Hotel Branding Forum Anticipates Asian Wave
Appreciation Dinner Thanks Industry Partners
Industry Collaboration Vital to Convention and Event Education
Successful First Year for DHTM Programme
The Journal of Travel & Tourism Marketing serves researchers and managers in the field of travel and tourism. Before this journal was created, there was no professional journal dedicated entirely to the specific area of travel and tourism marketing from managerial perspectives. And in a recent survey of directors of four-year hospitality programs, this journal was rated sixth of refereed journals covering the field. This journal—ranked #4 amongst all major tourism & hospitality journals within the United States by the Journal of Travel Research—expands professionals’ knowledge in the field through the innovations in applied marketing research and management practices.

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- travel services
- tourism management organizations
- meetings and convention services
- transportation services.

As an international journal, the Journal of Travel & Tourism Marketing places special emphasis on submissions reflecting the perspectives of contributors from different countries. This journal is essential reading for all travel & tourism professionals!

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Manuscripts should be submitted electronically to the Editor, K. S. (Kaye) Chon, PhD, CHE, at hmkchon@polyu.edu.hk. If submitting hard copies, send (4) copies of the manuscript to the following address:

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Chair Professor and Director, School of Hotel & Tourism Management
The Hong Kong Polytechnic University, Hung Hom, Kowloon Hong Kong

For full instructions for submissions, please visit the journal website at www.HaworthPress.com and select "Instructions for Authors."
Contents

Message from Director of School ........................................... 2
Mainland Conferences ............................................................. 3
   Branding Forum success in Guangzhou
Industry Appreciation Dinner .............................................. 6
   Thanking our industry partners for their vital support
Chair Professor’s Distinguished Lecture ............................... 7
   Induction Day reflections from Edwin Fuller of Marriott Lodging International
Career Day ............................................................................... 8
   Student aspirations and prospects discussed
Teaching Hotel Update ............................................................ 9
   Prototype guest room configurations unveiled
Convention and Event Management ...................................... 10
   Industry collaboration vital in development of Bachelor degree programme
China Programmes ................................................................. 12
   Adding value in Hangzhou and student sharing from Xian
Doctor of Hotel and Tourism Management Programme .......... 14
   Reflections on a successful first year
Research Horizons
   Highlights of staff research on hotel employee attitudes, tourist perceptions of air quality in Hong Kong, SME travel agencies in China, tourism trends in the Asia-Pacific region, barriers to environmental management standards, and the effect of trust and service climate on hotel employee satisfaction
In Brief .................................................................................... 17
   News on the latest activities, achievements and staff arrivals
Faces and Places of Asia ......................................................... 21
   Staff photography on show
Outside the Classroom ......................................................... 23
   The Olympic placement experience and Student Association news
Study Trip Surprises ................................................................. 24
   An eye-opening tour of Egypt
Mentorship Scheme ................................................................. 25
   Mentors thanked for their unstinting support
Alumni Association ................................................................. 27
   Latest news on SHTM alumni events and achievements
Professor-for-a-Day Scheme ................................................... 30
   Our thanks to professors for a day
Upcoming Events ................................................................. 32
An Asian wave is sweeping through the tourism industry, and China stands to benefit most from the wash of opportunities it will bring. Yet grasping those opportunities will take a good deal of hard work, with the success of long-term strategies dependant on effective branding. The ramifications of branding for both international and local hotel chains and management companies were the main topics of discussion at the second International Forum on China Hotel Brand Development the SHTM co-hosted in Guangzhou during May.

As reported in our cover story this issue, the Forum brought together academics, hotel professionals and government officials to discuss past efforts, current challenges and the way forward for branding in the mainland.

Another important event covered here is our annual Industry Appreciation Dinner in April, at which we thanked our industry partners for their valuable advice, scholarships, student placements, Professor-for-a-Day lectures and mentorships. Without that generous and unstinting support our efforts would be greatly diminished.

An upcoming event noted is the China Tourism Forum that the School will be co-hosting in Huangshan during December. With its inspiring World-Heritage listed wilderness, Huangshan will be a fitting scene for a gathering focused on nature-based tourism.

That sort of experience is crucial to learning in the hospitality and tourism industry. In this issue we report on student placements at the Beijing Olympics, including at the Hong Kong equestrian events – truly a once in a lifetime opportunity. As ever, the SHTM is ensuring that learning extends outside the classroom, into the real world.

Professor Kaye Chon
Chair Professor and Director
School of Hotel and Tourism Management
The Hong Kong Polytechnic University
The importance of understanding and nurturing the market was the message at the second International Forum on China Hotel Brand Development, held over two days in Guangzhou at the beginning of May. Co-hosted by the SHTM and the School of Business at Sun Yat-sen University, the forum was sponsored by the K. Wah Group for the second year and supported by the China Tourist Hotels Association.

The Forum attracted over 250 hotel professionals, government officials and academics who shared ideas, discussed plans and exchanged views on brand development and management in China’s hotel industry. Opening the event at the Garden Hotel, SHTM Director, Professor Kaye Chon spoke of the shift in tourist interest towards Asian countries and the need for ever closer cooperation between academics and industry players to groom future talent.

Delivering her keynote speech at the opening session, Professor Anna Mattila of the Pennsylvania State University spoke of service branding as “that distinct personality for your business” which must be “incorporated into everything you do”. This would ultimately influence the customer experience, but it was also important to ask “how much of that experience is under the service provider’s control”.

Pointing to the rapid increase in rated hotels in China over the last two decades after a century of slow progress, Mr Frank Hou, President of the Jinling Hotels Management Company, cautioned that the path ahead for brand development would not be easy. Chinese
hotel professionals needed to undergo five key transformations, he said – in mindset, professionalism, understanding market positioning, taking responsibility and the effective use of technology.

Mr James Lu, Executive Director of the Hong Kong Hotels Association, moderated the first panel session on developing international hotel brands in China. He commented later that the growth of hotel properties in the secondary cities meant “there will always be a strong demand in the market for superior hotel properties that are professionally managed by international hoteliers”.

That level of professionalism should also acknowledge the importance of local concerns. Speaking after his participation in the session, Mr Mitchell Presnick, President and CEO of Super 8 Hotels China, mentioned that communication with customers and respectful cooperation with local partners were the keys to branding success. Guanxi, networked support and cooperation, was “actually more important than any other single thing” in developing the Super 8 brand in China, he said. Operating 70 properties, both fully owned and franchised, and building 70 more as he spoke, the chain had certainly learned its lesson well.

Delivering a keynote address during the second session on the importance of internal marketing to brand development, Professor Mike Davidson of the Department of Tourism at Griffith University in Australia reminded the audience that processes and presentation within a hotel would determine how well a brand image is accepted. He argued that “internal marketing has not received enough management attention considering its potential to impact upon customer satisfaction”.

Mr Calvin Mak, founder and CEO of the Rhombus International Hotels Group, compared branded and non-branded hotels in his keynote presentation, pointing to the benefits and drawbacks of both approaches. He spoke of a “new generation” of hotel guests seeking unique experiences in the “design and style of the property, location and historical background”, but only a flexible and innovative “new wave” of branding could address those requirements. His hotel management group’s approach was to create a “moment of life” for guests to remember, connecting with them emotionally and exceeding their expectations.

In keeping with Professor Chon’s comment when opening the Forum, that new wave of branding will be an Asian wave, with China riding the crest.
Fifth China Tourism Forum

Nature-based Tourism

13-14 December 2008  Huangshan, Anhui Province, China

The Fifth China Tourism Forum will be held in Huang Shan, Anhui Province, China on 13-14 December 2008. The Forum will be co-organised by the World Tourism Organisation (UNWTO), the School of Hotel & Tourism Management of The Hong Kong Polytechnic University and the Tourism College Huangshan University. The Forum Co-Chairs are Professor Haiyan Song of The Hong Kong Polytechnic University and Professor Hu Shan Feng of Tourism College Huangshan University.

Although the theme of the Forum is Nature-based Tourism, we also welcome submissions in the following areas:

- Destination management
- Attractions management
- Tourism policy research
- Sustainability of tourism development
- Global warming and tourism
- Pro-poor tourism
- Ecotourism
- Rural tourism
- Conservation and tourism
- Tourism education
- Tourism development in less-developed areas
- Fung Shui and tourism
- Crisis and tourism recovery management

Who Should Attend

- Tourism policy makers
- Government officials in tourism administration
- Tourism boards and marketing organizations
- Academics and educators in tourism
- Hotel, restaurant and hospitality industry executives and employers
- Researchers and consultants in tourism
- Graduate and undergraduate students pursuing tourism and hospitality studies
- Industry practitioners in tourism industry

Call for Papers

The organisers invite submissions of papers on any of the topics listed above. The papers accepted by the Forum will be published in the Forum Proceedings and selected papers will also be published in a special issue of the Journal of China Tourism Research.

