increased responsibility on him and the School to continue to provide outstanding education, research and support that would benefit the local industry as unprecedented growth focused the world’s attention on hospitality and tourism in Asia. “With the generous support of the Walter Kwok Foundation”, he remarked, “we will engage in more research with an Asian perspective, in knowledge creation and in the development of best practices, thus facilitating the industry to raise its overall capabilities, sustaining its dynamism and appeal in the long run”.

Indeed, for over 30 years Dean Chon has developed his own expertise in service management, tourism and hospitality marketing and convention tourism, contributing to these areas on a global scale to the extent that in 2011 he received the United Nations World Tourism Organisation’s Ulysses Prize, widely regarded as the “Nobel Prize in Tourism”. Always at the top of his mind has been devising ways of raising the overall proficiencies of the hospitality and tourism industry, ensuring that all growth is sustainable.

“I have endeavoured to develop a comprehensive understanding of hospitality and tourism management from both the consumer and cultural perspectives, with which to define service excellence”, he commented. “Striving for the highest quality is a bold but crucial step in order to stay on top at home and around the world”.

With the conferment, Dean Chon is empowered more than ever to steer the SHTM to not only ride the Asian Wave of world tourism, but also to lead it in educational and research excellence. That in itself will be critical to the industry’s advancement, and fully in keeping with Dr Kwok’s call for nurturing more talents. As Dean Chon himself put it, “research informs teaching and helps open the minds of our students. We want to see them rise to become leaders of hotels, hospitality businesses and the tourism industry”.

Just as importantly, all of Dean Chon’s efforts contribute to realising the PolyU brand promise of “Opening Minds • Shaping the Future”. We are all set to benefit from that.
As grand images of the future, visions have the potential to move us to new heights when accompanied by commitment and unrelenting hard work. In 2005, Professor Kaye Chon, SHTM Dean, had a vision of building a world-class teaching and research hotel that would help place the School at the global forefront of hospitality and tourism education. In 2011, PolyU’s Hotel ICON opened.

Accolades for operational excellence soon followed, with the hotel named Expedia Insiders’ Select Hotel in 2012 and 2013 and receiving a United Nations World Tourism Organisation Award for Innovation in Enterprises in early 2014. In 2015 the hotel was listed as a Forbes Travel Guide Four-Star hotel, the only teaching and research hotel in the world to be so named.

Yet this and other recognition would be largely inconsequential if Hotel ICON were not the centrepiece of an integrated approach to education. As Mr. Richard Hatter, Hotel ICON General Manager and SHTM Adjunct Professor, put it, “for the majority of guests passing through the doors of Hotel ICON, there is little evidence to suggest that this is anything other than a typical hotel. But beneath the surface, Hotel ICON is an important facility in training the next generation of hoteliers”.

Dr. Tony Tse, SHTM Assistant Professor and Programme Director (Industry Partnerships), explained that accommodating so many interns is “a substantial commitment to education and training, given that the hotel assigns one trainer to three trainees, creates tailor-made training programmes and provides a stay-in experience to each intern”.

Aside from full-time and part-time placements, a unique one-year Elite Management Programme provides a select group of students with a vigorous programme involving rotation in all hotel divisions and then exposure to higher-level decision making by ‘shadowing’ a Hotel ICON manager for eight months. On 4 May this year the fourth batch of Elite Management Trainees – Kristina Braun, Matthew Kum, Katriney Lam, Phoebe Li and Zoe Zheng – was announced. The School expects that these exceptional candidates will fare well in becoming hospitality leaders in the years to come.
Ever aware that a leading teaching hotel must set industry standards, Hotel ICON reached an agreement with Duetto, the market leader in hotel profit optimisation technology, in March to implement its revenue strategy solutions.

Mr Hatter explained that “as a teaching hotel, we’re very excited to partner with Duetto to develop a culture based around the new discipline of revenue strategy, which promises to increase profit, performance, and ultimately, our guests’ hotel experience”.

With consumer-centric data and Duetto’s sophisticated pricing engine, the hotel will be able to better cultivate guest loyalty and drive profits, which are critical to both enhancing PolyU’s return on investment and educating students in the realities of the hospitality sector.

In late 2014, the second version of the event, “Tomorrow’s Guestrooms Design Competition – The Room of the Future”, expanded into two sections, one for professionals in interior or hotel design and another for design students from tertiary institutions, both of whom were called to submit proposals to showcase their visions of tomorrow’s hotel room.

Organised by PolyU, the SHTM and Hotel ICON, and supported by the Hong Kong Interior Design Association, the competition drew interest locally and from designers in mainland China and the US. Guest judges drawn from leading hotel chains and architectural firms are currently reviewing the entries to ensure they incorporate both Eastern and Western perspectives.

No search for excellence is ever complete – the focus should always be on unearthing possibilities for the future. Indeed, the School and Hotel ICON working together are constantly realising Dean Chon’s vision anew. H
Describing tourism as a “transformation course” and the latest batch of SHTM students as among those who thus symbolise “the future of the world”, Mr Xu Jing, Executive Secretary and Director for Asia at the United Nations World Tourism Organisation (UNWTO), presented a grand overview of the industry’s significance in a Dean’s Distinguished Lecture delivered on 27 August at the Hong Kong Jockey Club Auditorium on the PolyU campus.

Speaking as part of the Welcoming Day activities for the 2015/16 academic year, Mr Xu drew on his long experience at the UNWTO and the China National Tourism Administration to emphasise the power of change inherent in tourism.

He began by expressing amazement at the School’s recent transformation, complimenting Professor Kaye Chon, SHTM Dean, for shaping a global “leader of hospitality education and training”. Extending those sentiments to a broader stage, he then gave an overview of the changes brought on by tourism at the global, national and personal levels.

Mr Xu explained that tourism was no longer an elite concern but had “filtered into probably all facets of society”. Indeed, tourism now generates “over 30% of trade in services” and around 10% of global GDP, and is often linked to job creation. “We must celebrate this”, he exclaimed, “because it has been hard earned”.

Change at the national level has been equally impressive, with countries such as Japan and the Maldives becoming tourism-focused over the last decade, with China close behind. Even Middle Eastern countries are shifting their focus, recognising tourism as “the oil that never runs dry”.

Mr Xu also stressed the personal effects of tourism, telling of a woman who once rowed boats in Vietnam’s majestic Ha Long Bay just to make a subsistence living. Since the country has been open to tourists, she has been able to build a family and can now afford to send her children to university.

Tourism “is about poverty reduction”, Mr Xu explained. He told the gathered students that they could certainly make a difference in an industry that is ultimately “a force for good”. The SHTM is sure that they will, and thanks Mr Xu for the inspirational words that should serve as a fitting prologue to outstanding careers.

Professor Kaye Chon, Dean of the SHTM thanking Mr Xu Jing for his inspiring lecture.
Customer satisfaction and service quality are the two fundamental measures of success in the hospitality and tourism industry. Without them no company can survive and it is only through tracking them that the industry can measure its progress. Keeping that firmly in mind, an SHTM team led by Professor Kaye Chon, SHTM Dean and Walter Kwok Foundation Professor in International Hospitality Management, and Professor Haiyan Song, Associate Dean, has been applying advanced analytical techniques to survey data annually to produce the PolyU Tourist Satisfaction Index (PolyU TSI) and the PolyU Tourism Service Quality Index (PolyU TSQI).

The PolyU TSI and PolyU TSQI for 2014, released earlier this year, stood at 74.50 and 74.51 out of a possible 100, both recording year-on-year drops. With a drop of 1.46 points from 75.96 in 2013, the PolyU TSI experienced the largest decline in its six-year history, and the PolyU TSQI dropped by 2.79 points from 77.30 in 2013.

These figures, while not highly alarming, are cause for concern and the circumstances that led to them are broadly understood. As Dean Chon explained, “the Hong Kong tourism industry in 2014 was impacted by several factors, including the general slowing of the Chinese economy and relevant social issues”.

The survey data for the year were collected between October and November, during the Occupy Central movement, which blocked traffic and affected various tourist spots in Hong Kong. There were also, Dean Chon mentioned, protests against mainland Chinese tourists, “despite the economic benefits they brought”. He suggested that “this status quo implies a serious need for Hong Kong’s tourism industry to provide excellent services to continue attracting repeat tourists”.

The key here is maintaining sustainability. The School produces the two indices to ensure that industry stakeholders can better understand their competitiveness and their ability to satisfy visitors, regardless of source market or length of stay. In the near future they should also prove beneficial in providing the relevant data needed for generating development plans aimed at rebuilding visitor interest.
Results Indicate Strengths and Weaknesses

The PolyU TSI evaluates service sector competitiveness across both time and destination. Since its initial release in Hong Kong during 2009, it has been adopted by Singapore and Macau in 2010, China’s Guangdong province in 2012 and Australia in 2014. This allows for important comparisons of international and regional competitiveness. For instance, although the index for 2014 indicates that tourists were less satisfied with Hong Kong than they have been, when compared to other destinations adopting the PolyU TSI framework, the city outperformed Meizhou, Foshan, Shenzhen, Guangzhou and Macau, with Australia as the only exception.

Looking at satisfaction levels in Hong Kong’s source markets, the Americas recorded the highest TSI score of 81.16, a drop of 0.11 points from 2013. This was followed by Australia, New Zealand and the Pacific (79.65) dropping 1.64 points, Europe, Africa and the Middle East (76.81) with a more noticeable drop of 2.46 points, South and Southeast Asia (75.60) dropping 0.88 points, mainland China (73.58) dropping 0.39 points, Taiwan and Macau (71.25) dropping 0.41 points, and Japan and Korea (66.98) dropping 0.61 points.

Of the six service sectors considered, tourists were most satisfied with transportation, followed by attractions, immigration, hotels, retail shops and restaurants.

The PolyU TSQI, launched in 2012, is a weighted average of six tourism service quality indices, measuring overall tourism service quality. Of the seven source markets, tourists from the Americas recorded the highest TSQI score of 81.69 in 2014, dropping 1.12 points year-on-year, followed by Australia, New Zealand and the Pacific (80.11) dropping 2.17 points, Europe, Africa and the Middle East (78.13) dropping 2.44 points, South and Southeast Asia (75.71) dropping 1.05 points, mainland China (74.90) dropping 1.46 points, Taiwan and Macau (72.62) dropping 1.20 points, and Japan and Korea (65.60), dropping 3.26 points.

In explaining the overall TSQI decline, Professor Song said that “Japan, Korea, Thailand, Indonesia, Malaysia and Singapore – all these destinations are trying to improve their service quality, trying to reduce visa restrictions and promoting their tourism in China and many other countries”. With a greater number of tourists in Hong Kong having now been to these destinations, a comparison effect may well have come into play.

As exacting barometers of both tourism service quality and tourist satisfaction, the two indices provide vital information to the local hospitality and tourism industry. Details of the methodology used in compiling the indices and the 2014 report are available on the PolyU TSI and TSQI website at http://www.touristsatisfaction.org.
Futures Begin at Career Day

SHTM undergraduate and postgraduate students gained a glimpse of their futures on 13 March when 50 hospitality, catering and tourism organisations from Hong Kong and abroad hosted exhibition booths at Career Day 2015. The day provided students with the chance to gather information about potential employers and the many job opportunities in the industry.

The School thanks the following organisations for contributing to a very successful event.

Accor Hotels Hong Kong
AsiaWorld-Expo Management Limited
Auberge Discovery Bay Hong Kong
China Travel Service (Hong Kong) Limited
Conrad Hong Kong
Discovery Bay Clubs
Four Seasons Hotel Hong Kong
FRHI Hotels & Resorts
Galaxy Entertainment Group
Gate Gourmet Hong Kong Limited
GR8 Leisure Concept Limited
Harbour Plaza Hotels and Resorts
Hong Kong Convention and Exhibition Centre
Hong Kong Disneyland
Hopewell Hospitality
Hotel ICON
Hyatt Hotels Corporation
InterContinental Hotels Group
Kuoni Travel
Langham Hospitality Group
L'hôtel Management Company Limited
Madame Tussauds Hong Kong
Mandarin Oriental Hotel Group
Marco Polo Hotels - Hong Kong
Marriott International
MGM Macau
Miramar Group - The Mira Hong Kong / Mira Moon
ONYX Hospitality Group
Ovolo Hotels
Panda Hotel
pentahotel Hong Kong, Kowloon
Plaza Premium Lounge Management Limited
Press Room Group
Pret A Manger (HK) Limited
Regal Hotels International
Rhombus International Hotels Group
Shangri-La Hotels and Resorts
Sino Group of Hotels
Stanwood Hotels & Resorts
Swire Hotels
Swire Travel Limited
The Clearwater Bay Golf and Country Club
The Hong Kong Club
The Hong Kong Jockey Club
The Luxe Manor
The Peninsula Hong Kong
The Ritz-Carlton, Hong Kong
The Royal Garden
Travel Industry Council of Hong Kong
Wharf Estates Limited
Shin Jae Min is a path breaker. While most hospitality graduates take the corporate route, Jae Min struck out in a different direction, opening Maru Korean Restaurant and Bar in Tsim Sha Tsui with three young partners only two years after graduation. With a BSc(Hons) in Hotel Management earned in 2012 and a year of experience at a family-run travel agency behind him, Jae Min helped to create a lively, popular restaurant.

