



Executive Development Programme in Hospitality  
**2015 Hong Kong PolyU  
Winter School®**  
2-14 February 2015



- MODULES**
- **Leadership in People Management**  
2-3 February 2015
  - **Innovations and Responsiveness in Hotel Industry: The Case of Hotel ICON**  
4-5 February 2015
  - **Wine Culture, Consumption and Marketing**  
6-7 February 2015
  - **Crisis Management and Communication Strategies**  
9-10 February 2015
  - **Integrated and Digital Marketing**  
11-12 February 2015
  - **Luxury Management – Its Application in Hospitality and Tourism Industry**  
13-14 February 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 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 2-14 February 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.

Co-organised by :

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

  
HONG KONG HOTELS ASSOCIATION  
香港酒店業協會

Sponsored by :

  
PATA®  
Pacific Asia Travel Association  
FOUNDATION

  
Hotel ICON  
唯港薈

  
Institute  
of Hospitality

## Certificate Programmes

Participants who successfully complete each 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.

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

| Dates                              | Modules  | Instructors   |
|------------------------------------|--|---|
| 2-3 February 2015<br>(Mon, Tue)    | Leadership in People Management  | <b>Mr Mark Conklin</b><br>General Manager<br>JW Marriott Hotel Hong Kong<br><b>Mr James Lu</b><br>Executive Director<br>Hong Kong Hotels Association  |
| 4-5 February 2015<br>(Wed, Thur)   | Innovations and Responsiveness in Hotel Industry: The Case of Hotel ICON | <b>Mr Richard Hatter</b><br>General Manager, Hotel ICON<br>Adjunct Associate Professor<br>School of Hotel and Tourism Management<br>The Hong Kong Polytechnic University  |
| 6-7 February 2015<br>(Fri, Sat)    | Wine Culture, Consumption and Marketing                                  | <b>Prof Jeannie Cho Lee</b><br>Professor of Practice (Wine)<br>School of Hotel and Tourism Management<br>The Hong Kong Polytechnic University<br><b>Prof Haiyan Song</b><br>Associate Dean and Chair Professor of Tourism<br>School of Hotel and Tourism Management<br>The Hong Kong Polytechnic University |
| 9-10 February 2015<br>(Mon, Tue)   | Crisis Management and Communication Strategies                           | <b>Dr Dan Wang</b><br>Assistant Professor<br>School of Hotel and Tourism Management<br>The Hong Kong Polytechnic University<br><b>Ms Margaret Key</b><br>Chief Operating Officer<br>Burson-Marsteller Asia-Pacific  |
| 11-12 February 2015<br>(Wed, Thur) | Integrated and Digital Marketing   | <b>Prof Cathy Hsu</b><br>Professor<br>School of Hotel and Tourism Management<br>The Hong Kong Polytechnic University<br><b>Prof Dimitrios Buhalis</b><br>Deputy Director<br>International Centre for Tourism and Hospitality Research<br>Bournemouth University   |
| 13-14 February 2015<br>(Fri, Sat)  | Luxury Management – Its Application in Hospitality and Tourism Industry  | <b>Prof Denis Morisset</b><br>ESSEC Business School   |

# Module Outline



**Mr Mark Conklin**  
General Manager  
JW Marriott Hotel  
Hong Kong

## Leadership in People Management

2-3 February 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 in people management 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

## Innovations and Responsiveness in Hotel Industry: The Case of Hotel ICON

4-5 February 2015 (Wednesday, Thursday)

Hotel ICON's General Manager, Richard Hatter worked closely with the School of Hotel and Tourism Management of The Hong Kong Polytechnic University to define a unique brand idea, positioning, and attributes for the hotel's business concept. Working closely with executives and stakeholders, Richard Hatter crafted "A Fresh Interpretation of Asian Hospitality": a positioning document that provided a strategic lens to develop a hotel that has received critical acclaim in the field of innovation in enterprise.

Hotel ICON was founded to better serve tourism, benefit the community and showcase the best of Hong Kong. As a teaching and research hotel, it embraces the role of an industry leader and is a pioneer in hotel design and technology. The hotel believes that the best way to experience the future is to create it. While the hotel recognizes the trends of today, the real aim is to set the new ones of tomorrow.

During this module, participants can expect to understand the changing hospitality environment and the mechanisms in which to prepare and adapt to such changes. Different challenges and trends will be analyzed and the growing importance of technology and its role within the industry discussed. Specifically, Hotel ICON will be presented as a case study and participants will have the opportunity to learn from all department heads.



**Mr Richard Hatter**  
General Manager,  
Hotel ICON  
Adjunct Associate Professor  
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

## **Wine Culture, Consumption and Marketing**

6-7 February 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 Wine Culture, Consumption and 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.