For general information and paper submissions, please contact:

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To find out more about the Forum and for registration, please visit: www.polyu.edu.hk/conference/5ctf
Celebrating Successful Partnerships

For the second year, the SHTM’s industry supporters took time out of their busy schedules to attend the annual Industry Appreciation Dinner. A combined total of 340 industry partners, final-year students and staff members attended the event on 11 April at the Hotel Miramar.

Welcoming the guests were SHTM Director, Professor Kaye Chon, and Chairman of the SHTM Advisory Committee, Ms Sylvia Chung. Highlighting the importance of industry partnerships, Ms Chung told the guests that “your relentless support has been a key success factor of the School, and we are very grateful to you all.”

Providing scholarships, student placements, lectures, mentorships and valuable advice, the School’s industry partners are indeed crucial to its leading position amongst hospitality and tourism institutions in Asia, and its increasing importance around the world.

MSc student Michelle Soomin Lee acted as Master of Ceremonies for the night, introducing the speakers, including fellow students, and explaining the School’s approach to international exchange, industry placement and postgraduate study.

Mr Thomas Liu, Ms Shannon Cheung and Ms Nicole Kong spoke of their international exchange visits. Ms Kong, a BSc(Hons) in Hotel Management student, said that her six months at the University of Strathclyde in Scotland gave her both practical insights into beverage management and the appreciation of another culture.

Representing students who had been placed with industry partners during the year, Mr Daniel Leung, Ms Janet Chan, Ms Crystal Tam and Ms Inasa Yick noted their wide exposure to hotel and exhibition centre operations. Daniel, in particular, mentioned that “what I experienced was totally different” to what he expected when placed with the Human Resources Department of the Marco Polo Hong Kong Hotel for a year.

Maria Teresa Biando, a recent graduate of the MSc in Hotel and Tourism Management Programme, summarised another aspect of the School’s relationship with the industry by noting how her studies had helped her to “stay ahead in today’s fast-paced and competitive environment”. Now the Front Office Manager of the Empire Hotel Hong Kong, she has come a long way since leaving the Philippines over a decade ago.

To all of the industry partners who made these student stories possible, we offer our sincere thanks.
After decades of fundamental change in the hospitality industry, the best is yet to come according to Mr Edwin D. Fuller, who delivered the Chair Professor’s Distinguished Lecture in August. Mr Fuller certainly has the overview to make that prediction, having served as President and Managing Director, International Lodging, of Marriott International since 1997. Delivering his lecture with good humour and a willingness to offer valuable advice, he spoke of the years ahead with unbridled enthusiasm.

“Asia is where it’s happening” for the hospitality industry, Mr Fuller remarked, “this is where it’s at.” Describing the region as the “World Cup of the tourism industry” he said it would provide 60% of his company’s international growth in the coming three years. He exhorted SHTM students to understand their potential as industry leaders, remarking that “when I say the best is yet to come, that also includes those of you who have an education before you”.

“I want you”, Mr Fuller said, “to be leaders of the future”.

Reflecting on a recent safari in Africa, he explained the situation with an analogy: “if you’re at the back of the herd, you’re on the dinner menu tonight”. He reminded students that even before they entered the hospitality industry, “when you think about the opportunities you’re looking at, you cannot forget the fact that it will be a business”.

Yet at the centre of that business, and fundamental to effective leadership, should be a recognition that people are vital. Speaking about Marriott’s 72,000 service associates, Mr Fuller said that “our story is really about people . . . I do not envisage check-ins being done by robots. I envisage people helping people.

To achieve maximum results in hospitality management, he suggested, “you take care of the associate, and the associate takes care of the customer”. This extended to all aspects of the industry, including “how you treat people, what kind of respect you address people with, how you serve them, how you work with them, how you promote them, how you motivate them, how you encourage them”.

Closing the lecture, Mr Fuller drew out the greater significance of his leadership philosophy. “Respect for other people”, he said, “is probably the one thing that can make our world a better place”. The SHTM shares that view, and thanks Mr Fuller for his inspiring talk.

Professor Kaye Chan, SHTM Director, thanking Mr Edwin Fuller for his inspiring lecture
Career Day

The SHTM held its annual Career Day on 6 March, with 30 local and international companies in attendance. As is the case every year, the day allowed students to speak with hospitality organisations about their career aspirations and learn more about employment and internship prospects in the hotel, catering and tourism industry.

Held in the Jockey Club Auditorium on the PolyU campus, the event attracted hotel chains, restaurant groups, travel groups and, fittingly, the Hong Kong Jockey Club. A very good turn out of students took in the 30 booths placed around the Auditorium foyer.

Another feature of the day was the series of career talks held in the Auditorium itself. From mid-morning to mid-afternoon, informative discussions of career opportunities were given by the Four Seasons Hotel Hong Kong, Holiday Inn, Langham Hotels, Marriott International, S.K.Y. Travel, Shangri-La and Swire Travel.

Commenting on the event’s success, SHTM Director, Professor Kaye Chon noted that “the participating companies were pleased to see our students’ enthusiasm for the opportunities in the hospitality industry.” That sort of reaction from the industry highlights the true value of an SHTM education.

PolyU prides itself on producing industry preferred graduates, and the Career Day is an important way in which the SHTM makes that happen. Ensuring that our graduates fit industry expectations is what we do best.

Looking Ahead

Thirty exhibitors supported the event this year

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Students visit the exhibition booths in the Jockey Club Auditorium foyer

PolyU prides itself on producing industry preferred graduates, and the Career Day is an important way in which the SHTM makes that happen. Ensuring that our graduates fit industry expectations is what we do best.

Hong Kong Jockey Club staff at their booth on the day
Design Concepts

Moving Ahead

Now at the main construction stage, the SHTM teaching hotel in Tsim Sha Tsui East will feature well-visualised layouts and advanced prototype guest rooms. After twelve months of excavation and mini-pile works, the foundation of the hotel was fully completed in June. Construction of the 29 storey superstructure is currently underway and is scheduled for completion in mid-2009.

To complement the more obvious aspects of the construction process, interior designers have further developed contemporary and elegant design proposals for various areas in the hotel over the last few months. Advanced design concepts now cover all public areas, the food and beverage areas, the swimming pool and gymnasium, and the guest rooms and suites.

Mock-up guest rooms have been built on the PolyU campus to help fine-tune the main room designs.

As mentioned last issue, a number of experimental, prototype guest rooms will also feature in the hotel. These rooms will be purposely built to facilitate teaching and research in various areas, such as the enhancement of hotel guest experience, guestroom design, environmental friendliness, information technology, new products and materials, and service concept development.

The prototypes will be developed in a joint effort by the SHTM and various departments within PolyU. The School will also be welcoming industry partners to join this unique project.

Three types of prototype rooms have been conceptualised. The first will allow the industry and PolyU to experiment with products still under development, and will include demountable wall panelling and oversized access panels. With easily altered interior design and room and furniture layouts, this will help students to learn about guest room facility design and the associated operation issues.

The second type of room will be designed to promote health, wellbeing, overall guest experience and environmental protection. It will also showcase PolyU’s development of new technology in these areas.

Designed for tomorrow, the third type of prototype guest room will combine interior design and features anticipated to address the needs of future travellers. These initiatives may eventually be used in the main guest floors, or even adopted by the industry.

As always, with these prototypes the STHM is looking to future, today.
masterclass

Build your career momentum
Earn a Master of Science degree from the leading Hotel & Tourism School in Asia

You're heading for a successful career in the hotel or tourism industry, or in industry research or education. You've been working hard at it and now there's a way to capitalize on the experience you've gained. Take a step up with the Master of Science degree in Hotel and Tourism Management offered by The Hong Kong Polytechnic University's School of Hotel and Tourism Management.

Designed to put learning into everyday practice, the programme aims to develop international leaders, educators and researchers for the global hotel and tourism industry. Located at the heart of Asia's tourism boom in Hong Kong, the School has the largest concentration of world-class scholars in the region and is ranked among the world's leading hotel and tourism schools.

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School of Hotel and Tourism Management
The Hong Kong Polytechnic University
Hung Hom, Kowloon, Hong Kong
Find out more about the Master of Science programme offered by the leading Hotel & Tourism Management School in Asia

Programme Design

The MSc programme in Hotel and Tourism management is designed to develop international leaders, educators, and researchers for the global hotel and tourism industry.

- **Length of study** – You can complete your MSc degree in full-time mode from 12 to 18 months or part-time mode from 18 to 36 months. If you are in full-time employment, for example, you can choose to complete the MSc programme in 3 years.

- **Mode of study** – The programme is offered on a credit-based system with classes scheduled during evenings and daytime ensuring greatest of flexibility.

- **Faculty** – The MSc programme is taught by internationally renowned faculty.