“I think that there’s something in me that wants to become an entrepreneur, that wants to try something new”, Jae Min explained. With all things Korean being fashionable in Hong Kong, he and his partners felt the irresistible pull of opportunity. “It was slowly becoming a boom, like Korean drama and everything, so we thought let’s just go with the flow.”

The restaurant’s location has been critical to its success. Jae Min has lived in Tsim Sha Tsui for most of his life and scoured well-known streets for a unique premises. That came as a fourth floor space with a covered balcony, which is now a trend-setting establishment featuring Korean-Japanese fusion cuisine. The balcony becomes a bar after 10 PM, replete with the sisha water pipes that are very popular among the restaurant’s mainly younger customers.

Being a young business owner has also been an advantage, Jae Min explained: “younger people are willing to try a lot of different stuff. We go by trends”. That sort of receptiveness extends to using what he learned at the SHTM, which has held him in good stead “from preparation to operation”.

With a clientele reaching 150 on Maru’s busiest nights and staff of only six, other than the partners, Jae Min has had to learn even more on the job. When asked what advice he could give SHTM students, he quickly replied that “if they do want to go on the entrepreneurial path, I think they need to be ready for what’s coming”.

Jae Min suggested that entrepreneurial graduates need to play their own roles rather than follow the dictates of others. Of course, in partnerships – as in the corporate world – compromise is also necessary. It is all about adapting and having the right mindset. Jae Min certainly has that, and the School looks forward to learning more about his success in the years to come.
Women in the global hospitality workforce face many challenges, including underpayment, under-utilisation, lack of education opportunities and under-representation in leadership positions. Searching for ways to improve this situation, SHTM Associate Dean Dr Catherine Cheung joined Professor Tom Baum of the University of Strathclyde in the UK to produce the White Paper, “Women in Tourism and Hospitality: Unlocking the Potential in the Talent Pool”.

Released at the Women in Tourism and Hospitality Forum in Hong Kong on 5 March, the White Paper had the backing of beverage manufacturer Diageo and the Hospitality Industry Pipeline Coalition. Dr Cheung and Professor Baum drew on research-based case studies provided by Coalition members and other industry stakeholders to determine the current state of the labour market in the hospitality sector and address workplace gender imbalances.

Dr Cheung explained that prior to their investigation, she and her co-author had been well aware that there were “more female students than male students” in hospitality educational institutions, “but when it came to senior positions in hotels we found more men than women”. That disparity, she said, led them to ask “where were these students who trained in the past?”

Two imperatives informed the research process – the moral imperative of women having equal access to opportunity, reward and status, and the business case that greater gender diversity in the workplace leads to better financial performance.

When asked what the effects of addressing this situation would be, Dr Cheung responded that gender diversity would “help to increase employee satisfaction” and “reduce conflict” within the workplace. Importantly, such diversity within leadership teams would help “to improve decision making”, leading to “more innovation and creativity”.

The White Paper provides recommendations for action aimed at hospitality enterprises and hotel companies, education providers, non-governmental and community organisations, and public agencies. The School encourages all readers to peruse it, and it can be downloaded from https://www.diageo.com/Lists/Resources/Attachments/2706/Women_in_Hospitality___Tourism_White_Paper.pdf.
Developing Executives Across the Region

With its driving commitment to giving back to the industry that supports it, the SHTM has again extended the reach of its executive education initiatives over the region. From Hong Kong to Sri Lanka and many stops in between, the School’s academics have recently been working with participants from a broad array of organisations to advance the hospitality and tourism industry on the frontline.

**Highly Interactive Winter School**

A centrepiece of the SHTM’s executive development offerings, the Hong Kong PolyU Winter School®, was held on the School’s premises from 2 to 14 February. Delivered as a series of six modules over the two weeks, the Winter School attracted 139 participants eager to learn from and interact with leading industry professionals and academics.

Delivering the first module, on leadership in people management, were Mr Mark Conklin, General Manager of the JW Marriott Hotel Hong Kong, and Mr James Lu, Executive Director of the Hong Kong Hotels Association. The second module, led by Mr Richard Hatter, General Manager of Hotel ICON and SHTM Adjunct Associate Professor, focused on innovations and responsiveness in the hotel industry. Professor Jeannie Cho Lee, Professor of Practice (Wine) at the SHTM and first Asian Master of Wine, and Professor Haiyan Song, SHTM Associate Dean, then rounded out the week with a module on wine culture, consumption and marketing.

The second week launched with a module on crisis management and communication strategies delivered by Dr Dan Wang, Assistant Professor at the SHTM, and Ms Margaret Key, Chief Operating Officer of Burson-Marsteller Asia-Pacific. The fifth module, led by the SHTM’s Professor Cathy Hsu and Professor Dimitrios Buhalis, Deputy Director of the International Centre for...
Tourism and Hospitality Research at Bournemouth University, focused on integrated and digital marketing.

The Winter School culminated in a module led by Professor Denis Morisset, now with the ESSEC Business School and formerly COO of Ralph Lauren Europe and CEO of Pierre Balmain and Giorgio Armani, devoted to luxury management in the hospitality and tourism industry.

Regional Spread of Programmes

Moving out into the region, the School provided an executive development programme for the China Jin Mao Group in Shanghai from September 2014 to March 2015. Thirty-three delegates benefitted from four two-day modules, which focused on a range of topics from hotel operating budgets to hotel development and feasibility studies. On 3-4 March, the School also provided a study programme for the Singapore Tourism Board, with 12 delegates from the Board and related government bodies focusing their attention on the SHTM-Hotel ICON model of hospitality education and training.

Further afield in Sri Lanka, SHTM academics delivered a professional development programme for the Sri Lanka Institute of Tourism and Hotel Management on 4-8 May. Thirty faculty members from the Institute attended a series of lectures that covered areas of hotel management ranging from the front office to rooms operations. As a special treat during the food production lecture, the faculty members prepared a traditional Sri Lankan lunch for SHTM students and academics.

In Thailand, the School continued its cooperation with Banyan Tree Hotels and Resorts, facilitating two management development programmes for the Banyan Tree Management Academy. Professor Kaye Chon, SHTM Dean and Chair Professor, delivered a lecture on hospitality innovation on 11 May with 58 participants in attendance, and Professor Brian King, SHTM Associate Dean, delivered a webinar on mentorship the following day. Another extension of existing cooperation in Thailand involved delivering a pair of two-day seminars for Dusit Thani College, covering innovations and leadership in hospitality on 18-19 June and meeting and event management on 9-10 July.

Closer to home, Dean Chon delivered very well-received lectures to the InterContinental Hotels Group in Shenzhen. On 25 June he spoke to the IHG Academy on “Tourism as a Journey, Journey as a Career”, and on 26 June he delivered a lecture to IHG Hotel Management entitled “Innovations and Leadership in Hospitality”.

Hospitality Education in Focus

On 7-11 July, the SHTM’s premises were the site of a Certified Hospitality Educator (CHE) Workshop, delivered to 24 participants by Dr Fred Mayo and his apprentice Mr Linas Pucinskas on behalf of the School and the American Hotel & Lodging Educational Institute. The participating academics and qualified graduate students took part in intensive, interactive learning experiences in an exclusive developmental setting.

Participants who successfully completed the workshop and passed the final examination received CHE certification, highly respected in the industry and indicative of their newly developed and consolidated skills.

Wherever it delivers executive-level education, the SHTM is always focused on advancing the industry one participant at a time.
At the leading edge of education on and research into hospitality and tourism, the SHTM offers truly transformative experiences for its postgraduate students. Whether in the traditional doctoral programme, the unique professional Doctor of Hotel and Tourism Management (D.HTM) programme or innovative Master of Science offerings, the School is redefining industry leadership, one student at a time.

The SHTM’s Doctor of Philosophy in Hotel and Tourism Management programme provides aspiring and current academics from around the world with the theoretical and research basis on which to start or advance their careers. Ms Anna Pavesi, an Italian student whose research focuses on group dynamics and destination image, noted that studying in the SHTM’s Ph.D. programme had been “an incredible opportunity of growth both academically and personally”.

The courses, she said, are “relevant and appropriately challenging”, and the School “allocates excellent resources to support us”.

Mr Ibrahim Mohammed, a Ghanaian academic who is researching competition and hotel revenue management, echoed those sentiments, commenting on the “ever-supporting family at the SHTM and the vibrant research environment”. He went on to remark that “the quality of supervision from my supervisors has been excellent and rewarding with publications in top-ranking journals”.

In the unique professionally oriented D.HTM programme, mid and senior level managers and academics participate in student-centred experiential exercises, seminars and self-guided study, all of which focus on innovation, creativity and developing research skills.

Mr Justin Pang, a current D.HTM student while a Lecturer at Temasek Polytechnic in Singapore, commented that “the professors who facilitate the classes are highly knowledgeable”. Through his interaction with them, he said, he has “had the opportunity to expand my understanding of hospitality management on a truly global level”.

Mr Damien Marchenay, a French hotelier who is currently Director of Food and Beverage at Sofitel Philippine Plaza in Manila, is part of the same cohort. He described a similar experience: “thanks to visionary professors, my whole understanding of hospitality and tourism has changed. I see the world with different eyes”.
In Mr Marchenay’s words, “thinking hard” is the key to becoming a successful leader, and that is precisely what the SHTM’s doctoral programmes foster.

Excitement at Programme Launches

Continuing its tradition of providing world-leading programmes to nurture exceptional students, the SHTM is now providing the option of accelerating studies in the Master of Science in International Hospitality Management (MSc in IHM) and International Tourism and Convention Management (MSc in ITCM) programmes. It has also launched the innovative Master of Science in Global Hospitality Business and Master of Science in International Wine Management programmes this semester.

The new acceleration option, under which MSc in IHM and ITCM students can now complete their degrees in 12 months full time instead of two years, recognises the critical importance of flexibility to industry professionals working to fast-track their careers.

The MSc in Global Hospitality Business, launched and offered in conjunction with Ecole hôtelière de Lausanne and the Conrad N. Hilton College of Hotel and Restaurant Management at the University of Houston, will allow students to spend semesters in Europe, Asia and the United States, with initial studies now underway in Switzerland.

Dr Catherine Cheung, SHTM Associate Dean and Hong Kong Programme Leader, commented that “we’re very excited to launch this programme, which is the first in hotel management offering three cultural immersion study experiences”. She explained that the students would be spending their second semester in Hong Kong, and that courses and field trips had been designed to expose them to the region’s hotel industry.

Students will also work in teams of three or four on capstone projects for leading hotels throughout the programme, with the Hong Kong partner organisations including the SHTM’s Hotel ICON, Swire Hotels and the InterContinental Hotel Group.

The MSc in International Wine Management, delivered entirely in Hong Kong, is the only programme of its kind in Asia. It is also a very timely addition to the School’s programmes, providing carefully selected middle and senior managers with the opportunity to enhance their professional competence and strategic thinking as Hong Kong becomes a regional wine hub.

Professor Haiyan Song, SHTM Associate Dean and Programme Leader, explained that there has been a significant increase in wine consumption across Asia. He added that “in China specifically, because disposable income increases all the time, people have started to consume wine, not only produced in China but also produced in other countries. So there’s a huge demand potential for wine consumption”.

That demand, of course, is rapidly translating into a need for managers, educators and researchers who are aware of wine business trends and can lead the regional wine sector into the future.

Whether at the Master’s or doctoral levels, the SHTM’s programmes are developing the talents who will shape the face of hospitality and tourism in the years to come.
Domestic travellers in China are equally satisfied with foreign and domestic luxury hotel brands, reveals the SHTM’s Professor Cathy Hsu in a recently published research article. Considering the brand evaluations of domestic travellers at both foreign and domestic brand luxury hotels, Professor Hsu shows that any previously perceived differences in quality between the two no longer exist. Chinese hotel guests, she writes, are now “just as satisfied” when staying at domestic brand hotels as they are when staying at their foreign counterparts. This equivalence has obviously important implications for the Chinese hotel sector.

**Luxury Increasingly Home Grown**

With China expected to become the world’s largest luxury market this year, generating 20% of global luxury consumption, the country’s high-end hospitality sector is becoming increasingly enticing for investors. Indeed, Professor Hsu warns that this is a situation “no established or aspiring international luxury brand can ignore”. In a broad sense, foreign brands have dominated China’s luxury consumer market since the country opened up, largely because of their perceived higher quality than local brands and the prestige and social status that their possession conveys.

