



Executive Development Programme in Hospitality

2015/16 Hong Kong PolyU Winter School®

7-19 December 2015

As a global centre of excellence in hospitality and tourism education and research, the School of Hotel and Tourism Management at The Hong Kong Polytechnic University serves the industry and academic communities through the advancement of education and dissemination of knowledge. The School of Hotel and Tourism Management is one of the world-leading providers of hospitality and tourism education. It is ranked No. 2 in the world among hotel and tourism schools based on research and scholarship, according to a study published in the *Journal of Hospitality and Tourism Research* in November 2009.

With 65 academic staff drawing from 20 countries and regions, the School offers programmes at levels ranging from Higher Diploma to Ph.D., and is currently a member of the United Nations World Tourism Organisation Knowledge Network. It was recipient of the McCool Breakthrough Award in 2012 from the International Council on Hotel, Restaurant, and Institutional Education, the world's largest organization of hospitality and tourism educators. The breakthrough has been realised in the form of the School's teaching and research hotel – Hotel ICON – the heart of its innovative approach to hospitality and tourism education.

The **2015/16 Hong Kong PolyU Winter School** developed by the School of Hotel and Tourism Management is an executive development programme for senior hospitality industry managers, and it will be held on 7-19 December 2015. The Hong Kong PolyU Winter School will offer six in-depth modules, which are relevant to the changing business environment, practical in substance, and interactive in nature. The programme is co-organized by the Hong Kong Hotels Association.

MODULES

- **Leadership and Managing People in the Hotel Industry**
7-8 December 2015
- **Revenue Management and Hotel Analytics**
9-10 December 2015
- **Masterclass in Wine Marketing**
11-12 December 2015
- **Online Reputation Management and Working with OTAs**
14-15 December 2015
- **Hotel and Resort Project Development**
16-17 December 2015
- **Managing Disputes and Conflicts in Workplace**
18-19 December 2015

Co-organised by :

School of
Hotel & Tourism Management
酒店及旅遊管理學院



HONG KONG HOTELS ASSOCIATION
香港酒店業協會



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Hotel ICON
唯港薈



Institute
of Hospitality



Certificate Programmes

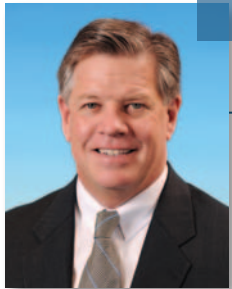
Participants who successfully complete each two-day (12-hour) module in the programme will receive a **Hong Kong PolyU Winter School® Certificate**.

Hong Kong PolyU Winter School is an annual programme, and participants who successfully complete six different modules over a maximum of three-year period will receive an **Advanced Certificate in Hospitality Management** issued by the School of Hotel and Tourism Management at The Hong Kong Polytechnic University.

Participants who also attended Hong Kong PolyU Winter School in 2013, 2014 and 2015 may apply for the Advanced Certificate in Hospitality Management based on the modules successfully completed.

Dates	Modules	Instructors
7-8 December 2015 (Mon, Tue)	Leadership and Managing People in the Hotel Industry	Mr Mark Conklin General Manager, JW Marriott Hotel Hong Kong Mr James Lu Executive Director, Hong Kong Hotels Association
9-10 December 2015 (Wed, Thur)	Revenue Management and Hotel Analytics	Dr Basak Denizci Guillet Associate Professor, School of Hotel and Tourism Management The Hong Kong Polytechnic University Mr Steve Hood Senior Vice President of Research and Founding Director of the SHARE Center STR
11-12 December 2015 (Fri, Sat)	Masterclass in Wine Marketing	Prof Haiyan Song Associate Dean and Chair Professor of Tourism School of Hotel and Tourism Management The Hong Kong Polytechnic University Prof Jeannie Cho Lee Professor of Practice (Wine) School of Hotel and Tourism Management The Hong Kong Polytechnic University
14-15 December 2015 (Mon, Tue)	Online Reputation Management and Working with OTAs	Dr Markus Schuckert Assistant Professor, School of Hotel and Tourism Management The Hong Kong Polytechnic University Mr Andy Chang Director of Digital Marketing, Asia Pacific Hyatt Hotels Corporation
16-17 December 2015 (Wed, Thur)	Hotel and Resort Project Development	Dr Russell Arthur Smith Principal, Sitetectonix Pte Ltd Mr Richard Hatter General Manager, Hotel ICON Adjunct Associate Professor School of Hotel and Tourism Management The Hong Kong Polytechnic University
18-19 December 2015 (Fri, Sat)	Managing Disputes and Conflicts in Workplace	Dr Pearl Lin Assistant Professor, School of Hotel and Tourism Management The Hong Kong Polytechnic University Dr John C Crotts Professor, Department of Hospitality and Tourism Management School of Business, College of Charleston

Module Outline



Mr Mark Conklin

General Manager
JW Marriott Hotel
Hong Kong

Leadership and Managing People in the Hotel Industry

7-8 December 2015 (Monday, Tuesday)

Developing and managing people in the hospitality industry is of paramount importance. Ultimately it is people who deliver the service. They could make the service excellent or ordinary. Hiring the right kind of people is generally recognized as a challenge in the industry. Retaining and developing them has become an increasingly important role of the leadership.