- **Scholarships** – SHTM provides scholarships for enrolled MSc students. The awards are competitive and are granted based on the student’s academic merit, financial need and previous work experience.

International Recognition

- The School was designated by the World Tourism Organisation (UNWTO) as one of its global Education and Training Network Centres.

- The School was one of the first educational institutions to receive the UNWTO’s TedQual Certification, a quality assurance system for tourism education, training and research.

- The School received the “2003 Institutional Achievement Award” for significant contributions to tourism education from the International Society of Travel and Tourism Educators.

- In 2005, the School ranked No. 1 among Asian institution of its kind and No. 4 globally based on research and scholarship, according to a study published in the Journal of Hospitality and Tourism Research.

- With a faculty of 60 academic staff drawn from 18 countries, we offer innovative teaching in a creative learning environment.

The course has been included in the list of reimbursable courses for CEF (Continuing Education Fund) purposes.

For further information, please visit [www.polyu.edu.hk/admission](http://www.polyu.edu.hk/admission).
The most difficult aspect of any tourism programme is ensuring that it suits the students. Not only should courses be relevant to local concerns, but they should also help to enhance careers. Assistant Professor Honggen Xiao knows this, and has been applying his extensive experience in hospitality and tourism education to refining the value offered by the Master of Science in Hotel and Tourism programme offered jointly with Zhejiang University in Hangzhou.

Dr Xiao joined the SHTM in March with the express purpose of administering the Hangzhou programme. When asked to describe his task, he pointed to the programme’s past success and noted that it was “very well established already”. As Programme Leader, his role is to ensure that the SHTM does not stand still in its mainland MSc offerings, refining the existing programme goals and tailoring modes of teaching to suit participants.

The Hangzhou MSc programme attracts mainly part-time students, industry managers and executives seeking to extend their competitive advantage with a quality postgraduate education. Most students complete the degree in 2 to 3 years after taking 4 compulsory courses and 4 elective courses. They are also required to complete a research thesis.

Dr Xiao remarked that the programme was very popular, with 75 applications and 51 candidates interviewed in July for this year’s intake. One attraction this year is that the Hangzhou programme – traditionally delivered in English – will be bilingual, including both English and Putonghua instruction to better cater to the needs of learners. The Ningbo MSc programme has been merged with the Hangzhou offering.

The result, said Dr Xiao, was a combined, flexible programme that responded to student characteristics. This was “another attraction”, he noted, bolstering the value added by the SHTM to hospitality and tourism education in the Chinese mainland.

With the refined programme now in place, MSc graduates from Hangzhou will be able to further hone their competitive advantage in a marketplace characterised by rapid growth, frequent innovation and intense competition.
酒店及餐飲管理榮譽文學士課程 — 我們的集體回憶

能夠參加香港理工大學與西安交通大學聯合舉辦的酒店及餐飲管理榮譽文學士課程，讓我們 17 名香港同學有機會多瞭解中國內地的風土人情，是我們難得的人生之旅！

學校安排同學第一個學期在西安留學半年。西安的學習，是我們意想不到的充實與歡樂。除了學習普通話，應付繁重的讀書、作業與考試外，我們還有豐富多姿的學生活動，真想不到大學生活是如此精彩！

我們都是酒店及餐飲管理課程的學生，體驗不同的飲食文化成為我們日常的活動。大街小巷裏有名的羊肉泡馍及火鍋等都是我們品嚐的美食。除了「吃」以外，我們同學中有導遊資格的，還帶我們跑遍了北京、成都、新疆及黃山等旅遊勝地。能夠親眼看到少數民族風情與迷人的風光，大家深深的受到感動！

讓我最難忘的是華山之旅。我們與其他來自不同省份的同學們在課餘時間，趁著秋高氣爽之際，一起到中國五嶽之一的西嶽華山旅行。沿途風光絢麗，崎嶇險要，兩天一夜的旅程，挑戰了自己的腳力及發揮了很好的團隊精神。我們期盼著華山的日出，寒風凜冽的凌晨四時，大家互相照顧，男孩拉著女孩的手溫暖的一步一步跨越險阻，終於一起抵達山頂。當大家在談天說地等候天亮時，突然有女同學發出尖叫聲 —— 第一顆流星閃過天際，眾皆譁然！漫天的流星雨使我們永誌不忘，而接近大自然的感覺實在美妙極了！

同樣難忘的還有西安老師濃濃的人情味。他們為同學們準備了迎春晚會、中秋節晚會、生日會，甚至乒乓球比賽，讓我們在努力讀書的同時，也能享有輕鬆的時刻。

回想當初，我們香港地區的同學還猶豫著該否參加西安的學習。一年過去，我知道自己選擇正確。大學生活豐富多彩，不管在哪裏，只要我們投入，我們的學習和友誼均會有所增長，而這些難忘的大學歲月將成為我們日後的集體回憶！

2007 屆學生何東華 (香港地區)
Exciting First Year for New Doctoral Programme

With the inaugural year of the Doctorate of Hotel and Tourism Management (DHTM) programme just passed and a second very promising year about to commence, the SHTM has identified a real need in the market according to Programme Leader, Professor Bob McKercher. The only of its kind in the world, the programme provides an alternative path to a doctorate than the PhD, integrating coursework and research with a focus on innovation, creativity and anticipating future trends.

This, said Professor McKercher, means that it also offers more specifically tailored learning for professionals than the Doctorate of Business Administration. It is a separate, stand-alone qualification that places hotel and tourism management within a broader social, economic and political context.

When asked for an assessment of the programme so far, Professor McKercher said that “for me the whole year has been very exciting”. He was particularly gratified to see “the interest from both industry and academics, and that strong interest continuing on to the second year as well.”

The DHTM programme attracted 22 students in its first year, with local full-time students and others, mainly studying in the part-time intensive mode, from as far afield as Taiwan, Korean, Macau and even Ghana. A further intake of twenty will begin their studies in the 2008/2009 academic year, with one travelling from the United States twice a semester to attend intensive part-time classes.

That sort of commitment, said Professor McKercher, was “a testament to the quality of the programme”. It is also an indication that the programme has attracted high quality students, with a dynamic mix of hotel general managers, vice-presidents of development companies and academics relatively new in their careers eager to discuss, embrace and share new ideas during classes.

Professor McKercher taught the students their first subject – Concepts and Theories of Tourism – in what he described as “the best teaching experience I’ve had in almost 20 years”. This bodes well for the thesis component of the course, when the students will be expected to complete substantial pieces of original research focused on emerging trends in the industry.

As the focus of world tourism turns to Asia, the SHTM is preparing the next generation of leaders for the change ahead, setting new standards of excellence in doctorate-level education with the DHTM programme.

Understanding the Asian Paradigm

As the centre of gravity in world tourism shifts to Asia, hospitality industry executives need to develop ever more exacting multi-dimensional and multi-cultural perspectives of the region. With that imperative in mind, the DHTM programme includes a course entitled the Asian Paradigm in Hospitality Management, led by SHTM Director, Professor Kaye Chon. In its inaugural year the seven-day course included two days of seminars in Hong Kong and a five-day study tour of Bangkok, Thailand.

Arriving in the Thai capital during late August, the participants visited a number of local hotels, most notably the Banyan Tree Bangkok, where they met and learned from hotel executives, an Associate Professor from Assumption University and a representative of the Tourism Authority of Thailand. A feature of the tour was the visit to Dusit Thani College, the educational arm of the Dusit Thani International hotel corporation, where participants interviewed hospitality students as part of their course projects.
Student Reflections

“Studying for the DHTM has been a truly exciting experience. The first-class professors offer me real academic perspectives with passion. My international classmates bring their professional experience to the classroom in a friendly manner. Every day, I gain leading-edge knowledge and skills.”

Tsuguto Arai (Japan)

“This programme has helped me to enhance my analytical skills and develop better critical thinking with a global perspective. Carrying out research has enhanced and updated my knowledge of the hospitality industry. The core subjects provide excellent training for my dissertation.”

Romain Chan (Hong Kong)

“The valuable resources of the DHTM programme have effectively triggered my learning engine and developed my knowledge to a significant level. I truly believe the professional cohort of the SHTM can bring me the most priceless assets for my future academic career.”

William Chiang (Taiwan)

“Joining the DHTM programme has given me the opportunity to reinforce my academic knowledge of tourism and hospitality. I’ve also had the opportunity to work with world-renowned professors, which has provided me with a new and different perspective not only on research but also on my own value.”

Jung-Eun Jin (Korea)

“Our professors frequently invite top specialists to speak to us in class. DHTM students come from many different countries, and most are experienced practical managers in the tourism and hospitality industry. In class, the professors and students share their ideas and practical experience as though they were in an ‘Asia Tourism Forum’.”