Professor Hsu explains that “consumers often use the source country of a product or brand as an extrinsic informational cue when evaluating it”. This, she notes, is “the country of origin effect” and it has been highly relevant in China over recent years, as it often is in emerging markets. “Because Chinese individuals place great importance on the anticipated reactions of others to their behaviour”, she suggests, “the possession of publicly visible luxuries, including staying in foreign luxury hotels, may be important to a consumer’s ‘public self’.”

Yet the country of origin effect seems to be weakening as the quality of Chinese products improves. The top luxury hotel space is dominated by overseas brands, Professor Hsu writes, but “more indigenous hotel brands have entered the luxury lodging segment”, with consumers insisting that “traditional culture components be a part of the consumption experience”.

Chinese brands are thus in a position to enhance their brand equity, or the value derived from having a well-known brand name. As Professor Hsu notes, brand equity is becoming “an important intangible asset that can provide firms with competitive advantage”. While it is often associated with the country of origin effect for tangible goods, that association is not very clear for intangible services.

**Hotel Guests Surveyed**

Professor Hsu set out to resolve that uncertainty by measuring perceptions of brand performance and brand satisfaction among Chinese domestic travellers staying at foreign and domestic luxury hotels. Guests at 15 foreign brands and 11 domestic counterparts in 12 major mainland cities were surveyed on the night before their departures, with responses focusing on the particular brands they were experiencing. The foreign brands, most of which had US origins, included well-known names such as Hyatt, JW Marriott, Sheraton, Sofitel and Westin. The domestic brands included local market leaders such as Dragon, Garden, Grand Metropark, HNA and New Century.
The guests were largely well-educated young to middle-aged adults. Men were better represented than women, with a wide spread of annual incomes. The majority were repeat customers of the hotel and brand in question, and most were travelling on business.

**Characteristics**

**Different but Perceptions Similar**

As might be expected given the persistence of foreign luxury brands in the domestic hotel sector, the characteristics of the guests staying in foreign brands differed from those staying in Chinese brands. The guests in foreign brand hotels reported higher household incomes and were more likely to hold graduate degrees. They were more likely to be members of the hotel’s loyalty programme, to have stayed with the brand before and to be keen to earn loyalty points.

These guests had also visited more foreign countries in the past five years and paid more for their rooms, at an average of RMB1,285 per night versus RMB800 for their domestic brand counterparts. Clearly, foreign brands still enjoy a price premium in the Chinese luxury hotel sector, but perhaps not for long. When asked about “the maximum amount they were willing to pay for the next stay”, foreign brand guests exhibited resistance to paying any more, whereas those staying in domestic hotels reported willingness to pay 10% more. This, explains Professor Hsu, is clear “evidence of their satisfaction and positive evaluation of brand performance”.

Yet despite these differences, the two groups of guests had remarkably similar perceptions of brand performance and satisfaction with the brand. “In other words”, Professor Hsu explains, “hotel customers’ evaluations of brand performance were similar regardless of the brand’s country of origin.” The two groups were also equally likely to express the intention to stay with the brand again in the future and the intention to recommend the brand “to others travelling to this city”.

**Implications for Hotel Sector**

This equivalence of brand perceptions has a number of implications for foreign and domestic hotel brands in China. Professor Hsu suggests that foreign brands “review their brand strategies and service offerings so as to improve customers’ brand quality and image perceptions”. Some of these brands, she argues, “have failed to deliver or communicate their superior value or image over local brands”. This has led to value/image “dysfunctionality”, and it is only a matter of time before consumers refuse to pay a price premium for a dysfunctional brand.

The scenario for domestic brands is largely positive, given that the guests surveyed, many of whom were experienced business travellers, not only evaluated domestic brands as “on par” with their foreign competitors, but were willing to pay more for their next stay. However, Professor Hsu does sound one note of caution.

If domestic brands are to retain satisfied customers who have accumulated more overseas travel experience and are earning higher salaries, they need to develop loyalty programmes, which only 30% currently have. They will also need to promote those programmes “aggressively to recruit members”, Professor Hsu

states. Hotels that currently have loyalty programmes, she advises, should enhance them “to provide further incentives for current and potential guests to return”.

**Broadening the Scope**

With Professor Hsu showing that domestic travellers in China now consider local brand luxury hotels as essentially equivalent to their foreign brand counterparts, there is certainly scope to broaden the investigation. She notes that most luxury hotels in China earn “over half their revenue from food and beverage outlets patronised by local customers” and the perceptions that these customers have of foreign and domestic brand performance will provide “another important perspective”. In future it may well be seen that domestic ownership of a luxury hotel brand provides a distinct advantage in building brand equity.

**POINTS TO NOTE**

- International firms enjoy a country of origin effect in emerging markets such as China.
- More domestic brands are entering the luxury hotel sector in China.
- Mainland travellers are equally satisfied with foreign and Chinese luxury hotels.
- Domestic luxury brands should establish effective loyalty programmes to retain guests.

The successful sale of travel products on TV shopping channels benefits from the emotional connection established with and depth of information presented to the viewer, show the SHTM’s Professor Brian King and his co-authors in a recently published article. Drawing on the concepts of “information transportation” and “information richness”, the researchers show that viewers presented with the right types of information are likely to perceive purchasing a travel product on TV as less risky than they otherwise would have, and thus be more likely to actually purchase the product. Their findings, the researchers argue, provide “a starting point to understand consumers’ purchase intentions for travel products in non-store retailing”.

**Popularity of TV Commerce**

Consumers, note the researchers, are increasingly turning to TV shopping because it offers easy access and the opportunity to virtually inspect products before buying, eliminating what they describe as the “sight-unseen barrier”. Cable TV in Taiwan, for instance, has a more than 80% market penetration rate and offers five dedicated shopping channels. Around 20% of Taiwanese have made purchases through such channels, with the number of buyers constantly increasing over the past few years.

Travel products are among the top selling items on TV channels, the researchers write, and the medium offers sellers a “new sales paradigm for travel marketing and distribution”, with the potential to reach a wide audience. Even with the increase in Internet sales, many shoppers prefer TV commerce because they tend to be “more familiar with the medium of TV” and find it more user-friendly. In fact, the researchers liken it to “perusing a glossy and colourful travel magazine” and suggest that the living room can be “understood as a point of sale”.

Nevertheless, they note that because travel products are inherently experience-based, they are rather “intangible” and their “quality cannot be fully evaluated until the time of consumption”. In other words, it is impossible to know whether a tour will meet expectations until it has been experienced, which makes the purchase seem more risky than buying something more tangible that can be more easily evaluated. The researchers also explain the concept of “information richness” in communication. As TV shoppers do not have an opportunity to inspect or evaluate the product, they must rely on the richness of the information supplied by the TV presenter. The presenter can “talk” to the viewer directly, and may provide not only in-depth information about the product but also a demonstration or endorsement of it. Providing rich information in this way is likely to reduce the perception of risk in buying the product and thus encourage purchases.

**Travellers in Taiwan Surveyed**

The researchers thus set out to investigate how the transmission of information and the richness of its content affect “the risks associated with the consumption of travel products via TV”. They also wanted to consider how viewers’ purchasing intentions are influenced by these risks.

Given the significance of TV shopping in Taiwan, travellers in the departure area of Taoyuan International Airport in Taipei were selected to watch a video about a tour package from a TV shopping channel. They then completed a questionnaire that measured their information transportation, the video’s information richness and the perceived riskiness of buying travel products via TV. Finally, the travellers were asked whether they would be likely to purchase the product now that they had watched the video, and whether they would recommend it to others.

**Increased Tangibility Needed**

It might be possible, the researchers propose, to increase the “sense of tangibility” of such products by providing information on them that “transports” customers to another, though no less realistic, world. Referring to this experience as “information transportation”, they use the term to describe the state in which a viewer becomes so immersed in the narrative being presented to them that they may become distant from the “real world” and equate what they are viewing with direct experience.
The 252 travellers who took part included family members, couples and tourist groups, with an almost equal number of men and women. The highest proportion of respondents was in the 41-50 year-old age group, followed by 21-30, then 31-40 and 51-plus. More than 60% were married and more than 75% had university undergraduate degrees or higher. Overall, 28.5% had purchased at least one travel-related product through a TV channel in the past.

Reducing Risk Increases Purchase Intention

As they expected, the researchers found that the viewers who perceived the product to be less risky were more likely to want to purchase it. Furthermore, those who experienced a greater sense of transportation while watching the travel video rated the tour as a less risky purchase. The researchers propose that information transportation made the "narrative events resemble personal experiences" and allowed the viewers to "visualise and monitor" the product, which helped to make it more tangible. At the same time, the "strong emotions associated with the characters" portrayed in the narrative also reduced the sense of risk.

Against the researchers' expectations, the information richness of the video did not seem to affect the viewers' perceptions of risk, possibly because of the "intangibility of travel". Nevertheless, they did find "that purchasing intentions are enhanced by offering rich information on TV travel shopping". Such information, they argue, provides viewers with opportunities for instant feedback, uses multiple cues and natural language and conveys feelings, which helps them to evaluate the product.

Overall, then, the intention to purchase a travel product through TV depends on both the richness of the information provided and the level of risk associated with the product, which in turn is influenced by the extent to which viewers can imagine themselves in the travel scenario and feel emotionally connected to it.

Implications for Marketers

Tourism marketers stand to benefit from several important implications of this study. For instance, as vivid information transportation reduces the perceived risk of TV shopping, marketing images should feature consumers in the travel scene, because this helps viewers to imagine themselves in the scenario and provides an emotional connection with the destination. Establishing such a connection, argue the researchers, will reduce the "perceptions of psychological and quality-related risks", which in turn will increase the intention to purchase the product.

As the richness of the information also increases the intention to purchase, the researchers suggest that marketers should "communicate in rich and varied language", "provide timely feedback" and "tailor interactions" to the audience. When communicating with customers, service providers should "demonstrate expertise and sufficient competence", and TV hosts should be "well trained and communicate effectively" to ensure consumers receive rich information.

Towards a Wider Context

As the researchers note, the planning and consumption of travel has been "fundamentally reshaped" by the development of media, which play an increasingly important role as "purveyors of travel information, advertising, destination images and promotions". With the "increasingly blurred" relationship between TV and personal computers, they suggest that it may now be time to examine the dissemination of tourism information through "other Internet media channels, such as YouTube, Facebook and Web blogs".


POINTS TO NOTE

- TV commerce is a popular medium for purchasing travel products.
- Customers may perceive buying travel products as more risky than buying more tangible products.
- Increasing viewers’ information transportation reduces risk and increases purchase intention.
- Providing rich information also increases purchase intention.
Hotels in China should take the opportunity to learn about how they can improve their services by understanding and acting on customers’ online reviews, according to Dr Norman Au and Professor Rob Law of the SHTM and a co-researcher. In a recently published article, the researchers examine the content of online hotel reviews posted by guests, identifying cultural differences in the nature and number of complaints made by Western and Chinese customers. They advise that hotel managers need to understand these differences so that they can use them to “build strong brand value” and avoid the “devastating consequences” of poor business practices being exposed to the public.

The Value of Complaints

It is impossible, the researchers claim, for hotels to avoid customer dissatisfaction completely. Rather, if they wish to secure repeat business, hotels need to use customer complaints to better understand what the public is looking for, and how they can formulate “effective complaint handling strategies and improve service quality”.

Culture may be an important factor in determining which customers are most likely to complain, what they complain about and how they voice their complaints. The researchers explain that Asian customers in particular are more likely to express their dissatisfaction by passing on their negative experiences to friends and family, rather than making a direct complaint. Asian customers are not only less familiar with the “channels for complaining”, but also fear losing face if they risk a personal confrontation by complaining to the hotel directly.

While complaints were once made primarily through written communication or in face-to-face interactions with hotel staff, disgruntled customers are increasingly likely to post their views online for all to see, at least potentially. As the researchers point out, the Web offers Chinese people “unprecedented freedom” to voice their opinions, because user-generated content is generally anonymous and provides a “safer alternative channel” that avoids direct confrontation. They speculate that this change may “even challenge traditional Confucian values of collectivism and harmonious relationships”.

Given these recent changes, the researchers conducted a study to examine the types of complaints made by travellers in online reviews of Chinese hotels. They were particularly interested in whether cultural and other differences influenced the likelihood of complaining and the types of complaints made by Chinese and non-Chinese hotel guests.

Online Hotel Reviews

The researchers used online reviews of hotels in Beijing, Guangzhou and Shanghai, selecting those locations both because they are “official tourist cities” with scenic attractions, historical sites and business significance and also because “they have been among the top tourist destinations in China for many years”. The two Internet travel sites chosen, Ctrip – a Chinese site – and TripAdvisor – an international site – also had special significance.

Ctrip, the researchers explain, is the “leading provider of hotel accommodation, airline tickets, and packaged tours in China”. As one of the best-know travel brands in China, the site facilitates the booking of more than 5 million hotel night stays a year. Comments are required to use simplified Chinese, and commenters must have a mobile phone number registered in China.