Leadership and managing people means attracting and inspiring a multi-generation of workforce, who truly enjoy the organization, its philosophy, and the benefits and career opportunities it offers. This module will share different perspectives in people management, including the employee's. Cases of good and bad practices will be discussed. The discussion will help develop leaders in the hospitality industry by challenging conventional wisdom.

The module will help participants appreciate how people management leads to an increase in customer loyalty and business.



Mr James Lu

Executive Director
Hong Kong Hotels
Association

Revenue Management and Hotel Analytics

9-10 December 2015 (Wednesday, Thursday)

This module will show participants how revenue management has evolved in the hospitality industry and helped improve profitability, in periods of good time and also uncertainty. Through case studies, examples and scenario based discussion, participants will learn revenue management tools and methods to manage changing booking behaviour and achieve targets.

Importance of competition and selection of competitive sets will be discussed in the context of revenue management along with critical revenue management knowledge on forecasting and controlling room availability, value creation and setting price levels and rates fences.

Revenue management is grounded on thorough knowledge of the foundational metrics, definitions, formulas and analytics. Participants will learn how to interpret and analyze various types of hotel industry data and to make strategic references based upon the analysis. The module will provide a comprehensive understanding of benchmarking and performance reports.

Industry professionals such as general managers, revenue managers, corporate staff, and departmental managers will learn and benefit from this module.



Dr Basak Denizci Guillet

Associate Professor
School of Hotel and Tourism
Management
The Hong Kong Polytechnic
University



Mr Steve Hood

Senior Vice President
of Research and
Founding Director of
the SHARE Center
STR



Prof Haiyan Song

Associate Dean and
Chair Professor of Tourism
School of Hotel and Tourism
Management
The Hong Kong Polytechnic
University



Prof Jeannie Cho Lee

Professor of Practice (Wine)
School of Hotel and Tourism
Management
The Hong Kong Polytechnic
University

Masterclass in Wine Marketing

11-12 December 2015 (Friday, Saturday)

There has been an unprecedented increase in wine consumption in Asia with China leading the way. According to an independent study by the International Wine and Spirit Research, China and Hong Kong became the largest red wine market worldwide in 2013, followed by France and Italy. As a result, the wine business is booming in this region. The module of Masterclass in Wine Marketing aims to provide detailed analyses of the socio-economic and cultural factors that may affect the wine consumption behavior in Asia with a view to providing useful insights for restaurants, clubs and wine related event organizers in their wine marketing and sales endeavor.

The first part of the course will be taught by Professor Haiyan Song who will focus on consumer behavior related to wine purchase and consumption based on the results of a recent survey of more than 600 consumers at Hotel ICON, which examines both local and international consumer preferences to different types of wines and the factors that may affect their willingness to purchase these wines. The marketing and sales implications for wine businesses in the hospitality industry will also be presented. The second part of the course will be facilitated by Professor Jeannie Cho Lee, who will offer an overview of wine consumption in Asia over the past 20 years followed by insights into wine trends in Asia and how the region is creating its own unique wine culture. Participants will have an opportunity to taste some of the selected fine wines from different regions, which will enhance their understanding of the influence of wine attributes on consumers' wine consumption behavior.

Online Reputation Management and Working with OTAs

14-15 December 2015 (Monday, Tuesday)

Internet, communication technology and social media are reshaping the landscape for hospitality sales and marketing. Hotel managers nowadays face empowered customers and growing number of sales channels on top of fierce competition within a globalized business environment. Successful hotels need to understand the social media landscape, as well as encourage and manage guest and employees behaviors, in order to translate "looks" and "likes" into increased guest satisfaction, positive word-of-mouth and bookings. Hotels also need to leverage OTAs to bring new leads, convert them to loyal guests and grow profitability over the long run. Social media, reputation management and OTAs are here to stay. Future business success requires a holistic approach to digital marketing, planning, implementation, and communication.