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“I am proud to be amongst the pioneers of the only DHTM programme in the world. The seasoned lecturers and excellent courses make the programme unique. Its intercultural and professional focus encourages interaction and promotes creativity and analytical thinking amongst students from diverse sectors of the tourism and hospitality industry.”

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Staff Attitudes Crucial to Attracting Mainland Visitors

Frontline hotel staff must always remain aware of their subjective judgments about mainland visitors claims SHTM Assistant Professor Sylvester Yeung in a recently published study. Given the shift in visitor demographics and the emergence of mainland Chinese as the largest single group of tourists in Hong Kong, the hotel industry must guard against unwarranted perceptions that will influence service quality.

Significance of the Mainland Market
In recent years, the Hong Kong tourism market has shifted away from welcoming mainly Western and Japanese visitors to a focus on the increasing numbers of mainland tourists. Dr Yeung notes that this is part of a concomitant shift towards a more important role for the industry overall, with all tourist arrivals increasing by 45.6% between 2002 and 2005.

Since the introduction of the ‘Individual Visit Scheme’ in 2003, residents of large cities in the Pearl River Delta have been swelling visitor numbers in Hong Kong, outstripping the rapid overall growth to register an 80% increase between 2004 and 2005. This has an impact that extends past the tourism industry alone, with Dr Yeung pointing to benefits for the retail and catering industries, amongst other areas of economic activity. The ‘golden week’ holiday in October is a particularly busy time, with mainland tourists buying “everything from jewellery to luxury flats”.

Clearly this is an important market sector, but it has encountered difficulties.

Customer Satisfaction and Staff Perceptions
A major survey conducted by the Hong Kong Tourism Board in 2003 suggested that mainland tourists had relatively low levels of satisfaction with hotel services in Hong Kong. In the following year, another survey indicated that mainland Chinese were most concerned about the care and patience that customer-service staff displayed while they were in Hong Kong. This, notes Dr Yeung, is not an isolated problem, but part of a broader situation in which Hong Kongers tend to regard mainland visitors as “outdated, discourteous and ill-mannered”. He thus focuses on frontline staff perceptions of and
attitudes towards mainland visitors to determine exactly how the problem manifests itself.

The main concern is to establish whether there is a significant difference between perceptions of tourists from mainland China and those from other countries.

Crucially for hotel operators, perceptions are defined as how individual customer-contact staff understand and organise their impressions of guests in a way that shapes their satisfaction with the work environment. This is important because “what one perceives can be substantially different from objective reality”.

Attitudes are more nuanced, with cognitive, affective and behavioural varieties considered. Cognitive attitudes are the way in which staff members thought about mainland visitors, affective attitudes are expressed through the emotional reactions those visitors provoked, and behavioural attitudes encompass the sort of presumptions and inclinations that might have led staff members to behave in different ways towards different visitors. Identifying situational factors that could hamper consistency in service delivery is the major aim.

The Study

The study solicited information from 200 guest-contact employees in five Hong Kong hotels to measure existing attitudes and perceptions, and a further 50 undergraduate students at the SHTM to gauge the same in potential employees. Of the 228 respondents, the largest groups were those aged between 25 and 40, and those with secondary education or higher. Front desk staff made up just over a third of respondents, and more than half of the total earned less than HK$12,000 a month.

Overall, the study found that customer-contact staff, including those in training to manage such staff, had internally polarised perceptions of mainland Chinese tourists. On the one hand they were aware of the importance of mainland tourists and their spending power, but the other hand they less aware of any social benefits that those visitors could bring to Hong Kong.

Attitudes showed a similar division, with respondents aware that mainland tourists brought economic benefits to Hong Kong, but mainly preferring to serve tourists from other countries.

Implications for Practice

The study notes that the more positive aspect of perceptions was “possibly shaped from the seeming increase in the total number of tourist arrivals and receipts from mainland China”, given that mainland tourists now form the majority of arrivals in Hong Kong. Yet it seems that perceptions of mainland Chinese as being discourteous and displaying no concern for the environment affected how frontline staff appreciated both their work environments and their overall social environment. This, in turn, could affect the attitudes of frontline staff when serving hotel guests.

Although the study found only minor differences in perceptions and attitudes between those who claimed to treat mainland tourists differently than other visitors and those who did not, Dr Yeung concludes that it is still necessary to provide “hotel employees with reinforcement training” and alert them that personal prejudice and preference are barriers to the provision of quality service. Socio-economic differences between Hong Kong and mainland China can easily lead to misunderstanding, and hotels could provide cultural sensitivity assessment, training and briefings.

The Hong Kong Hotels Association could also have a role to play by tightening its rules and regulations to ensure high service standards are maintained in all situations. Dr Yeung indicates that some criticism of mainland Chinese behaviour might be warranted, but nevertheless insists that future research should focus more heavily on service employee perceptions, and how they are affected by factors such as “gender, income and educational level” or extent of work experience.
Given the rise of outbound Chinese tourists and their interest in Hong Kong, knowing more about the way in which they are treated in Hong Kong will be vital in the years ahead.

**Points to Note:**
- Mainland Chinese visitors are dissatisfied with service levels in Hong Kong
- Guest-contact employees have contradictory perceptions of and attitudes toward mainland visitors.
- The differences may not be enough to harm service performance.
- However, cultural sensitivity training and tightened service-quality regulation are warranted to preserve service standards.

Air Quality a Concern for Inbound Tourists

International tourists are concerned about air pollution in Hong Kong, SHTM researchers Dr Rob Law and Dr Catherine Cheung explain in a recent study, and they are willing to pay an exit tax to help control the situation. This is heartening news, considering the harm that worsening pollution could have on inbound tourist flows. Yet given that tourists tend not to be concerned about pollution before they arrive in Hong Kong, the researchers suggest that decision makers should be “formulating more sustainable planning policies” to avert any potential damage to one of the pillar’s of Hong Kong’s economy.

Air Quality and Tourist Concerns
Pointing to the ongoing growth of tourist arrivals in Hong Kong, the researchers mention their earlier finding that “30% of international visitors disliked the air quality in Hong Kong”. This sort of aversion combines situational and personal concerns. Not only do visitors notice that haze often “blocks the view of tourism locations”, but they are also concerned about their own health. Local observers have noted that despite an air quality monitoring system operated by the government and efforts to reduce emission levels, the pollution seems to be worsening.

“Inevitably”, write the researchers, “air quality will have an impact on the sustainability of the tourism industry in Hong Kong”.

Tourism researchers around the world are becoming increasingly aware of the damage that pollution can do to tourist confidence in a destination, but studies of air and environmental quality issues in relation to tourism have mainly focused on Western countries. This prompted the SHTM researchers to consider the local situation, not the least because Asia now has “the fastest tourist growth rate in the world”. And given that Hong Kong attracts both Asian and Western tourists, they could also shed light on any differences between the two groups in response to declining air quality.

A Comprehensive Study
The study was conducted as part of a recent omnibus survey, with 10 questions on perceptions of indoor and outdoor air quality asked of international travellers at the Hong Kong airport. Interviewed as they approached the departure hall, the visitors were asked whether perceived air quality had affected their choice of destination before arriving in Hong Kong, whether they had found Hong Kong’s air quality acceptable during their stay, how Hong Kong’s air quality compared to that of their home country and whether air quality had improved since their last visit to Hong Kong.

All 1,304 of the respondents had stayed in Hong Kong for at least a night, and they came from the major tourist-generating markets of mainland China, Taiwan, Singapore, Malaysia, the United States, Australia and Western Europe. A majority were male and from Western countries and almost half considered themselves to be “experienced travellers”. They were mainly frequent visitors, and on average they had stayed in Hong Kong for 4.68 nights.

These were certainly travellers who could provide much needed insights into tourist perceptions of air quality in Hong Kong.

Shifting Perceptions
The researchers point out that their interviewees were not particularly worried about air quality before they
arrived in Hong Kong, but their overall perceptions became ambivalent once they stayed. Interestingly, Asian and Western travellers “had significantly different perceptions” of the situation. Tourists from Western countries, in particular, had negative perceptions of outdoor air quality, but were not as worried about indoor air quality.

In a finding that should be of concern to the hospitality and tourism industry as a whole, the interviewees thought that both indoor and outdoor air quality were better in their home countries. Travellers from Australia and Western Europe were adamant about this, perceiving “the air quality to be much worse than in their home countries”.

Immediate Action Needed

One promising outcome of the survey is that 59% of the interviewees indicated they would be willing to pay an exit tax averaging US$9.23 to help fund pollution control measures. Given that Hong Kong attracts over 20 million international visitors a year, this could generate substantial revenue. The researchers suggest that however funding is raised, the Hong Kong Tourism Board’s substantial investment in promoting Hong Kong as a tourist destination will be at risk if air quality initiatives are not put in place. This could be as straightforward as government restrictions on vehicle traffic, stricter emission standards and encouraging individual travellers to use the rail network.