TripAdvisor, in contrast, is an American site on which English is used. The researchers chose it “because of its large coverage of travel destinations and accommodation reviews”. With 20 million members, the site has attracted more than 40 million reviews and opinions.

The researchers focused on 445 reviews posted by Chinese guests on Ctrip and 377 posted by non-Chinese guests on TripAdvisor. To identify what factors “motivated customers to post negative comments online”, they examined the contents of the reviews and grouped them into 11 categories: service quality, cleanliness, space, location, noise, food, facilities, price, amenities, décor and miscellaneous.
**Poor Service Quality Problematic**

The review category that generated the most complaints overall was service quality, which accounted for 42% of the complaints from Chinese and 54% from non-Chinese customers. According to the researchers, this indicates that service quality is what customers “care most about”. Some examples of poor service include doormen failing to help guests with luggage, and difficulties with non-functioning business facilities.

Hotel décor and facilities were also the focus of many complaints, suggesting that while such preferences can be highly subjective, in many cases the hotels did not meet customers’ expectations. Interestingly, whereas the non-Chinese guests tended to focus on the general facilities, such as whether the lights worked or the room needed refurbishing, Chinese customers were more likely to criticise the lack of a luxurious feel, and did not seem to like traditional Chinese décor. The researchers interpret the difference as reflecting Western culture’s focus on individual needs compared with Chinese culture’s focus on “external appearance” and the “impression projected to others”.

Although cleanliness received the fewest complaints, the researchers suggest that it “still requires serious attention from management”, as guests noted dissatisfaction not only with dirty furnishings, carpets and so on, but also with dirty water. Hotels should also address problems with the “inconsiderate behaviour” of staff and other guests. Complaints in this area included noises such as staff vacuuming and talking loudly outside guest rooms early in the morning, and neighbouring guests making too much noise late at night.

**Cultural Differences in Complaints**

Complaints about price were much more likely to come from non-Chinese than Chinese customers, with almost 30% coming from the former and only 10% from the latter. The researchers argue that the “cultural element of face” can explain the low number of complaints about price from Chinese customers, because making such a complaint would imply that they were “not willing or generous enough” to pay. This was particularly the case for high-end hotels, which accounted for less than 5% of complaints from Chinese customers.

The two groups also expressed different views about the location of the hotels at which they stayed, with non-Chinese customers almost twice as likely to voice dissatisfaction with an inconvenient location, particularly if there were no shops and restaurants nearby. The researchers note that the Chinese customers were less troubled by the language barrier and more likely to “know how to get around” and find good local restaurants.

The researchers suggest that although Chinese customers are less likely to post negative online reviews than Western customers, their “accommodating reactions” imply that the “traditional culture of face” is still important in Chinese customers’ online interactions. Consequently, managers should not assume that Chinese customers are satisfied “just because they have not complained”.

**Adapting to the Digital Economy**

The nature of online complaints about hotels is likely to change quickly, the researchers forecast, as Chinese people become more used to the anonymity of the Internet and are increasingly exposed to Western culture and values. To adapt, hotels in China need to start using the “collective attitudes of customers” to improve customer value, create more innovative products and target their services at different market segments. One possibility is for hotels to continuously monitor review sites so that they can respond appropriately to negative feedback. They could even “actively interact” with customers through social networking sites to encourage them to share their views. As the researchers caution, in the digital economy, organisations cannot survive without constantly innovating and adapting to the “shifting environment” shaped by advanced technologies.

**POINTS TO NOTE**

- Online reviews are an important source of information for hotel managers.
- Cultural differences influence the nature of customer reviews.
- Service quality is the most complained about aspect of hotels in China.
- Chinese customers are less likely to complain in attempts to avoid losing face.

As China’s global influence continues to grow, the relationship between mainland China and Taiwan is more important than ever, and tourism can make an important positive contribution according to the SHTM’s Dr Mimi Li and Shanzhui Qui, and their co-authors. In a recent study that elicited the views of mainland Chinese tourists to Taiwan, the researchers show that the increase in tourism between the two places has already had a positive influence on the “long-term peace-building effort” and that it will “facilitate political reconciliation and mutual recognition” in the future.

**Long-standing Political Divide**

The researchers set the scene for their study by explaining that for more than three decades following the political division of China in 1949, tourism between China and Taiwan was non-existent “as a result of military confrontation”. Although the restrictions were partially lifted in 1979, the number of mainland Chinese visitors allowed to enter Taiwan remained strictly limited and visits were only allowed for specific purposes, such as visiting family. It was almost another three decades before citizens were permitted to travel freely between the mainland and Taiwan for tourism and business purposes.

According to the researchers, the “remarkable increase” in tourism since Taiwan eased the restrictions on mainland Chinese visitors in 2008 represents a “significant milestone” in cross-Strait relations. They explain that tourism between politically divided states can be regarded as a “peace-keeping mechanism” that can enhance mutual understanding, ease tension and suspicion, reduce political distrust and promote peace.

Although there are still some political and social barriers between the mainland and Taiwan, and the attitudes of the two governments towards tourism still differ, the researchers suggest that it would now be “difficult to reverse” the growing number of travellers between them. They were thus interested in discovering how tourists perceive the opening up of the tourism sector and its potential influence on bilateral relations between China and Taiwan.

To provide a framework for their investigation, the researchers considered the effects of cross-Strait tourism in terms of a “two-track diplomacy system”, in which the first track represents official government-to-government diplomacy and the second track represents unofficial, people-to-people diplomacy, including tourism. The second type of diplomacy, they argue, can complement and support track-one diplomacy by “improving mutual understanding and urging compromise between governments”.

**Chinese Tourist Views**

To assess the “peace-building function and political effect” of cross-Strait tourism, the researchers conducted a survey of package-group tourists from mainland China returning from visits to Taiwan. The objectives were to explore mainland Chinese tourists’ perceptions of cross-Strait development “in terms of the economic, political, cultural, and social impacts of tourism openness on cross-Strait relations” and determine which socio-demographic characteristics influence mainland Chinese support for cross-Strait tourism. The researchers also wanted to discover the “potential effects of tourism openness on bilateral relations across the Taiwan Strait and the possible reunification of Taiwan and mainland China”.

Of the 504 surveyed tourists, just over half were female, and more than 70% were over 35 years old. More than half had a college level of education and almost 30% had university degrees. Just over 20% were retired, around 40% had incomes of less than RMB3,000 per month, and only around 12.5% earned more than RMB8,000 per month.
Those with incomes of less than RMB3,000, for instance, tended to express more positive views of cross-Strait tourism than those with higher incomes. Similarly, those with lower levels of education were more optimistic about the benefits, particularly the political and economic benefits, of tourism than those with higher levels of education. The researchers argue that people who are more educated tend to become "more rational and mature" in their understanding of political and economic issues, and thus are "more conservative" in assessing the contribution of tourism.

Because the different generations of a country have distinct values, attitudes and behaviour towards political, economic and sociocultural issues, the researchers were interested in whether perceptions towards cross-Strait tourism differed among mainland Chinese tourists of different ages. They discovered that those aged over 55 were much more positive in their views of the benefits of tourism, particularly the political effects.

The researchers explain that the early education of this generation in mainland China was "dominated by political and ideological campaigns" and people of this age also experienced the most hostile relations between the two regions, along with the complete ban on cross-Strait tourism. Such experiences have made this generation much more "sensitive to Taiwan and reunification issues", and consequently they "strongly support peace and communication" between mainland China and Taiwan. This is in contrast to the opinions of the younger generation, the middle class and the more highly educated who expressed more negative views about the potential effects of tourism. The researchers caution that as this younger generation ages, there may be a decrease in the level of support for – or optimism about –unification.

**Tourism Facilitates Long-term Peace-building**

Relations between mainland China and Taiwan have improved through the efforts of track-one diplomacy, argue the researchers, yet this would not have been possible without the support of track-two diplomacy, including tourism, in "promoting peace and reconciliation" and "facilitating the reunification" of the divided state. The researchers conclude that with the generally positive attitudes expressed by the tourists in their study, there will be further increases in the number of visitors to and from Taiwan, which will lead to a “deepening of social and cultural exchange and integration”. Nevertheless, they urge that Chinese government should consider the opinions of the younger generation, the middle class and the more highly educated if it “wants to continue using tourism as its political tool”.
The increasingly widespread use of smartphones has “transformed the tourist experience” by altering how people plan, experience and feel about travel, according to the SHTM’s Dr Dan Wang and her co-authors in a recently published paper. The researchers identify various beliefs and situational and contextual factors that explain travellers’ use of mobile technology. In short, they argue that “mobile systems have become important tools enabling tourists to navigate an uncertain world”.

Constantly Connected Travellers

Over the past few years, according to the researchers, smartphones have evolved into “fully functional computers” and information technology has become “woven into the fabric” of our everyday lives. Having a constant connection to the Internet has become an expectation, with information always available on demand. This change in the way we access information is particularly noticeable for travellers, as smartphones “support tourists’ need for mobility and information/communication on-the-go”.

In the past, the researchers explain, travel tended to be regarded as a three-stage process involving pre-trip planning, the trip itself and the documentation and sharing of experiences and photos after returning home. Information technology in general has influenced each of these stages, but mobile services and location-based technology have the greatest potential to influence tourists’ behaviour in all three stages.

Despite these widespread changes, the researchers note that we still know little about how people’s travel behaviour has evolved in response to the “increasing penetration” of mobile technology, and how it has altered their experience of and feelings about travel.

Holistic Understanding of Smartphone Use

As a way of developing a more “holistic understanding” of how smartphones have influenced tourism, the researchers conducted in-depth interviews with 24 US tourists to obtain “rich descriptions of how people actually use their smartphones for travel”. The broad objective was to explore the “thinking and reasoning” behind tourists’ smartphone use and their “feelings during and after use”.

All of the tourists interviewed had taken a minimum of three leisure trips of at least 50 miles away from home in the past 12 months, and they each owned a mobile phone with an unlimited data plan that allowed them to freely access the Internet. They ranged in age from 18 to 70, although half were aged 18 to 30.

The researchers asked the tourists about the use of smartphones in their everyday lives and how that did or did not change on their most recent trip. They also inquired about how smartphone use had changed the way that travel was planned and experienced.

Many Travel-Related Uses

The most immediately striking result of the interviews is that the researchers identified 25 different ways in which the tourists used their smartphones, grouping them into the broad categories of communication, entertainment, facilitation and information search.

The communication category included making phone calls, sending and receiving emails and text messages and using Facebook. The entertainment category included the most popular activity – taking and sharing photos through social networks, emails or text messages. It also included listening to music, playing games, surfing the Internet and watching movies.

The researchers note that the tourists also used their smartphones for activities such as “managing their itineraries, checking the weather, checking-in for flights, and purchasing tickets”. Some of them used navigation apps to find their way around and also to “understand the environment for safety reasons”.

Smartphones were useful both before and during their trips, facilitating information searches on topics such as transport, accommodation, dining and things to do. The researchers note that Twitter was a source of information for some of the tourists, although they seemed to use it while travelling in a different way from in everyday life. For instance, whereas people might normally use Twitter as a news source, while
travelling it seems to be used more as a source of information about the destination, helping users decide where to go and what to do.

**Motivation and Rationale for Smartphone Use**

The researchers indicate that different travel scenarios provided extrinsic motivations for smartphone use. Smartphones were useful for meeting "spontaneous needs" such as obtaining directions, arranging transport and accommodation and finding things to do. Other motivations seemed to be more related to the individual's personality and lifestyle, including staying connected with others, keeping informed about events elsewhere and having fun. Some of the tourists mentioned that they gained a "sense of satisfaction and happiness from sharing experiences with others". Others "actually enjoyed being in contact with work" while travelling, because they enjoyed their jobs and wanted to keep up-to-date with what was happening.

The tourists interviewed also had more intrinsic motivations for using their smartphones. Some of them used their phones just to kill time or out of habit, such as watching movies, listening to music, playing games and checking Facebook.

"Perceived convenience" was usually the first response when asked about the rationale for using a smartphone. Some of the tourists mentioned that they trusted information from Internet sources more than alternatives such as asking others. The use of smartphones in the context of travel was also related to their use in everyday life – those who were used to keeping in constant touch with friends through Facebook, for instance, were more likely to share their experiences through the site while travelling.

**Smartphones Change the Tourist Experience**

As the researchers show, travel planning has become easier with the help of smartphones. Some of the tourists interviewed reported that they now did less pre-trip planning because "ubiquitous Internet access" made it unnecessary to plan everything beforehand. One interviewee, for instance, said that in future she would search for a hotel once she arrived at her destination, rather than book in advance. Some others, in contrast, found that they planned more than ever, with the ease of accessing the Internet through smartphones meaning they could plan their trips during work breaks, at lunchtimes and while commuting.

Smartphones certainly seem to have made travel itineraries more flexible. The tourists mentioned that their phones helped them to change plans while travelling if "planned activities did not meet their expectations", and to take advantage of last-minute deals and enjoy spontaneous activities.