### **Prof Haiyan Song**

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

The first 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. The second 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.

## **Crisis Management and Communication Strategies**

9-10 February 2015 (Monday, Tuesday)

Now that crises are becoming part of everyday managerial life, the need to be prepared is becoming a duty for each hospitality organization since the "good old" times of being able to think "It won't happen to me ...." are long gone. Hospitality managers must learn to accept the responsibility for the safety and security of their customers, staff and assets, as well as recognize the shared liability towards the reputation of their hotel!

The participants will gain knowledge of how to:

- Divide responsibilities within a hotel management team
- Establish and prioritize potential risks
- Become familiar with crisis communication and press relation challenges
- Work with partners
- Train and empower staff
- Design social media sites for emergency management
- Incorporate crisis preparedness in marketing strategies
- Develop a specific crisis management plan
- Handle media interviews - rules of engagement in a crisis

Crises can be "small", like an employee getting hurt, and "big", like a terrorist attack or a typhoon. We all need to sharpen our skills at predicting and preventing such situations by "Expecting the Unexpected".



### **Dr Dan Wang**

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



### **Ms Margaret Key**

Chief Operating Officer  
Burson-Marsteller  
Asia-Pacific



**Prof Cathy Hsu**

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

## Integrated and Digital Marketing

11-12 February 2015 (Wednesday, Thursday)

The Internet and Communication Technology has dramatically changed the marketing landscape for hospitality businesses. While online marketing activities have taken center stage in recent discussions on various platforms and occasions, marketing strategy planning and established marketing practices are still paramount to the success of business activities. Integrated marketing is the holistic approach to marketing planning, implementation, and communication.

Marketing can no longer be segmented into online versus offline. To optimize results, an integrated approach should be taken. This is to make sure that businesses are being consistent in all marketing efforts. This module aims to demonstrate how hospitality businesses can unify the various activities so as to maximize marketing impact. Topics such as positioning, branding, customer engagement, reputation management, TripAdvisor management, and context based marketing will be discussed. Case studies of successful integrated and digital marketing campaigns will be shared.



**Prof Dimitrios  
Buhalis**

Deputy Director  
International Centre for  
Tourism and Hospitality  
Research  
Bournemouth University

## Luxury Management – Its Application in Hospitality and Tourism Industry

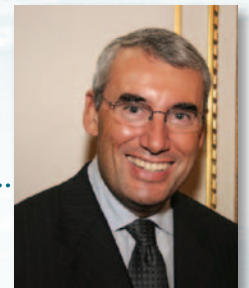
13-14 February 2015 (Friday, Saturday)

The concept of luxury brand management has become increasingly inspirational throughout different industry sectors. This module will analyze the factors of success and resilience to crisis of the luxury industry, how this industry is successful at creating and selling long lasting dreams, at retaining loyal VIP customers and ultimately at delivering perceived added value and charging significant price premiums.

The first day will be dedicated to the in-depth analysis of the concept of luxury, the evolving behavior of luxury consumers, their different expectations and the foundations of luxury brand management. The second day will entirely focus on the luxury hospitality and tourism sector and will give the participants a mix of tools and tips that will enable them to strengthen their marketing strategies but also enhance operationally the perceived value or dream factors of their activity, in particular in terms of hospitality and tourism industry.

Many mini case studies and best practices will be presented and discussed. Some of the specific topics that will be addressed are:

- Brand DNA & codes or the art of selling dreams
- Luxury consumers typologies and behavior
- How to remain inspirational throughout different consumer cultures – the case of Asia and China
- The specific and respective role of VIP's and VIC's
- Reward or recognition?
- Facets of luxury guest experience
- Co-branding strategies – the case of Designer hotels



**Prof Denis Morisset**  
ESSEC Business School

## Registration Fees:

| Modules   | Early Bird Registration by 31 December 2014 | Registration after 31 December 2014 |
|---|---|-------------------------------------|
| Leadership in People Management   | US\$800                                     | US\$900                             |
| Innovations and Responsiveness in Hotel Industry : The Case of Hotel ICON | US\$800                                     | US\$900                             |
| Wine Culture, Consumption and Marketing                                   | US\$800                                     | US\$900                             |
| Crisis Management and Communication Strategies                            | US\$800                                     | US\$900                             |
| Integrated and Digital Marketing  | US\$800                                     | US\$900                             |
| Luxury Management – Its Application in Hospitality and Tourism Industry   | US\$800                                     | US\$900                             |

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](mailto: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 December 2014**.

## Cancellation Policy:

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



## Further Information:

For further information and enquiries, please contact **Miss Flora Ng**,  
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or visit [www.polyu.edu.hk/htm/edp/hkws2015](http://www.polyu.edu.hk/htm/edp/hkws2015)  
for the registration form.