Aware that much of Hong Kong’s pollution could also be coming from the heavily industrialised Pearl River Delta, the researchers suggest closer cooperation with mainland Chinese authorities to produce an effective plan to reduce pollution. Both Hong Kong and the mainland should also consider adopting internationally recognised emission measurement standards that allow objective comparisons with other countries.

Environmental quality is the key to attracting tourists to any destination. As the researchers suggest, action on air pollution is needed now to ensure that Hong Kong’s tourism industry remains healthy in the future.

Points to Note:

- Air pollution has the potential to harm Hong Kong’s tourist industry.
- International visitors were not particularly worried about air quality before they arrived.
- They were worried after their stay, with Western tourists voicing the most concern.
- Visitors are willing to pay an exit tax to help fund pollution control initiatives.

Room for Growth by SME Travel Agencies in China

Facing an increasingly competitive business environment in China, independent travel agents are favouring collaboration between themselves and with multinationals, according to SHTM Associate Professor Hanqin Zhang Qui. In a recently published co-authored study, Dr Zhang highlights the short development history of small to medium sized travel agents in the country, pointing to a lack of management experience and market recognition as impediments to growth. Yet a declining market share and reduced profit margins are being combated by effective networking and adaptation to local conditions.

SMEs and the Domestic Travel Market
Small and medium sized enterprises (SMEs) are often seen as innovators, pushing economic growth and generating employment. This perception is certainly true of China, note the researchers, where “economic health and social stability has been seen to hinge in large part on the success of SMEs”. In the travel agency sector, 90% of all businesses are SMEs, with a clear focus on domestic travel. Yet the top 100 domestic travel agents generate 99% of the local travel business, leaving the mass of smaller firms to compete for the remaining 1%. This “calls into question generic assertions attributed to Chinese SMEs”, with their contribution to the travel agency sector neither large, nor entirely clear.

The researchers suggest that the discrepancy between presumptions and sector dynamics could mask “unique features”, especially in relation to how SME travel agents cope with their restricted market environment, and how they interact with other larger firms. Another factor that complicates observations is that Chinese SMEs are divided into three categories: state-owned, collective-owned and private and individually owned. Of the last two types, private enterprises employ more than eight people, and individual enterprises employ less than eight by the definition used in the study.

Grouping the two non-state forms of ownership together, the researchers point out that private Chinese firms tend to remain small, have centralised decision-making structures and are often family owned and operated. Their ability to brand services is weak and they are not entirely comfortable with the newly competitive market in China. Paradoxically, private SMEs are mindful of appearing “too successful” in fear of attracting excessive levies and fees from local government officials. The result is a sector of firms not always able to grow or market themselves effectively.

A Pioneering Study
Given the imposing restraints on SME travel agents in China, the researchers decided to conduct a pilot study of the industry through in-depth interviews with the managers of seven privately owned agencies, each employing less than 50 people. They reasoned that exploration of the sector now could pave the way for a more comprehensive study later, and with it a crucial cross-country study. These further considerations will obviously be beneficial to the SMEs themselves, with the findings likely to indicate best practices.

In this initial study, owner-managers from Beijing, Guangdong and Jiangxi were interviewed. They oversaw simple organisational structures with some departmentalisation for business travel services, but the family business model dominated. Aware of the extent of SME participation in the sector, they presumed that “their role must be significant”.

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**Travel Agency Characteristics**

Most of the agencies had been operating for less than a year, which is not surprising given the relatively recent change towards a market economy in China. Contrary to common presumptions about Chinese SMEs, some of the agencies were focused on growth and internationalisation, seeking partnerships with larger domestic and international firms that would allow them to expand the scope of their operations to inbound and outbound travel as well. Even those that retained a purely domestic focus acknowledged the importance of cooperation at some level.

The researchers report that there was “a tendency towards social networking and co-operation, which may have business benefits, overcoming SME fragmentation disadvantages”. One of the interviewees spoke of “tourism with no barriers”, in reference to how the smaller agencies shared knowledge and resources in a mutually beneficial way. Some consolidated their efforts in a single tour package, others cooperated to focus on specific parts of the domestic travel market and yet others formed a “purchasing union” to negotiate lower prices with suppliers.

Even with limited experience in the field, the agency managers felt they were building up a loyal customer base with tailor-made products. Yet the researchers detected a telling “silence” in the interviews - none of the owner-managers were prepared to offer their views on regional infrastructure. The reason for this seemed to lie in a feeling, revealed in discussions about legal and political challenges, that there was insufficient support from the government to protect the role of SMEs in local markets as larger companies moved in, and a limited understanding amongst officials of what a service industry actually provided.

**Recommendations**

Despite their limited experience and lack of substantial innovation in product offerings, these agencies do hold promise, especially when they focus on their local strengths. The researchers point to the ability to change products rapidly in response to local demand, and suggest that it be developed professionally through more advanced marketing than the word of mouth currently used. This, they write, is something “large firms find difficult to emulate”.

Overall, the researchers note that there are certainly “strengths in smallness” for SME travel agencies in China. Their willingness to network, combined with greater professionalisation, should bring those strengths to the fore.

**Points to Note:**

- SMEs comprise a vast majority of travel agencies in China, but generate little of the sector’s revenue.
- SME agencies tend not to be innovative, but do network effectively.
- Their strengths lie in knowledge of local markets and adaptability.
- Greater professionalisation is needed to enhance those strengths.

Tourism Trends Visualised

Five interrelated trends will dominate tourism in the Asia-Pacific region in coming years argue SHTM Director, Professor Kaye Chon and Associate Director, Professor Haiyan Song in a recently published meta-analysis of industry magazine articles. The researchers identify the ways in which emerging developments should interact with each other and manifest across subregions in the near future. This, they write, will help the industry to overcome the problem of not being able to “see the forest for the trees”.

The Importance of Trends
Differentiating trends from fashion or hype, the researchers note that trends have a time element, are more universal than fashions and are less related to direct publicity than hype. As a direction in which something is developing, “a trend is essentially a continuance of the past and the present (with or without changes) and is dynamic in nature”.

Most crucially for the tourism industry, trends are usually related to positive images of destinations. “Something that will enhance destination image”, the researchers reason, “is more likely to continue into the future and become a trend”. With that continuity in mind, they note that the World Tourism Organisation recently identified three major trends which they used as “frames of reference” in their own analysis – the rapid development of e-commerce and e-marketing, fast-track travel and that “everybody is chasing Asian tourists”.

The Articles
Analysing 776 news articles from the websites of two travel trade magazines – TravelWeekly and TTG Asia – the researchers identified 13 mega trends. These included travel becoming more activity-interest based; China and India continuing to drive the tourism industry; low cost carriers developing rapidly; travel agents transforming into travel consultants; tastes and travel spending becoming polarised; online transactions increasing; social-environmental awareness rapidly developing; competition and cooperation amongst destinations for inbound tourists; more seniors and women travelling; the demand for culture- and health-related tourism increasing; health and safety as major travel concerns; an emphasis on the timely communication of accurate travel information; and human resource shortages.

Considering the prevalence of these mega trends throughout the Asia-Pacific region, the researchers isolated five specific trends that were both related to each other and crossed the subregions of Northeast Asia, Southeast Asia, South Asia and Oceania for further analysis.

Destination and Travel Trends
A key finding from the full analysis is that tourists tend to select an activity first and only then a destination. The researchers suggest that national tourism organisations recognise this trend by “associating their destinations with certain ‘unique’ activities”, whether cultural, health-related or defined by age or gender. Using the example of New Zealand, they argue that bungee jumping – once a rare activity elsewhere – can now be experienced almost anywhere, but no other destination can offer tours of the sets used in the Lord of the Rings movies.

Another very significant trend, given the rapid pace of industrialisation and urbanisation in parts of the region, is an emerging “consolidated social-environmental awareness and consciousness”. This, suggest the
researchers, should lead to the creation, restoration and preservation of “urban nature” in key destinations and heavier regulation of the tourism industry to conform with social-environmental requirements.

When tourists have selected an appropriate destination, how they travel is also an important consideration. With the development of low cost carriers in the region, increased competitiveness and reductions in airfares have encouraged more frequent travel. This is likely to mean that annual long-haul leisure trips are replaced by more numerous short trips to various destinations, especially in the north and southwest of Asia.

**Demographic Trends**

Moving into demographics, the researchers draw on their analysis to argue that “the expansion of China’s and India’s middle classes will produce more outbound tourists, and they are already being chased by other countries in the region”. Commenting specifically on Chinese tourists as they become more seasoned travellers, the researchers suggest that tour operators recognise this trend and provide more cultural activities, as “travel is a form of learning to Chinese people”.