The ease of uploading photos and updating social network sites during trips has also changed tourists' behaviour once they return home, because in the past they would have waited until after the trip to share their photos and experiences with family and friends.

The researchers argue that smartphones allow travelling users to feel more "connected" and less isolated because they can keep up "the routines of communication" such as checking emails. Constant Internet access also seems to make users feel "less stressful" and "more secure" while travelling, such as by keeping them updated on flight changes. The interviewed tourists also mentioned that travelling with a smartphone was more fun because they could watch movies or play games when they had nothing else to do, such as while waiting for flights.

**Nature of Travel Changed**

Given the significant ways in which smartphones are now used to enhance the travel experience, the researchers clearly show that "tourists carry parts of their everyday experience (e.g. habits, hobbies, personality)" over to trips. Indeed, they argue convincingly that travel is now "a 'special stage' for technology use whereby everyday use of technology influences the use of technology during travel".

**POINTS TO NOTE**

- Smartphones are changing the nature and experience of travel.
- Tourists use their smartphones for communication, entertainment, facilitation and information searches.
- They are now largely doing less pre-trip planning, have more flexible itineraries and incorporate their everyday lives into their travel.
- Travel is a special stage of technology use.

The desire to develop personally, enhance self-esteem and build prestige provide significant ongoing motivation for mainland Chinese to shop in Hong Kong, argue the SHTM’s Dr Nelson Tsang, Miss Louisa Lee and Miss Carrie Liu in a recently published study. The researchers suggest that understanding these factors, and related factors that are less affected by increases in the number of trips to Hong Kong, “will help destination marketing organisations and retailers formulate strategies that will suit the needs of mainland Chinese tourists and encourage them to shop more often in Hong Kong and to spend more”.

**Mainland Tourist Spending**

As disposable income continues to rise in China, write the researchers, “the consumption structure is coming to emphasise personal development and enjoyment, with tourism serving as one of the more popular consumer goods”. Indeed, mainland Chinese already outspend their UK counterparts when visiting the US, and they are well on track to overtake Germans and Americans to become the world’s biggest overseas spenders.

With the Chinese currency increasing in international value, what the researchers describe as “a loss of consumer confidence in ‘Made in China’ products”, has meant the “Chinese consumers have tended to shift their spending on consumer goods from China to Hong Kong to avoid tainted foods, fake drugs, toxic milk, and so on”. This has been aided in the last decade or so by “the Chinese abrogation of the tour group quotas and the introduction of the Individual Visit Scheme (IVS) in 2002 and 2003 respectively”, with mainland Chinese arrivals now accounting for “the vast majority” of visitors. Not surprisingly, retail sales capture two-thirds of the mainland tourist dollar.

Yet greater spending power has also meant greater choice, and Macao is expected to overtake Hong Kong in capturing mainland tourist spending in the near future thanks to its legalised gambling. The researchers thus caution that Hong Kong “could soon be replaced if it does not improve and strive to gain a better understanding of its main market”.

**Hierarchical Motivations**

Based on a previous focus group interview with six mainland Chinese exchange students in Hong Kong, the researchers identified a four-level hierarchy of tourist shopping motivation categories, with safety and security/physiological needs at the base, followed by relationship enhancement, esteem and self-development/self-actualisation at the apex.

A hierarchy such as this can capture shifts in motivation not only over time but more importantly with experience. “Once a need is satisfied”, the researchers explain in a general context, “it will no longer motivate the person and so he or she has to move on to the next level”.

With almost half of the tourists interviewed having made more than nine previous shopping trips to Hong Kong and a third having made between four and nine, the need to gain a feeling of safety and security from buying Hong Kong products certainly seemed only to be an initial motivation. Indeed, in ranking the importance of the 30 specific motivations the tourists indicated that they had moved from the base level of...
safety and security/psychological type motivations to being more motivated to gain “better product knowledge”, “visit stores related to my personal interests”, “derive happiness from shopping”, “experience Hong Kong’s special shopping environment” and “preserve memories of the good times I had in Hong Kong”.

**Motivations Change with Experience**

This shift indicates a move towards what could be called more ‘personal’ motivations. That is certainly borne out in the researchers’ further classification of the 30 motivations into “seven underlying dimensions”, with concern for personal development, or seeking “personal growth and a sense of accomplishment through shopping” ranked the most important, followed by self-esteem and prestige, which is “related to the desire to attain a certain status”.

Less important, in order, were learning development, or the “desire to learn by experiencing new products and acquiring new information during shopping”, nostalgia and novelty, which mainly relates to “the act of preserving past experiences and memories” of Hong Kong, and relaxation and safety, which “refers to the desire to escape from one’s usual routine and obtain necessities for safety”. Following these were enjoyment and stimulation, which is “related to the enjoyment and happiness gained from shopping”, and relationship enhancement, or “the desire to establish relationships with family and friends through shopping”.

Perhaps more suggestively, personal development and self-esteem/prestige were significantly affected by the number of shopping visits made to Hong Kong. These were, the researchers explain, by far the most important motivating factors for those tourists who had visited Hong Kong nine or more times. In contrast, the extent of experience visiting the city had no significant influence on the other five factors.

**Give Mainland Shoppers What they Want**

Still, regardless of whether their importance shifts, all seven underlying motivation factors have important implications for tourism stakeholders in Hong Kong. The researchers suggest that the personal and learning development motives should lead retailers to “ensure that their sales staff possesses sufficient product knowledge to answer queries and conduct regular training”. The development of brand image and its communication is clearly essential to capitalising on mainland Chinese tourists’ motivation to boost their self-esteem, as they “like to prove that they have attained a certain social class and that this is recognised by others”.

To appeal to mainland tourists motivated by nostalgia and novelty, the researchers advise, souvenirs should be sold that not only promote individual attractions such as Hong Kong Disneyland, “but also inject distinctive elements of Hong Kong culture”. Tourists most motivated by relaxation and safety, and enjoyment and stimulation, would be best served by being provided with “a comfortable shopping environment”.

In terms of catering to the relationship enhancement motive, the researchers propose that Hong Kong learn from the North American example and introduce gift cards designed for Chinese tourists. Doing so, they write, would not only boost revenue but would also acknowledge that “most Chinese appreciate monetary gifts as a convenient and effective way to satisfy someone for whom it is hard to find a nonmonetary gift”.

As they consider which of these areas to focus on, stakeholders will need to differentiate between mainland tourists with more and less shopping experience in Hong Kong to target the appropriate motivations. The ultimate goal, the researchers conclude, should always be to “make a strong contribution to upholding the reputation of Hong Kong as a Shopping Paradise”.

**POINTS TO NOTE**

- Shopping is mainland tourists’ top reason for visiting Hong Kong.
- As mainland tourists shop in Hong Kong more often, their motivations change.
- Safety and security comprise an early motivation, but personal development and self-esteem/prestige are paramount later on.
- Hong Kong retailers need differentiated marketing strategies for mainland tourists.

Since its inception in 2014, the D-HTM Distinguished Lecture delivered to the School’s mainland cohort in Hangzhou has aired thought-provoking ideas and imparted essential industry knowledge. On 13 March this year, that process stepped up a notch as more than 25, in the last three of which taking on a prominent role in industry-government relations.

The paradigm shift could be understood through looking at five areas, Mr Huang explained. In the first instance, geographical boundaries have shifted, with companies such as Accord, Huazhu, Plateno and Hilton now able to collaborate beyond their previous spatial limitations. Second, capital has shifted toward investments in smaller establishments. Mr Huang gave the example of Atour Hotel, a boutique hotel chain focused on reading and humanitarian photography, which gained quick funding and rapidly expanded its market share in China given the current lack of comparable products.

Mr Huang then focused on the third shift, in products, giving the example of hotels now making their lobbies more functional than decorative in efforts to satisfy customer demand. The fourth shift he identified was in the new emphasis on profitability and guest satisfaction, and the fifth was the increased importance of social responsibility. Corporate culture is closely related to communities, he said, and it is increasingly important for enterprises to contribute to the communities that support them as they grow.

The lecture ended with a highly interactive question and answer section. Mr Huang revealed that “always do my best!” was his motto, an encouraging reminder for those in the audience developing their careers in the hotel industry. The School thanks Mr Huang for his inspiring and insightful observations, and looks forward to the continued success of the D-HTM Distinguished Lecture series.
In Brief...

**Reviewer of the Year Award**

Professor Cathy Hsu was honoured as Reviewer of the Year for 2015 by the *Journal of Hospitality and Tourism Research* at the Annual I-CHRIE Summer Conference held in Orlando on 29-31 July.

**Citations of Excellence Award**

Professor Hanqin Qiu received the John Wiley & Sons Award for Innovation in Teaching from the International Council on Hotel, Restaurant and Institutional Education (I-CHRIE) at the 2015 Annual I-CHRIE Summer Conference held in Orlando, USA on 29-31 July. The prestigious award recognises Professor Qiu’s pursuit of excellence in teaching as Chairman of the School’s Learning and Teaching Committee.

**HFTP Clarence Shun Wah Scholarship**

Hospitality Financial and Technology Professionals (HFTP), the leading global professional association for members in hospitality careers, has donated US$5,000 to establish a scholarship for SHTM students. The Clarence Shun Wah Scholarship will enhance learning opportunities for students and further the School’s efforts in nurturing young talents for the hospitality and tourism industry.

**International Recognition for Teaching Excellence**

Professor Hanqin Qiu received the John Wiley & Sons Award for Innovation in Teaching from the International Council on Hotel, Restaurant and Institutional Education (I-CHRIE) at the 2015 Annual I-CHRIE Summer Conference held in Orlando, USA on 29-31 July. The prestigious award recognises Professor Qiu’s pursuit of excellence in teaching as Chairman of the School's Learning and Teaching Committee.

**Most Outstanding Student**

Miss Sabrina Hou Shanshan, a final year student in the BSc(Hons) in Hotel Management programme, received the Most Outstanding Student Award, School of Hotel and Tourism Management, 2014 at PolyU’s Outstanding Student Awards presentation ceremony on 12 February. Miss Hou received the prestigious award from Professor Timothy W. Tong, PolyU President.

The Outstanding Student Awards are granted annually to full-time, final-year students who excel in both academic and non-academic pursuits during their studies. All awardees receive prizes, and their names are inscribed on a plaque on the PolyU campus.

**Emerald Citations of Excellence Award**

Professor Hsu was further honoured by the Emerald Publishing Group in July, with her paper entitled “Projected Images of Major Chinese Outbound Destinations”, published in the *Asia Pacific Journal of Tourism Research* during 2012, receiving an Emerald Citations of Excellence for 2015 award.
SHTM Hosts Tourism Economics Conference and Forecasting Workshop

Attracting scholars and industry professionals from around the world, the SHTM hosted the 5th Conference of the International Association for Tourism Economics from 30 June to 3 July. Held following the 15th International Institute of Forecasters Workshop on Tourism Forecasting at the same venue, at which Ph.D. students received valuable feedback from established academics on their research projects, the conference featured keynote addresses from leading tourism economists and concurrent sessions covering a wide range of topics in an ever-evolving field.

School and PATA Release Asia Pacific Forecast

The SHTM and the Pacific Asia Travel Association (PATA) collaborated recently to produce the PATA Asia Pacific Visitor Forecasts Report 2015-2019. A highlight of the report was the observation that Asia Pacific destinations stand to welcome 33 million more foreign arrivals in 2015 than in 2014, lifting the expected total inbound volume to around 547 million by the end of the year.

The report is now available from PATA: please contact publications@PATA.org.

Padma and Hari Harilela Scholarships Awarded

D.HTM students Ms Tan Mei-li, Eunice and Ms Walanchalee Wattanacharoensil received Padma and Hari Harilela Scholarships in July. The scholarships were established in 2011 by Dr Hari N. Harilela, head of the Harilela Group, which plays a significant role in the professional development of the hotel industry.

Support Much Appreciated

As part of PolyU’s University Social Responsibility project, the SHTM recently donated books and materials to establish the first tourism library at the University of Dhaka in Bangladesh. The donation is allowing the university’s Department of Tourism and Hospitality Management to empower its students, which will ultimately benefit the entire country’s tourism industry.

The School recently received special thanks on behalf of the Department from Mr Mario Hardy, CEO of the Pacific Asia Travel Association, who offered high praise for this “act of kindness.”
Mr Chris Chan joined the SHTM on 3 August 2015 as Instructor.

Ms Janelle Chan joined the SHTM on 3 August 2015 as Instructor.

Miss Sally Pang joined the SHTM on 3 August 2015 as an Assistant Designer.

Dr Ksenia Kirillova from Purdue University, USA, joined the SHTM on 10 August 2015 as an Assistant Professor.

Dr Youngjoon Choi from the Pennsylvania State University, USA, joined the SHTM on 17 August 2015 as an Assistant Professor.