Based on an interactive, case based and industry centric design, this module aims to answer the following questions about:

- Social media: Why is it important and how is it changing hotels' relationship with guests, and guests' relationship with each other? How to effectively engage with social guests to build long-term loyalty? How to turn "followers" and "likes" into bookings and profit?
- OTA: How to effectively work with OTAs and how to drive/divert sales from OTA to own channels.
- Reputation management: Why is it important and where do hotels need to be present? How should hotels be engaged actively? How to use online reputation to improve guest satisfaction and raise revenue? What software tools are available and how to select the right ones?



Dr Markus Schuckert

Assistant Professor
School of Hotel and Tourism
Management
The Hong Kong Polytechnic
University



Mr Andy Chang

Director of Digital
Marketing, Asia Pacific
Hyatt Hotels Corporation



Dr Russell Arthur Smith

Principal
Sitetectonix Pte Ltd



Mr Richard Hatter

General Manager
Hotel ICON
Adjunct Associate Professor
School of Hotel and Tourism
Management
The Hong Kong Polytechnic
University

Hotel and Resort Project Development

16-17 December 2015 (Wednesday, Thursday)

The Asian hotel industry sets increasingly higher standards for facility and service delivery. The sector continues to have an unrelenting hotel construction pipeline of new builds, major hotel additions, renovations and refurbishments. The challenge for hospitality managers is how to keep their facilities at the forefront of a relentlessly competitive industry.

The key for senior hotel managers is effective and rational project management. Each project requires special managerial skills to understand the complexities for successful planning and execution.

This module will address the following topics and provide opportunities for participant discussion on:

- Contexts for hotel and resort projects
- Sustainability in hotel and resort operations
- Hotel and resort development processes
- Creating and managing a project team
- Overall hotel and resort planning priorities
- Design of guestrooms and suites
- Design for F&B
- Managing hotel and resort renovation

Participants will receive hands-on practical experience with immediate take-out applicable for hotel industry application.

Managing Disputes and Conflicts in Workplace

18-19 December 2015 (Friday, Saturday)

Dispute Resolution generally refers to one of several different processes used to resolve disputes between parties, including negotiation, mediation, arbitration, collaborative law, and litigation. This module is designed to experientially develop one's skills negotiating and mediating disputes and conflicts. It involves the process of resolving a dispute or a conflict by meeting at least some of each side's needs and addressing their interests.

Through the use of role-play simulations and case studies, we will introduce participants to new dispute resolution tools, techniques and strategies in an environment that facilitates experimentation and the development of problem solving skills. Though not all the simulations will be drawn from hotel and tourism development settings, the fundamental issues and strategies to resolve the disputes deep seated in our field and will be integrated in each case's debrief.



Dr Pearl Lin

Assistant Professor
School of Hotel and Tourism
Management
The Hong Kong Polytechnic
University



Dr John C Crotts

Professor
Department of Hospitality
and Tourism Management
School of Business
College of Charleston

Registration Fees:

Modules	Early Bird Registration by 31 October 2015	Registration after 31 October 2015
Leadership and Managing People in the Hotel Industry	US\$800 (HK\$6,240)	US\$900 (HK\$7,020)
Revenue Management and Hotel Analytics	US\$800 (HK\$6,240)	US\$900 (HK\$7,020)
Masterclass in Wine Marketing	US\$800 (HK\$6,240)	US\$900 (HK\$7,020)
Online Reputation Management and Working with OTAs	US\$800 (HK\$6,240)	US\$900 (HK\$7,020)
Hotel and Resort Project Development	US\$800 (HK\$6,240)	US\$900 (HK\$7,020)
Managing Disputes and Conflicts in Workplace	US\$800 (HK\$6,240)	US\$900 (HK\$7,020)

Fees include tuition, modules materials, lunches, refreshment breaks and a certificate of completion.

Sponsorship is available to PATA member organisations. For more details, please email foundation@pata.org

Venue:

All the modules will be held at the School of Hotel and Tourism Management, The Hong Kong Polytechnic University.

Deadline:

Early bird discount registration deadline is **31 October 2015**.

Cancellation Policy:

A 50% refund will be made for cancellations received in writing before **15 November 2015**. No refund thereafter.



Further Information:

For further information and enquiries, please contact **Miss Flora Ng**,
School of Hotel and Tourism Management,
The Hong Kong Polytechnic University,
17 Science Museum Road, Tsimshatsui East,
Kowloon, Hong Kong.

Email: flora.ng-ps@polyu.edu.hk

Tel: (852) 3400 2635

Fax: (852) 2356 1390

or visit www.polyu.edu.hk/htm/edp/201516HKWS
for registration.