A focus on cultural tourism will also address the trend of more elderly people travelling throughout the region. Given that seniors tend to visit cultural and heritage attractions, national tourism organisations should work to preserve and promote local cultures. They will also need to monitor other social trends that come with aging, such as the increase in divorces when retired Japanese couples begin spending more time together. Marketing short holiday breaks to such people would be a wise decision.

A final demographic trend identified is the increase in families and women travelling throughout the region, with national markets already catering for various types of female tourists. The researchers suggest that the family tourism sector could benefit from theme parks being located closer to other family-friendly facilities such as shopping complexes and sports venues.

**The Need for Communication**

Yet all of these promising trends will not deliver benefits if the potential health and safety concerns of tourists are not addressed with timely communication. “Travellers”, write the researchers, “are now more concerned with pandemic outbreaks and terrorist attacks”. Long haul business travel and the burgeoning Chinese outbound market are the most likely to be affected if national tourism organisations do not closely monitor media reports of health and safety issues to mitigate their negative impacts. This should incorporate developing multilingual websites and closer coordination between government and inter-government bodies to issue accurate travel advisories.

In concluding their study the researchers note that tourism is “a combination of many sectors that, in turn, influence and are influenced by other sectors”. Likewise, the trends they identify cross subregions and interact with each other, as they will continue to do in the future.

**Points to Note:**

- Trends are more substantial across time than fashions and hype.
- In the near future, five main trends will dominate the tourism industry in the Asia-Pacific region.
- Trends towards activity-based tourism, increased social-environmental awareness and changing demographics will continue to influence regional tourism.
- Timely communication is needed to counter the trend of increased health and safety concerns amongst travellers.

SHTM lecturer Dr Eric Chan has identified implementation and maintenance costs, a lack of professional advice and a deficit of knowledge and skills as the main barriers to implementing environmental management systems in hotels. In a recently published exploratory study, Dr Chan notes that even though the environmental challenges facing the world are significant, many hotels have still to reduce their impact on the environment through self-regulation.

**Environmental Standards and Systems**

Pointing to global warming, the over-consumption of non-renewable resources and air pollution around the world, Dr Chan argues that “the moral, ethical, social and political arguments for taking action on environmental issues are becoming more persuasive and more widely accepted”. Some hotels, he mentions, have adopted environmental management systems, particularly in line with the ISO 14001 standard, to “develop systematic approach to improve environmental performance”.

Yet even though customer pressure, supplier requirements and stakeholder concern about the environment are growing, many hotels have no formal system of environmental management. Such a system, writes Dr Chan, “provides a structure that allows management the ability to better control the company’s environmental impact”. In the ISO system, this includes “organisational structure, planning activities, responsibilities, practices, procedures, processes and resources for developing, implementing, achieving and reviewing, and maintaining” a organisation’s environment policy.

**An Important Study**

Although previous research has identified effective corporate governance and encouragement from government legislation as the major reasons for hotels adopting environmental management systems, Dr Chan is the first to consider barriers to adoption. He notes that previous research in other areas indicates that external industry barriers such as competitive pressures and capital costs, and internal organisational barriers such as staff attitudes and inadequate leadership, limit the likelihood of establishing such systems.

With this background in mind Dr Chan tested a survey asking about barriers to implementation on 15 hotel industry professionals. After fine-tuning the questions he contacted the general managers, chief engineers and environment system managers of all hotels listed in the Hong Kong Hotels Association directory, receiving 83 responses. Almost three quarters of the respondents worked in locally owned hotels, and a majority had a “reasonable and substantial understanding of the ISO 14001 standard”. Yet only 30% of the hotels had an environmental management system in place, with a mere 12% ISO 14001 certified.

An important observation that can be drawn from Dr Chan’s results is that 5-star hotels are less likely to be deterred from establishing environmental management systems than their 3- and 4-star counterparts. Not surprisingly, this observation extends to hotels with more than 300 guest rooms and those that are already ISO 14001 certified.

**The Main Barriers**

What, then, are the most significant barriers to implementation? Implementation and maintenance costs
rate the highest. Dr Chan notes that “money, time, people, as well as other implementation and maintenance costs, need to be allocated and provided on a continual basis to ensure the effectiveness of the system.” This can be a problem, “especially when hotel management is uncertain of the actual outcome of the system”.

Lack of access to professional advice about environmental management systems rates second highest as a barrier to implementation. This covers difficulty in obtaining authoritative information on environmental legislation and the ISO standards, and the dearth of knowledgeable consultants to advise on how the complex ISO standard guidelines should be understood. “Without professional advice”, observes Dr Chan, “a hotel might may not know how to start and implement the system”.

A way of overcoming this difficulty, he notes, lies in joining pilot programmes organised by consultancy companies, pointing to the Island Shangri-La’s participation in the Asian ISO 14000 Pilot Programme developed by the Hong Kong Productivity Council.

The third major barrier is a lack of pertinent knowledge and skills within hotels themselves. As already suggested, knowledge about and understanding of the ISO 14001 standard is limited. Dr Chan explains this by observing that the traditional focal points of hoteliers are service quality and profit maximisation, neither of which usually admit consideration of environmental protection.

**Lifting the Barriers**

Combined, these barriers suggest that resources, whether human or capital, are the key to implementing an environmental management system. “In the hotel industry”, remarks Dr Chan “support from the corporate office is essential, as this normally is the centre of power to approve the required budget”. Without that support, failure is likely. With it, the barriers are likely to fall.

Dr Chan notes that the most effective way of removing the barriers is likely to be actually implementing an environmental management system, given continual allocation of resources by management and experience of the system benefits. Yet, “understanding the reasons behind this may require more investigation.”

Another way that the barriers to implementation can be removed is for certification bodies to compile lists of official verifiers and “clearly communicate the standards to targeted customers” so hotels can choose quality consultants to verify their environmental management systems. Yet even so, smaller hotels and those with 3 or less stars are unlikely to be able to afford implementation by themselves. To remedy this situation, Dr Chan suggests that external stakeholders such governments and hotel associations lend their considerable support.

Although he describes his work as only a “preliminary study”, Dr Chan notes his findings can serve as an industry reference, highlighting barriers to implementation so that hotels can formulate effective strategies to overcome them. Governments will also be able to understand better the industry limits in addressing environmental policy. Given the pressing concerns about environmental degradation, these are encouraging first steps towards effective solutions.
Points to Note:

- Increased concern about the environment is encouraging organisations to implement environmental management systems.
- Yet hotels have been slow to join the trend.
- Implementation and maintenance costs, a lack of professional advice and a deficit of knowledge and skills are the most significant deterrents.
- Now that barriers have been identified, strategies to overcome them can be devised.

Trust Crucial in Managing Hotel Employee Satisfaction

The development of trust within a hotel’s service climate is crucial in generating employee satisfaction claims Dr Prakash Chathoth in a recently published co-authored paper. The researchers argue that hotels need to develop open and fair workplaces in which organisational goals are clearly communicated to ensure favourable employee perceptions. This, they write, “is essential in managing employee satisfaction” and ultimately in enhancing service quality.

The Complexity of Trust

To acknowledge the significance of trust within a hotel, the researchers break it down into the multiple dimensions of integrity, commitment, dependability and competence. Integrity covers both the individual staff member’s honesty and truthfulness and the organisation’s open-ness and “orientation towards fairness and justice”. Commitment indicates how staff members position themselves within the organisation, both in terms of how they feel about it and how they act as part of it.

Dependability takes in “characteristics such as faithfulness, reliability and consistency”, and indicates “the vulnerability of one party to the actions of the other party”. Once again, this affects the hotel and the staff member in equal measure, but is particularly important in building employee trust. The final dimension, in contrast, relates only to staff and other stakeholder perceptions of the hotel as an organisation able to compete in the market. Competence, write the researchers, generates trust in staff, partners and customers that the organisation can “survive and lead in the marketplace”.

Service Climate and Employee Satisfaction

Given the complex interactions that develop trust within an organisation, the researchers argue that an understanding of the service climate within a hotel will allow a better appreciation of how trust affects, and is affected by, employee satisfaction. A service climate is most obviously reflected in the mass of perceptions about the hotel built up by its employees as they experience the organisation in action, and their assumptions about how the hotel’s management wants them to behave.

In more specific terms, a service climate encompasses the strategies, support, systems, “rewards and recognition, management service orientation and employee service orientation” in a hotel. Not surprisingly, if employees consider themselves to be working within a good service climate, they are likely to be satisfied with their jobs.

The Study Setting

To determine the extent to which trust, service climate and employee satisfaction interact within hotels, the researchers surveyed four 5-star hotels belonging to major international chains in an Asian metropolis. Of their 77 respondents, 51% were male, 46% were aged between 18 and 25, and 40% had between one and three years of experience in the hotel industry. Another 27% had been in the industry from 3.1 to 5 years. Only 5% had industry work experience of more than 10 years.