Ms Anny Ho joined the SHTM on 17 August 2015 as Instructor.

Ms Erin Shih from Southern Taiwan University of Technology, Taiwan, joined the SHTM on 20 August 2015 as a Visiting Lecturer.

Ms Brigid Yau joined the SHTM as an Assistant Officer at the Food and Beverage Office on 24 August 2015.

Mr Chris Luk was promoted to Executive Officer with effect from 1 September 2015.

Dr Han Wen from the Kansas State University, USA, joined the SHTM on 3 August 2015 as a Visiting Assistant Professor for one year.

Mr Antony Lo joined the SHTM as an Assistant Technical Officer at the Food and Beverage Office on 1 September 2015.
Promising to serve members with sincerity and courtesy, the 11th executive committee of the School of Hotel and Tourism Management Students’ Association (SHTMSA) was sworn in on 10 April. Taking the apt name “Chivalry”, the 13-member team highlighted how it would work diligently to enhance connections between students and link the student body and teachers for the School’s benefit.

Miss Joni Chan, a Year One student in the School’s BSc(Hons) in Tourism Management programme, took her place as SHTMSA president, noting that the executive committee would spend the next year acting out the theme of the inauguration ceremony – “Constancy to Purpose. Proceed with Aspirations”.

Following speeches by honourable guests and Miss Leung Sze Man, Sherman, 10th president of the Association, the handover of the SHTMSA seal and oath taking by the executive committee, Miss Chan spoke of the year ahead. She highlighted a busy schedule that began in August with the SHTMSA Orientation Day and Camp, will move through activities such as the yearly table manner class in October and sports competition in November, and culminate in the Association’s annual general meeting in March next year.

As Professor Kaye Chon, SHTM Dean and Chair Professor, noted before the ceremony, the School is staunch in its support of the SHTMSA, “which plays an important role in cultivating a sense of belonging among our students, fostering team spirit and acting as a bridge between the School and the student body”.

This year’s executive committee is certainly living up to those expectations. The School congratulates the 13 committee members and expects that they will serve the SHTMSA with unflagging enthusiasm and perseverance all year long.

SHTMSA 11th Session Executive Committee

❖ Miss Chan Chung Yan, Joni, President
❖ Miss Leung Nok Yu, Heidi, External Vice President
❖ Miss Tsai Hiu Leong, Stephanie, Internal Vice President
❖ Miss Leung Wing Sum, Sammi, Financial Secretary
❖ Miss Lai Yi Shan, Cherie, General Secretary
❖ Miss Yeung Hiu Nam, Academic Secretary
❖ Miss Li Wai Ling, Amenities Secretary
❖ Miss Kwong Wing Shan, Charlie, Internal Secretary
❖ Miss Chan Yin Ki, Crystal, Marketing Secretary
❖ Mr Chan Pui Lun, Humphrey, Publication Secretary
❖ Miss Chan Hoi Yan, Candy, Publicity Secretary
❖ Mr Chan Lok Wan, Louis, Sports Secretary
❖ Mr Lai Yip Long, Carlson, Welfare Secretary
Encouraging excellence is a central thrust of the SHTM’s commitment to nurturing students on their way to becoming hospitality and tourism industry professionals. Recently, one of our students displayed the results of that process at the sixth Young Hoteliers Summit in Switzerland during March, and the PolyU Chapter of Eta Sigma Delta, an international society for outstanding students, accepted a record intake of members at an initiation ceremony in May.

Creativity Key to Summit Success

Representing the SHTM at the Young Hoteliers Summit in Lausanne, Switzerland on 16-18 March, Miss Cathy Lam, a final-year student in the Bachelor of Science (Hons) in Hotel Management programme, was part of an international team that shone in the event’s finale – a Creativity Challenge hosted by luxury hotel chain Dorchester Collection.

Cathy, who is also Internal Vice President of the PolyU Student Chapter of Hospitality Financial and Technology Professionals, had the opportunity to meet and network with 174 other students selected from the world’s leading hospitality schools. Held annually at the Ecole hôtelière de Lausanne and managed entirely by students, the Summit attracts speakers from leading hospitality sector companies such as Booking.com, Dorchester Collection and Hotel Yearbook. Students are provided with an exciting schedule featuring keynote addresses, panels, workshops, focus groups, recruitment opportunities and the all-important Creativity Challenge.

Each year the Challenge pits teams of students from different schools against each other in devising creative solutions to a pressing issue faced by the international hospitality sector. This year, Cathy recalled, “there were a total of 30 schools, with 60 delegates, divided into 12 teams”. The task they were set was to
design an organisational structure for hotels that embraced disruption.

Cathy and her teammates were expected to deliver a design that would break down silos, involve real-time communication and collaboration between different parts of the hotel, create a network rather than a hierarchy and empower the most connected individuals rather than the most senior. She explained that “our team used the concept of ‘bicycle’”, implying both usefulness and movement, and the “new idea of ‘hotel insight-er’”, rather than insider, to link members of the organisation.

The students presented their creative solutions on the Summit’s final day, performing with professional poise in front of a jury comprising Dorchester Collection representatives. Basing their judgements of the solutions on the balance between creativity and innovation on the one hand and practicality on the other, the jury also looked at the internal coherence of each team. Cathy’s team certainly impressed in both regards, taking out second place.

The School congratulates Cathy on her outstanding effort, and is sure that more will come when she embarks on her career after graduation.

Record Intake at ESD Ceremony

Back in Hong Kong, further evidence of our students’ excellence was on display at the SHTM premises when the PolyU Chapter of Eta Sigma Delta held its annual initiation ceremony on 8 May. Led by the Chapter’s president, Miss Luna Wang, 24 students became ESD members in testimony to their outstanding academic achievements.

The intake was a record for a single year since the Chapter’s inception in 2002, and it more than doubled the 2014 membership of 15 to 39. Given that the criteria for ESD membership include a cumulative grade point average of at least 3.5 when 50% of credit hours required for graduation have been completed, this impressive increase also vindicates the School’s world leading approach to teaching and learning.

Other recent ESD activities have included at site visit to Star Cruises’ SuperStar Virgo in March and the annual silent fund-raising auction held in April. Officer elections of the much-expanded society will also take place in the near future.

Whether in terms of their studies or the development of practical skills for career and industry advancement, SHTM students are ever ready to excel. They are truly worthy of the recognition they receive, and the School is proud to have them as its representatives.

Mr James Lu (fifth from right) and SHTM faculty members with new Eta Sigma Delta members
Students, delighted parents and proud SHTM staff gathered in the School’s premises on Wednesday 11 March to honour 72 Academic Achievement Award recipients. The full-time undergraduate students had all attained GPAs of 3.7 or above during Semester One 2014-15. The School offers its most sincere congratulations to the following high achievers.

**BACHELOR OF ARTS (HONOURS) IN HOTEL AND CATERING MANAGEMENT**
- CHAN Patricia Pui Sze
- CHAN Tsun Man
- CHEUNG Ka Chun
- CHEUNG Man Kei
- LAU Tsz Ka
- LEUNG Ho Wai
- YIP Sze Ki

**BROAD DISCIPLINE OF HOTEL AND TOURISM MANAGEMENT**
- CHUNG Cheuk Hei

**BACHELOR OF SCIENCE (HONOURS) IN HOTEL MANAGEMENT**
- BRAUN Kristina Barbara Maria
- CHAN Hoi Yin
- CHAN Lok Sze Miranda
- CHAN Si Mun
- CHAN Yuen Ting
- CHAN Yun Tao
- CHEN Cho-yi
- CHEN Siyu
- CHENG Kai Man Maisie
- CHENG Kai Yeung Kirk
- CHENG Tsz Yin
- CHEUNG Ka Ming
- CHEUNG Ka Wing
- CHEUNG Hoi Lam
- CHEUNG Wai Lun

**BACHELOR OF SCIENCE (HONOURS) IN TOURISM MANAGEMENT**
- CHING Tiffany Ka Mei
- CHOI Tsz Sum
- CHONG Siu Ling
- CHONG Wing Yan
- CHOW Mei Kwan
- CHOW Wai Wun
- FALCHI Pierandrea
- FUNG Wing Ki
- HING Li Ying
- HOU Shanshan
- KONG Suet Ying
- KOT Chun Ting Benjamin
- KUM Chun Fung
- KWAN Hei Wing
- KWOK Hei Man
- KWOK Ming Fung
- LAM Arnold
- LAM Ka Man
- LAM Li Yee
- LAM Tsz Ching
- LAM Wing Yan
- LAU Ka Ching
- LEE Pui Yi
- LEE Wai Ching
- LEE Wai Hung
- LEE Yan Wah
- LEUNG Ka Wai
- LEUNG Sin Yee
- LEUNG Wing Ching
- LO Lok Ting
- LO Wing Shan
- LU Ziyin
- LUK Wing Yu
- MA Yuci
- MAN Mei Po
- NG Hoi Tung Natalie
- NG Wa Yan
- NG Weng Kay Catherine
- SHEN Roujun
- SHI Xinchen
- TAM Long Ying
- TAM Mei Yan
- TAM Nok Sze
- TANG Man Wa
- TO Edmund Fan-yu
- TSANG Sau Fong
- TUNG Pak Wai
- WONG Chun Yin
- WONG Ka
- WONG Ka Wai
- WONG Ka Wing
- WONG Lai Tan
- WONG Yat Shan
- WONG Yee Ki
- WU Linfeng
- XU Jingyu
- XU Xu
- YAM Wing Tao
- YAO Siyu
- YEUNG Ho Wai
- YIU Wing Si Jo
- ZHANG Bofu

**BACHELOR OF SCIENCE (HONOURS) IN CONVENTION AND EVENT MANAGEMENT**
- CHAN Tsz Lam
- FUNG Man Yi

**HIGHER DIPLOMA IN HOTEL MANAGEMENT**
- CHAN Ambrose Pak Ho
- KAN Yuen Ting
- KONG Hoi Ting Sabrina
- TSANG Ka Po Lillian
Critical Guidance

Mentorship is an integral part of career success, and the SHTM places great emphasis on fostering mentor-mentee ties. Since 2002, the School has offered its Mentorship Programme for undergraduates starting in Year Two, with Master’s students joining the ranks of mentees in 2013. Each year, students are paired with seasoned industry professionals to meet regularly throughout the year and achieve agreed upon learning objectives.

The first meeting of mentors and mentees for 2015 took place at PolyU’s Staff Restaurant on 7 March. The mentors then visited Hotel ICON and the SHTM premises.

If you would be interested in serving as an SHTM Student Mentor, our promising young talents would most certainly welcome your guidance. Please contact Dr Eric Chan (tel: 3400-2163; email: eric.sw.chan@polyu.edu.hk) for details.

In the meantime, the School extends its heartfelt thanks to the 111 mentors for their participation and support this year.

- AGONOY Lily
  Managing Director
  BCD Travel

- AU Michael
  Executive Director
  Realty Travel Service Limited

- BANERJEE Somik
  Director, Food and Beverage
  The Mira Hong Kong

- BERRY Loraine
  Head of Development
  Rosewood Hotel Group

- BRIDLE Symon
  Chief Operating Officer
  Rosewood Hotel Group

- CHAN Angelina
  Senior Director of Sales
  W Hong Kong

- CHAN Jacky
  Front Office Manager
  Courtyard by Marriott Hong Kong

- CHAN Patrick
  Director of Human Resources
  Hong Kong SkyCity Marriott Hotel

- CHAN Samuel
  Vice President – Corporate Human Resources
  Genting Hong Kong

- CHAN Sophia
  Regional Vice President – Human Resources
  Hyatt International – Asia Pacific Limited

- CHANG Colin
  Manager, Compensation and Benefits
  Hong Kong Disneyland

- CHENG Alex
  Assistant Front Office Manager
  Gateway Hotels

- CHENG Anna
  Learning and Development Manager
  Lanson Place Hospitality Management Limited

- CHENG Cindy
  Corporate Director of Human Resources Development
  Rosewood Hotel Group

- CHENG Elaine
  Director of Human Resources
  Regal Airport Hotel

- CHENG Paul
  Assistant General Manager – Terminal Operations and Government Facilitation
  Airport Authority

- CHEUNG Nancy
  Director, Sales
  The Leading Hotels of The World Limited

- CHEUNG Astrid
  Assistant Director of Marketing Communication
  The Kowloon Hotel

- CHEUNG Edward
  Hotel Manager
  Hotel Panorama by Rhombus

- CHEUNG William
  Head of Services Operations
  Ngong Ping 360 Limited

- CHU Gary
  Front Office Manager
  Bishop Lei International House

- CHUC Kevin
  Deputy Group General Manager, Sino Group of Hotels/ General Manager, The Royal Pacific Hotel & Towers

- CONKLIN Mark
  General Manager
  JW Marriott
DAVIS Lincoln
Director of Quality Management
InterContinental Grand Stanford Hong Kong

DEMSEY Sarah
Director of People, Asia
Peat A Manger (Hong Kong) Limited

DONHAUSER Franz
General Manager
Island Shangri-la Hotel

DRUMMOND John
Resident Manager
InterContinental Grand Stanford Hong Kong

FONG Jason
Assistant Manager – Grand Cafe and Chocolatier & Divisional Trainer – Food and Beverage Grand Hyatt Hong Kong

FUNG Ken
Hotel Manager
The HarbourView Place

GALLAS Guillaume
Hotel Manager
The Mira Hong Kong

GIRARD John Alexander
Vice President – Development and Area General Manager
Regal Hotels

HO Cecilia
Director; Hotel Operations
Hong Kong Disneyland Resort

HO Ronald
Director of Finance
JW Marriott Macau and Ritz Carlton Macau

HSU Gianna
Director and General Manager, Towa Tours Limited; Chairman, HK Japanese Tour Operators Association

KI Cheryl
Senior Human Resources Officer
Hotel LKF by Rhombus

KONG Maurice
Assistant General Manager
New World Development Company Limited

KWAN Bonnie
Assistant Human Resources Manager
L’hotel Nina et Convention Centre and L’hotel Causeway Bay Harbour View

KWOK Kris
Chinese Operations Manager
Kowloon Shangri-La

KWOK Philip
Human Resources Manager
Hong Kong Gold Coast Hotel

LAI Janet
Senior Human Resources Manager
Lanson Place Hospitality Management Limited

LAM Eddie
Personnel Manager
Grand Hyatt Hong Kong

LAM Jamie
Assistant General Manager
Wincastle Travel (HK) Limited

LAM Peter
Chairman
Hong Kong Tourism Board

LAU Anthony
Executive Director
Hong Kong Tourism Board

LAU Elise
Human Resources Manager
JW Marriott Hotel Hong Kong

LAU Francis
Director of Human Capital
Hotel ICON

LAU Irene
Director of Sales and Marketing
Shangri-La Hotels and Resorts

LEE Hermanns
Executive Housekeeper
Hotel ICON

LEE Wilson
General Manager
Hyatt Regency Hong Kong, Shatin

LEUNG Lanny
Chief Executive Officer
Hong Kong Wing On Travel Service Limited

LI David
Senior Operations Manager
Maxim’s Caterers Limited

LI Johnny
Director of Quality and Training
Holiday Inn Golden Mile Hong Kong

LI Ricky
Front Desk Manager
Four Seasons Hotel Hong Kong

LI Wallace
General Manager – Racecourse Catering Operations
The Hong Kong Jockey Club

LM Allen
Chief Financial Officer
Miramar Hotel and Investment Company Limited

LO Anthony
Director of Corporate Projects
Shangri-La International Hotel Management Limited

LOCK Michael
Corporate Director of Rooms
Rosewood Hotel Group

LUI Dino
General Manager
Jardine Airport Services Limited

MAK Dilys
Assistant Learning and Development Manager
The Peninsula Hong Kong

MERAINEIL Noel
Vice President – Development Planning and Feasibility, Asia Pacific
Marriott International Incorporated

MULLER Michael
General Manager
Hong Kong SkyCity Marriott Hotel

NG Candy
Regional Quality Manager – Greater China
Langham Hospitality Group

OIR Oris
Deputy General Manager – Outbound
China Travel Service (HK) Limited

Perna Giovanni
Executive Assistant Manager
Hong Kong Club

PREISIG David
General Manager
Hotel Jem Hong Kong

POON Sunny
Director of Sales and Marketing
New Astar Travel Service Limited

QIAN Yvonne
Director of Revenue Management
W Hong Kong

SAWYER Martyn
Group Director, Properties
The Hong Kong and Shanghai Hotels Limited

SHEK Jason
Director of Sales and Marketing
Mandarin Oriental Macau

SHAM Daniel
Food and Beverage Manager
Hong Kong Jockey Club

SHAM Signory
Human Resources Manager
Sheraton Hong Kong Hotel and Towers

SHIH Louis
Managing Director
Old Stone Hotels Company Limited

SHING Phoebie
Manager, Business Development
Hong Kong Tourism Board

SNYDER Chris
Group Director of Sales and Revenue
Ovolo Hotels

SUNG Simon
Group Director of Human Resources
Sino Group of Hotels

SHUN WAH Clarence
Honorary President, Hotel Controllers and Accountants Association/ Honorary Vice President, Federation of the Hong Kong Hotel Owners Association

TAI Mandy
Training Manager
InterContinental Grand Stanford Hong Kong

TAM Edmond
Director of Sales
The Peninsula Hong Kong

TAM Sharon
Director of Sales and Marketing
InterContinental Grand Stanford Hong Kong

TCCHOU Larry
Senior Advisor for Greater China
Hyatt Hotels Corporation

TSANG Angela
Admin and Human Resources Manager
Park Hotel International Limited

TSANG May
General Manager
The Peak Tower Limited/Peak Tramways Company Limited

TSANG Porsche
Area Quality Improvement Manager
Island Shangri-La, Hong Kong

TSUI Winfield
Assistant Housekeeper
The Excelsior, Hong Kong

VAI Kenneth
Area Director of Human Resources
Island Shangri-La Hotel

WAN Mono
Group Human Resources Manager
Regal Hotels International Limited

WONG Ada
Director of Human Resources
Conrad Hong Kong

WONG Ayse
Vice President – Human Resources
Regal Hotels International Limited

WONG Benjamin
Assistant Director – Food and Beverage
Island Shangri-La Hong Kong

WONG Chris
Chief of Guest Service and Safety
Langham Place Hotel, Mongkok

WONG Christine
Director of Human Resources, North Asia
Onyx Hospitality Group

WONG Jennifer
Reservations Manager
W Hong Kong

WONG Kenneth
General Manager – MICE and Cruise
Hong Kong Tourism Board

WONG Mandy
Assistant Learning and Development Manager
W Hong Kong

WONG Manfred
Manager, F&B Park Operations and Development
Hong Kong Disneyland/Hong Kong International Theme Parks Limited

WONG Perry
Sales and Marketing Director
Peak Tramways Company/The Peak Tower Limited

WRIGHT Timothy
Group Director of Human Resources
Shangri-La Hotels and Resorts

WU Abby
Learning and Development Manager
Conrad Hong Kong

YAU Alison
General Manager
Hotel LKF by Rhombus

YAU Edmund
Front Office Manager
Panda Hotel

YAU Sandy
Human Resources Manager
W Hong Kong

YEUNG Janet
Director of Intellectual Capital and Quality
Langham Place Hotel Hong Kong

YEUNG Ricky
Director of Front Office
Renaissance Harbour View Hotel Hong Kong

YIP Lawrence
Head of China
Millennium and Copthorne Hotels (HK) Limited

YIP Paul
Executive Housekeeper
Le Meridien Cyberport
Preparation is the key to food and beverage success, whether in the kitchen, at the table or during the education process. In recent months SHTM students have shown that they are true stars in the making, receiving awards in an international competition, gaining industry exposure and recognition, and diligently attending activities designed to prepare them for outstanding hospitality careers.

**Talent on Display**

The Hong Kong Convention and Exhibition Centre was the scene of memorable success for two students in May during the 16th HOFEX exhibition. Miss Agnes Ng, a Year One student in the BSc(Hons) in Hotel Management programme, and Miss Esther Lam, a Year Two student in the BSc(Hons) in Convention and Event Management programme, participated in the Hong Kong International Culinary Classic 2015 Competition under the category “Pastry: Practical (Under 25 Apprentists) – Young Pastry Chefs Chocolate Coffee Cake”. Meticulous preparation and carefully developed skills saw Miss Ng taking out the Gold Medal and Miss Lam the Silver Medal.

Dr Murray Mackenzie, SHTM Education Specialist (Integrated Learning), explained the secret of this success, noting that it was “a global competition and our students excelled through long hours of practice with Hotel ICON’s Executive Pastry Chef Mr Danny Ho”.

The focus of preparation was on wine two months earlier when three SHTM students represented PolyU at the Hong Kong round of the Left Bank Bordeaux Competition, held at the Grand Hyatt on 28 February. The competition rigorously tests students’ wine appreciation, judging their knowledge through questionnaires, presentations and blind tastings.

The SHTM students underwent intensive training led by the School’s instructor Mr Charles Chu, a certified WSET wine and spirit educator. They also received generous support from industry partner Decanter, a leading trade publication, which generously donated wine for their training.

Also making his mark in recent times was Mr Kenton Wu, a final year student recognised as the Most ICONIC Student at the Outstanding F&B Student Awards in 2013. Mr Wu recently accepted a position at Le Gavroche, Chef Michel Roux Jr’s Michelin 2-star restaurant in London.
Crafting the Foundation

This sort of success is built on a deliberately shaped foundation, with extensive education and workplace experience complemented by carefully selected activities. On 5 March, 30 students benefited greatly from a Food and Wine Academy Workshop given by renowned chef Naomi Pomeroy, recipient of the James Beard Award as Best Chef Pacific Northwest in 2014, who exposed them to America’s diverse food culture.

Langham Place in Mongkok was the scene on 18 March for a Japanese Agricultural and Fisheries Food Seminar hosted by the Japan External Trade Organization Hong Kong. Twenty students attended an array of explanations and demonstrations of cooking with Japanese food, appetiser pairing with sake, and Chinese dishes with Japanese seasoning, among other topics.

Rounding out the month, on 31 March twenty students visited Jamie’s Italian in Causeway Bay, the first of two themed establishments opened in Hong Kong by British celebrity chef, Jamie Oliver. With a second restaurant recently opened in Tsim Sha Tsui, Dr Mackenzie revealed that the chain “is very interested in recruiting SHTM students in all part-time and full time positions”.

Activity highlights over the following two months included a Food and Wine Academy workshop on 8 May at that featured Mr Michael Mathier discussing the art of cheese refining. Attracting students from across PolyU, the event covered the history and process of cheese making. 11 May then saw the Japanese Deputy Consul General attending another Academy workshop at which a sommelier paired Japanese cuisine with four different types of sake. The 100 students and guests in attendance were also delighted by Rakugo, a traditional Japanese form of comical story telling.

Complementing these activities, the School and Hotel ICON furthered their joint mission of providing training for the hospitality sector with a two-day Academy workshop entitled Master Chef: Pastry at its Best led by the hotel’s Executive Pastry Chef Danny Ho on 18-19 April. Chef Ho provided 12 hours of training for six industry chefs and six food enthusiasts, focusing on wedding cake design.

With the Food and Wine Academy offering other culinary events such as the Made in Italy: Quality and Lifestyle culinary learning workshop in June and a sake service certificate course in July, the School has been busy maintaining an environment of creation, discussion and excellence that is nurturing the food and beverage stars of the future. H
A growing organisation is always the most energetic. Over the past six months, the SHTM Alumni Association expanded its online presence to better engage with members and friends, held its annual general meeting, at which it announced a record-high membership rate, organised a fun-filled annual dinner and flew off to Penang in Malaysia for an idyllic grand tour. Read on to find out more!

Expanding Our Online Presence

Evolving in line with the latest trends is a key skill in the hospitality and tourism industry, and one the Association collectively practices. Recently, the executive committee took to heart the old saying “a picture speaks a thousand words”, and opened an Instagram account on which to display the fun times that members always have. If you would like to see photos and videos from recent events, just go to https://instagram.com/shtmaa.

The Association has also launched a showcase page on LinkedIn, affiliated with the official SHTM page, for sharing industry news and connecting members and other industry professionals. To receive the latest updates, follow the Association at https://www.linkedin.com/company/shtmaa---the-hong-kong-polytechnic-university?trk=rr_brands_carousel_name.

Membership Increase Reported at Annual General Meeting

Looking back over the year that was and forward to the future, the Association held its annual general meeting for 2014-15 on January 24. A feature of the meeting was the adoption of the yearly Financial Report. Members also learned that membership had reached a new high of 3,211, a 12% year-on-year increase.

Annual Dinner Enjoyment

Azure restaurant-bar at Hotel LKF was the perfect venue for the Association’s annual dinner on 7 March. More than 100 attending guests admired the décor and the stunning panoramic view of the Central’s many skyscrapers.

Following words of welcome from Professor Kaye Chon, Dean of the SHTM, and Mr Maurice Kong, Chairman of the Association, the guests enjoyed a four-course dinner that featured the freshest ingredients. Later in the evening, the lights dimmed and guests piled onto the dance floor.

Two presentations on the evening are particularly worth mentioning. The Most Supportive award went to Ms Pricilla Poon, who had joined Association events four times in the previous year. Mr Stephen Tai, a Year Three student in the SHTM’s BSc(Hons) in Hotel Management programme, received the HK$5,000 SHTMAA scholarship, his second, for demonstrating his enthusiasm and creativity in organising an upcycling workshop for SHTMAA members.