This was a fairly youthful sample, sufficiently representative of the industry in general. The respondents tended to be tertiary educated, with 62% holding bachelor degrees and 17% associate degrees. Business, tourism, the arts and the humanities were their man areas
of study. Overall, they seem typical of the sort of employees 5-star hotels would recruit.

**Trust at Work**

The survey results indicate that the level of trust within a hotel does indeed influence perceptions of its service climate, which in turn affects levels of employee satisfaction. An important implication of this is that hotels can improve how satisfied their employees feel by identifying the most significant aspects of trust and developing strategies to influence them. In order of importance, the researchers suggest that the hotel’s integrity, commitment and dependability are most likely to influence employee perceptions.

As the researchers themselves put it, “the better the integrity, commitment and dependability of the organisation as perceived by the employee, the more positive is the perceived trust of the organisation”.

Improving these aspects of organisational trust is not difficult. The researchers suggest practical measures such as each hotel “guiding employees in handling challenging situations, developing mentorship programmes, and keeping its promises to help employees feel safe to depend on the organisation”. They also note that open and honest communication to all employees, encouraging the same between employees and treating all employees in a fair and just manner will lead to better employee perceptions of the hotel’s integrity, and thus enhanced employee satisfaction.

**A Good Service Climate is Vital**

In terms of service climate, perceptions again determine the level of employee satisfaction. In a finding that reinforces the observations about trust, the researchers note that the most important elements in creating a good service environment in the eyes of employees are, in order, “training, management service orientation, service system and service support, followed by reward, services strategy and employee service orientation”.

It is imperative, write the researchers, that hotel management “pays attention to all aspects of service climate in their organisation”, and that the development of employee trust in the hotel should again lie at the foundation of such efforts. The objective should be to ensure that employee perceptions of the workplace always lead to satisfaction with being part of the organisation. This, in turn will ensure that employees “serve the customers well”.

In the final analysis, employee satisfaction and the trust that support it are matters of effective management. Not only should hotels commit to improving their service climates, conclude the researchers, but they should also be “training their managers and supervisors to understand the significance of trust within an organisational context”.


Points to Note:
- Hotel employee satisfaction hinges on trust in the organisation and perceptions of its service climate.
- Trust can be enhanced by improving employee perceptions of the integrity, commitment and dependability of the organisation.
- All aspects of the service climate should be based on displays of trust to enhance employee satisfaction.
- Satisfied employees deliver good service.

Double Honours to Professor Chon

SHTM Director, Professor Kaye Chon, received two prestigious industry awards earlier this year. Named “One of the Ten Most Influential Teachers in China Tourism and Hotel Education in 2007”, he was also awarded “Personality with Outstanding Contribution to the China Hotel Industry” at the third China Hotel Starlight Awards.

Professor Chon commented that the awards had “given me and my team at PolyU strong impetus to further develop professional education and research for the fast-growing hotel and tourism industry both in Hong Kong and the Chinese mainland”.

Chengdu Seminar

Professor Chon, SHTM Associate Director Professor Haiyan Song and SHTM China Liaison Manager Mr Ben Jiang took part in a four-day training seminar in Chengdu during early May. Professor Song spoke about competition in the tourism industry and Professor Chon discussed 10 megatrends in the hospitality industry. Mr Zhang Gu, Director of the Sichuan Tourism Administration, offered his support to Professor Chon’s suggestion that the China Tourism Forum in 2009 be held in Chengdu, with a focus on heritage tourism.

A Virtual World of Teaching and Learning

Mr Paul Penfold, SHTM Manager (Educational Development), led a 90-minute workshop on how the SHTM is using Second Life to develop its own Virtual Hotel at the THE-ICE International Panel of Experts Forum 2008 in Perth, Australia during May. He discussed the challenges of the approach and the value of using virtual worlds to enhance teaching and learning.

SHTM Assistance in Sichuan Recovery

SHTM experts Dr Hanqin Zhang, Dr David Jones and Mr Ben Jiang travelled to earthquake-stricken Chengdu and Dujiangyan in June to review the Sichuan Tourism Administration’s recovery plan. Following visits to heavily damaged areas, the group spoke on the effects of the earthquake, the need to create a new destination image, and marketing Sichuan to the world. Commenting on the situation, SHTM Director, Professor Chon said that “we are ready to do everything we can to help put Sichuan back on the map again and win back visitors’ confidence”.

Dr Hanqin Zhang receiving a souvenir from Mr Zhang Gu, Director of the Sichuan Tourism Administration

Professor Kaye Chon and Mr Ben Jiang with officials from the Dujiangyan City Tourism Bureau and the Sichuan Provincial Tourism Administration
Elite of the Elite

An Elite of the Elite presentation ceremony was held on 5 March at the Che-Woo Lui Hotel and Tourism Resource Centre for the recipients of the SHTM Academic Achievement Award. Sixty-five students who achieved GPAs of 3.7 or above during semester one 2007/08 received the award.

Korean and Taiwanese Student Study Visits

The Summer Study Programmes hosted by the SHTM this year featured students from Korea and Taiwan. In late June and early July, 38 students from Jeonju University and Sejong University in Korea spent two weeks learning on campus including a day at Hong Kong Disneyland. In late June, students from Chung Hua University in Taiwan attended a seminar on International Tourism. To round out the month, the SHTM hosted a three-week programme for 28 students from Kyung Hee University in Korea, covering International Tourism and Hospitality English.
Bilingual Sales and Marketing Programme Delivered

Dr David Jones and Dr Qu Xiao conducted a sales and marketing programme for the senior management of City Inn hotels in Shenzhen during May. Presented in both English and Putonghua, the programme offered insights into the corporate market and the selling process.

Executive Development Programmes

The SHTM teamed with Flagship Hotels Professional Training in May to present a programme on Sales & Marketing and Service Quality Management for senior managers in the Chinese mainland. In June, SHTM Lecturer Dr Eric Chan presented a Hotel Room Operation seminar for the Hong Kong Jockey Club, and July saw the SHTM cooperating with the American Hotel and Lodging Educational Institute to host this year’s Certified Hospitality Educator (CHE) Workshop.

APTA Conference Participation

Professor Kaye Chon, Professor Haiyan Song and other SHTM faculty members attended the 14th Asia Pacific Tourism Association (APTA) Annual Conference held in Bangkok during July. Professor Chon delivered opening remarks and moderated the NTO/CTO session. Professor Song moderated the tourism economics session, and along with Professor Stephen Witt and Dr Alina Zhang won the best paper award with ‘An Integrative Approach to Tourism Demand Forecasting with a Web-Based Forecasting System’.

Helping Develop Tourism in China

At the invitation of the Shangdong Tourism Administration (SDTA), Professor Kaye Chon will serve as a consultant to the SDTA for a term of two years.

Serving on the Expert Commission of Planning and Marketing for Shangdong Tourism of the SDTA, Professor Chon will offer professional advice on provincial tourism planning and marketing initiatives.

New Arrivals

Dr Andy Lee, Assistant Professor. Dr Lee earned his Master degree from Michigan State University and his PhD from Pennsylvania State University. He worked at the Seoul Hilton Hotel as a Food and Beverage Coordinator for approximately three years. His research interest is information technology in the restaurant and hotel industries.

Mr Martin Bugler, Instructor. Mr Bugler held a number of managerial roles in the New Zealand hospitality industry before studying at the University of Canterbury (New Zealand), where he obtained an MSc in Applied Psychology and an MBA. He came to Hong Kong in 2000 and became involved in the education sector.

Dr Alice Hon, Instructor. Dr Hon has completed a PhD in Management at the Hong Kong Baptist University and will graduate in November 2008. She also has a Master of Philosophy in Management from the City University of Hong Kong, where she was also a part-time lecturer. Her research interests include employee creativity and innovation, goal-directed motivation and multi-level leadership.
Mr Raymond Kwong, Instructor. Mr Kwong gained his industry experience from the Shangri-La Group, where he was services manager in catering, Chinese and international cuisine before being promoted to run the Bagan Golf Resort in Myanmar. His teaching expertise includes Food and Beverage Management, Convention Management and Service, and Front Office Management.

Mr Patrick CY Lee, Instructor. Mr Lee holds an MSc from the SHTM and is currently pursuing a DBA at the University of Surrey. He has extensive experience in learning and development, particularly in the hotel and theme park industries, including at the Island Shangri-La Hong Kong, Hong Kong Disneyland Resort and the Four Seasons Hotel Hong Kong.

Visiting Scholars

Dr Billy Bai, Visiting Associate Professor. Dr Bai joins us from the William F. Harrah College of Hotel Administration at the University of Nevada, Las Vegas (UNLV) and will be with us for autumn 2008. He has a Master degree from PolyU and Master and doctoral degrees from Purdue University. His research interest is hospitality and tourism marketing.