Idyllic Penang Tour

Penang Island off the coast of Malaysia was the idyllic setting for a perfect summer getaway on 13-16 June as Association members soaked up the sun amid the tropical ambience. Everyone in the group enjoyed themselves tremendously, delving into the fascinating cultural history and enjoying the modern convenience of the island.
1980s

Mr Wilson Lee HD in Institutional Management and Catering Studies 1988
is General Manager of the Hyatt Regency Hong Kong, Shatin. Mr Lee has also been appointed Adjunct Associate Professor by the School of Hotel and Tourism Management at The Chinese University of Hong Kong.

1990s

Ms Gloria Chang BA(Hons) in Hotel and Catering Management 1995
is Director at Horwarth HTL.

2000s

Mr Wing Wong MSc 2004
is Managing Director of W Travel Service Limited.

Ms Tinny Tse BA(Hons) in Hotel, Catering and Tourism Management 2007
is Charter Executive at TAG Aviation.

Mr Benjamin Ng HD in Hotel, Catering and Tourism Management 2007
is Reception Manager at the InterContinental Hong Kong.

Ms Emily Wong HD in Hotel, Catering and Tourism Management 2007
is Director of Operations at the Ovolo Group.

Ms Inasa Yick BA(Hons) in Hotel, Catering and Tourism Management (Tourism Management) 2008
is Senior Guest Relations & City Host at Tribute Hotels.

Ms Shanshan Ni BA(Hons) in Hotel, Tourism and Catering Management 2006, Master of Philosophy in Hotel and Tourism Management 2010
is Assistant Learning and Development Manager at Swire Hotels.

Ms Connie Chu BSc 2011
is Assistant Learning and Development Manager at W Hong Kong.

Ms Kirsten Leung BSc(Hons) in Hotel Management 2011
is Events Manager at the Kowloon Shangri-La, Hong Kong.

Ms Catherine Wong BSc(Hons) in Tourism Management 2011
is Business Acquisition Manager at Swire Travel.

Mr Wesley Ling BSc(Hons) in Hotel Management 2012
is Assistant Manager, Learning and Development at the Hyatt Regency Hong Kong, Shatin.

Dr Jimmy Chiang Doctor of Hotel and Tourism Management 2013
is Associate Director-General of Invest Hong Kong.

Mr Nick Chu HD in Hotel Management 2011, BSc(Hons) in Hotel Management 2013
is Club Concierge at the Ritz-Carlton, Hong Kong.

Ms Kit Lau HD in Hotel Management 2011, BSc(Hons) in Hotel Management 2013
is Assistant Sales and Distribution Officer at Ngong Ping 360 Limited.

Mr Brian Li HD in Hotel Management 2011, BSc(Hons) in Convention and Events Management 2013
is Concierge at the Peninsula Hong Kong.

Ms Crystal Liu BSc 2014
is a Consultant at Deloitte China.

Mr Joseph Brahmana MSc 2014
is Director of Operations at Solcoat Engineering Singapore.

Mr Wayne Mak MSc 2014
is Managing Director of the Rhombus International Hotels Group.
**Professors for a Day Excel!**

The SHTM offers its sincere thanks to the outstanding industry professionals who recently excelled as professors for a day.

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<td>General Manager, The Mira Hong Kong</td>
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<td>Mr David ALI; Mr Vincent NGAN</td>
<td>Director of Engineering, Assistant Chief Engineer, InterContinental Grand Stanford Hong Kong</td>
<td>Environmental Management Practices at the InterContinental Grand Stanford Hong Kong</td>
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<td>Mr Edval BAHADIR; Chef Luca de BERARDINIS</td>
<td>Vice Consul, Turkish Consulate General in Hong Kong; Specialty Chef – Nicholin’s, Conrad Hong Kong</td>
<td>Turkish Culture and Food</td>
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<td>Dr Anthony CHAN</td>
<td>General Manager – Greater China, Hong Kong S &amp; S Association</td>
<td>Made in Italy Festival: Italian Culinary Learning with Chef Luca</td>
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<td>Mr David CHAN</td>
<td>Area Vice President and General Manager, Grand Hyatt Guangzhou</td>
<td>Corporate Governance in the Hospitality Industry through Learning S &amp; S</td>
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<td>Ms Rainy CHAN</td>
<td>General Manager, The Peninsula Hong Kong and Area Vice-President for Hong Kong and Thailand, The Peninsula Hotels</td>
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<td>Mr Simon CHEAN</td>
<td>Senior Operations Officer, HKSAR Civil Aviation Department</td>
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<td>Mr Kenneth CHENG</td>
<td>Representative in Hong Kong, Macau Government Tourist Office</td>
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<td>Ms Jackie CHENG</td>
<td>Director of Engineering, Aberdeen Marina Club</td>
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<td>Ms Michelle CHENG</td>
<td>Ex-Director – Food and Beverage Section, Kerry Logistics</td>
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<td>Ms Kathy CHEUNG; Mr Lewis DAI; Ms Jacqueline CHAN; Mr Chris CHEUNG</td>
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<td>Mr Vincent DURIER</td>
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<td>Director of Corporate Social Responsibility and Sustainability, Shangri-La International Hotel Management Limited</td>
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<td>Ms Lingyuan GUO</td>
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<td>Mr Richard HAIDER</td>
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<td>Ms Amy HO; Mr Seth LI</td>
<td>Director of Human Resources; Assistant Training Manager, Eaton, Hong Kong</td>
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<td>Ms Amy HO; Ms Katrina CHENG</td>
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<td>Director – Hotel Operations, Hong Kong Disneyland Resorts</td>
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<td>Co-Founder, Tavernalabs Limited</td>
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<td>Vice President of Sales, Star Cruises (Genting Hong Kong)</td>
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<td>Senior Vice President of Research and Founding Director of the SHARE Center, Smith Travel Research</td>
<td>Disruption with Non-Disruptive Business Model</td>
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<td>Mr Wei HU</td>
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<td>Dr Shawn Shams IMON</td>
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<td>Mr Julian de JONQUERES</td>
<td>Business Development Manager, Tesla Motors HK Limited</td>
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<td>Mr Peter KINTERN</td>
<td>Managing Director – Hong Kong and Director of Creative Services – Asia Pacific, M &amp; G Group</td>
<td>Revenue Management with Smith Travel Research</td>
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<td>Mr Maurice KONG</td>
<td>Assistant General Manager – Food and Beverage, New World Development Company Limited</td>
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<td>Ir Albert LAI</td>
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<td>Mr Francis LAU; Ms Winnie LO</td>
<td>Director of Human Capital; Assistant Director of Human Capital, Hotel ICON</td>
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<td>Ms Clare LAVERY</td>
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<td>Mr Jeffrey LIAU</td>
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<td>Mr Sam LIAU</td>
<td>Sales Manager – South China, Hong Kong and Macau, Lufthansa German Airlines</td>
<td>Managing Health, Safety and Well-being in Hotel Industry</td>
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<td>Mr Joseph LEE</td>
<td>Head of Advisory Services Group – Corruption Prevention Department, ICAC</td>
<td>Real Filipino Food, Made Amazing</td>
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<td>Ms Monica LEE-MÜLLER</td>
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<td>Ms Cecilia LEUNG; Ms Silvania LEUNG</td>
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<td>Ms Ayuchi MOMOSE; Mr Katsura SUNSHINE</td>
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<td>Chef Andrea SPAGONI</td>
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<td>Ms Justine TAI; Ms Lindsay JANG</td>
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<td>Mr Paul YUEN; Ms Edith LAM</td>
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<td>Professor Peter YUEN</td>
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<td>Chef Jieliang ZENG</td>
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<td>Mr Mingnian ZHANG</td>
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<td>Instructor, Bourgogne Wine Board</td>
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<tr>
<td>Front Office Manager, Hotel ICON</td>
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<tr>
<td>Managing Director, Hong Kong Convention and Exhibition Centre (Management) Limited</td>
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<td>Founder and Director, Operations Manager and Lead Foodie Guide, Hong Kong Foodie</td>
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<td>Buying Manager, Watson’s Wines</td>
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<tr>
<td>Assistant Front Office Manager, Hotel ICON</td>
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<td>Guest Services Supervisor, InterContinental Hong Kong</td>
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<td>In Charge and Principal Programme Secretary, University YMCA (Chung Chi College, The Chinese University of Hong Kong)</td>
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<tr>
<td>President of Hangzhou Jieding Holdings Limited and Chairman of Board, Relais and Châteaux Chapelet Hangzhou</td>
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<tr>
<td>Chief Strategy Officer, AsiaWorld Expo Management Limited</td>
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<tr>
<td>Vice President – Operations; Director of Finance, JW Marriott Hotel Macau and The Ritz-Carlton, Macau</td>
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<td>MontS Cheese Expert and Export Manager, MontS Fromager Affineur</td>
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<td>Director of Marketing Communications, Oakwood Asia Pacific Limited</td>
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<td>Executive Housekeeper, InterContinental Hong Kong</td>
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<td>Founder, Momose Company Limited and Sake Bar GinN, Traditional Japanese Rakugo comic storyteller</td>
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<td>Director of Revenue Management, Hotel ICON</td>
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<td>Bar Operations Manager, The Peninsula Hotels</td>
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<td>Chief Architect of Mobile Security Division, Alibaba Group</td>
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<td>Director of Technology and Innovation, Hotel ICON</td>
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<td>Assistant Professor, Macau University of Science and Technology</td>
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<td>Executive Director – Hotel and Hospitality, Ocean Park Corporation</td>
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<td>Chef, Hotel ICON</td>
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<td>Guest Chef, US Agricultural Trade Office</td>
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<td>Executive Vice President, Jetstar Hong Kong</td>
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<td>Owner, Nikolaihof Wachau</td>
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<td>Senior Director, International, China National Convention Center</td>
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<td>Barista Trainer Asia Pacific, Illy Coffee</td>
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<td>Director of Sales and Marketing, Mandarin Oriental, Macau</td>
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<td>Representative, Swaziland</td>
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<td>Wine Instructor, Wine Institute</td>
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<td>Training Manager, Kerry Hotel, Beijing</td>
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<td>Former President, HNA Hotels and Resorts Group</td>
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<td>Executive Chef, Armani/Aqua</td>
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<td>New Brand Development Advisor, Wyndham Hotel Group</td>
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<td>Content Manager, Yardbird Limited; Co-Owner and Co-Founder, Yardbird Limited, RÖNN and Sunday’s Grocery</td>
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<td>Director of Sales, The Peninsula Hong Kong and Regional Director of Sales, The Peninsula Hotels</td>
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<td>Co-Founder, Papayaspath</td>
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<td>Superintendent – Operations Wing, Key Points and Search Division, Hong Kong Police Force</td>
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<td>Director of Marketing, Renaissance Harbour View Hotel Hong Kong</td>
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<td>Assistant Director of Sales and Marketing, Hyatt Regency Hangzhou</td>
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<td>Senior Director – Greater China, Lightspeed Research</td>
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<td>General Manager, OCT International Hotel Management Company Limited</td>
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<td>Regional Director (North Asia), Unrgerboek Software International</td>
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<td>Chief of Guest Service and Safety, Langham Place, Mongkok, Hong Kong</td>
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<td>Vice President, Seduction Group</td>
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<td>Area Director of Sales – Greater China, Accor Hotels Group</td>
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<td>Assistant General Manager – Airfield, Airport Authority Hong Kong</td>
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<td>Senior Manager; Curator – Modern Art Unit, Hong Kong Museum of Art</td>
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<td>Executive Deputy General Manager; Guest Services Manager, Chimelong Ocean Kingdom, Chimelong Group</td>
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<td>Dean of the College of Professional and Continuing Education, PolyU</td>
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<td>Executive Chef, Rehearsal Restaurant</td>
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<td>Project General Manager, Landsea Green Properties</td>
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**Calendar of Events**

**2015**

**15-17 October**
- Event: 33rd EuroCHRIE Conference, Manchester, UK
- Organiser: Manchester Metropolitan University
- Website: www.eurochriemanchester.org

**2016**

**8-10 May**
- Event: Asia Tourism Forum 2016, Bandung, Indonesia
- Organiser: Bandung Institute of Technology

**7-9 January**
- Event: 21st Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Philadelphia, USA
- Organiser: School of Tourism and Hospitality Management, Temple University
- Contact: Elizabeth H. Barber
- Email: betsyb@temple.edu
- Website: http://sthm.temple.edu/templegradconference/

**11-14 May**
- Event: 14th Asia-Pacific CHRIE Conference, Bangkok, Thailand
- Organiser: Dusit Thani College

**16-18 May**
- Event: Asia Pacific Forum and Global Tourism & Hospitality Conference, Hong Kong
- Organiser: SHTM
- Contact: Leslie Fung
- Email: leslie.fung@polyu.edu.hk

**10-11 March**
- Event: Career Day 2016
- Organiser: SHTM
- Contact: Chris Luk
- Email: chris.luk@polyu.edu.hk
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- MSc in International Tourism and Convention Management
- MSc in International Wine Management

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