Dr H. Ruhi Yaman, Visiting Associate Professor. Dr Yaman joins us for the second semester of 2008. He holds a PhD from Victoria University in Australia, where he also taught until 2006, and also has academic qualifications from La Trobe University and the University of Melbourne. Dr Yaman, who is also a Certified Hotel Administrator, was previously an Invited Professor at the Institute for Tourism Studies in Macao and the International University of Applied Sciences in Germany.

Miss Alisa Chan, Tutor. Before joining the SHTM, Miss Chan was a member of the cabin crew for KLM (Royal Dutch Airlines), and had been flying for nearly five years. She holds a Master degree in Communication Management from the University of South Australia.

Ms Doris Lo, Tutor. Ms Lo received an MPhil from PolyU with a special emphasis on theme park experience management. She worked as a research assistant before joining the SHTM.
One important but easily overlooked feature of the SHTM is the ‘Faces and Places of Asia’ board on which staff members display the best photos taken on their many journeys throughout the region. This not only provides a visual log of important activities, but also captures the beauty and vitality of those places in which more than half of the world’s population lives.

School Director, Professor Kaye Chon called for a new set of photos earlier this year and the response was overwhelming. A judging panel narrowed the field to 13, with Assistant Professor Thomas Bauer awarded both first and second places.

Here are the 13 selected photos, capturing the essence of a dynamic region in a series of single frames.
A market in Fiji
by Professor Kaye Chon

Capturing Autumn Foliage in Biwon (Secret Garden) of Changdeokgung Palace in Seoul, South Korea by Professor Amy Chan

Buddhist worship in Songnisan National Park, Chungcheong-do, South Korea by Professor Amy Chan

Tibetan plateau by Dr Thomas Bauer

Horseman in Mongolia by Professor Kaye Chon

Heat in the Kitchen – Xian Visit 2008, China by Mr Guenther Karch

Sailing on Tuo Jiang (River) in Feng Huang Gu Cheng (Phoenix Old Town) in West Hunan, China by Professor Amy Chan

Toraja, Indonesia by Dr Karin Weber

Staff Photo Contest

22 HORIZONS
Developing Student Talent

Not all student life at the SHTM takes place in the classroom. Placements and Student Association activities play important roles in developing well-rounded talent, as these accounts show.

Olympic Experience

More than 100 students were placed with Beijing Olympics bodies in July and August, benefiting from a once in a lifetime opportunity to learn on the job at the world’s premiere multi-sport event.

The students were placed in Beijing with the Olympic Business District Investment Company from early July until the end of the Games in late August. SHTM Director, Professor Kaye Chon said that the early start allowed the students “to receive hands on training and preparation before providing visitor support services”. Those services included handling key clients, undertaking special projects and receiving VIPs.

In Hong Kong, 13 students were placed with the Equestrian Events (Hong Kong) of the Games of the XXIX Olympiad Company, undertaking such tasks as supporting the catering team, the accommodation team, spectator services and ticketing for the equestrian events held in Sha Tin.

Professor Chon noted that both groups of “students were assigned to help with supporting, leading and monitoring teams of volunteers”. For everyone involved it was a rapid but invaluable learning experience.

Concierge Takes Charge

New President Penny Wong reports on the inauguration ceremony of the SHTM Student Association’s fourth session ...

The SHTMSA entered its fourth session in 2008, with the new cabinet taking the name Concierge. As an innovative cabinet, our first activity was to arrange our own inauguration ceremony. On the night of 16 April, guests from the SHTM, the Alumni Association, PolyU student bodies and other universities’ student bodies attended the memorable event.

We were honoured to have our School Director, Professor Kaye Chon, as guest speaker on the night. Witnessed by Professor Chon and the other guests, we vowed to take the responsibility of serving our members with a passion.

During the year we plan to encourage a higher sense of belonging to the SHTMSA. We have organised a series of fabulous activities for the coming months, starting with the Orientation Camp, and will be publishing a newsletter. All SHTM students should know that we will be doing our best for them!
For the SHTM students who visited Egypt recently, the country came as a surprise. All students were completing the final requirement of their International Tourism Studies course, which combines a semester of classroom learning with the practical experience of a study trip abroad.

Accompanied by course coordinator Assistant Professor Thomas Bauer, the students spent a week in Egypt – land of the Pharaohs and at the cross-roads of world history. Dr Bauer selected the destination to expose the students “to a totally different environment”. That was certainly the case, with reactions ranging from trepidation to unexpected appreciation.

Aside from the projects they were required to complete while in the country, the students visited a number of attractions, including the Great Pyramids. The photographs on this page offer a glimpse of what Egypt has in store. Despite the dust and the flies, it was a truly worthwhile learning experience.
Our Thanks to Student Mentors

Seventy-five mentors recruited from the hospitality and tourism industry have taken part in the SHTM Mentorship Programme this year. In regular contact with their mentees to achieve agreed upon learning objectives, the following mentors deserve our heartfelt thanks.

01 CHAN Chris
Group Financial Controller, Marco Polo Hotels

02 CHAN Chun-pong
Assistant Manager (Grand Cafe), Grand Hyatt Hong Kong

03 CHAN Edward
Human Resources Manager, Rosedale on the Park

04 CHAN May
Human Resources Manager, Eaton Hotel Hong Kong

05 CHAN Patrick
Assistant Training Manager, Renaissance Harbour View Hotel Hong Kong

06 CHANG Kate
Director of Business Development, Kowloon Shangri-la Hotel

07 CHAU Carie
Regional Sales Manager, Mandarin Oriental Hotel Group

08 CHENG Cindy
Training Manager, Grand Hyatt Hong Kong

09 CHENG Mazy
Human Resources Manager, InterContinental Grand Stanford Hong Kong

10 CHENG Paul
Assistant General Manager (Standards and Service), Airport Authority

11 CHENG Simon
Director of Sales, Wynn Resorts (Macau) SA

12 CHEUNG Gentiana
Director of Human Resources, The Kowloon Hotel

13 CHEUNG Nancy
Assistant Director of Sales, Renaissance Harbour View Hotel Hong Kong

14 CHOU Eric
Inflight Manager, Cathay Pacific Airways

15 CHOW Kelvin
Assistant Front Office Manager, Renaissance Harbour View Hotel Hong Kong

16 CHU Regina
Director of Learning and Development, InterContinental Hong Kong

17 DI CICCO Tina
Director of Communications, InterContinental Grand Stanford Hong Kong

18 DRUMMOND John
Director of Food and Beverage, InterContinental Grand Stanford Hong Kong

19 FONG Yoniee
Sales Manager (Events), Langham Place Mongkok Hong Kong

20 FUNG Roger
General Manager, The Legendale Hotel Beijing

21 GIRARD A John
General Manager and Area Director, Marco Polo Hongkong

22 HARRIS Jackie
Director, Charlotte Travel Limited

23 HAU Portia
Director, Apex Integrated Marketing Solutions

24 HO Ronald
Director of Finance, Shanghai Marriott Hotel Hongqiao

25 IEONG David
Deputy Managing Director, Hong Kong Convention and Exhibition Centre

26 KWOK Margaret
Training Manager, Hong Kong Convention and Exhibition Centre

27 KWONG Joseph
General Manager, Bishop Lei International House

28 LAM Wink
Senior Purser, Hong Kong Dragon Air

29 LAU Lawrence
Financial Controller, Ladies Recreation Club

30 LAU Spencer
Marketing and Sales Manager, Vietnam Airlines
31 LEE Leo  
General Manager/Owner Representative, Stanford Hotels International

32 LEE Wilson  
Director of Marketing – Asia Pacific, Hyatt Hotels and Resorts

33 LEUNG Cynthia  
Assistant General Manager (General Catering Division), LSG Catering HK Limited

34 LEUNG Cynthia  
General Manager, Hong Kong Tourism Board

35 LEUNG Eric  
Manager (Passenger Sales and Marketing), All Nippon Airways

36 LEUNG Fred  
General Manager, HK YWCA – Hotels and Residences

37 Li Alan  
Senior Human Resources and Administration Manager, Emperor Group

38 Li Richie  
Operations Manager, Hong Kong Disneyland

39 Li Wallace  
General Manager (Racecourse Catering Operations), Hong Kong Jockey Club

40 Li Ada  
Assistant Manager, Projects and Development, Sir Hudson International Limited

41 Li Alcuin  
General Manager, Sunflower Travel Service Limited

42 Li David  
Operations Manager, Maxim’s Caterers Limited

43 MA Andrew  
Head of Sales and Marketing, Heli Express Limited/East Asia Airlines Limited

44 MAXWELL Melody  
Director of Sales (Corporate), Wynn Macau

45 MO Jerry  
Deputy General Manager, The Clearwater Bay Golf and Country Club

46 NG Candy  
Rooms Division Manager, The Excelsior, Hong Kong

47 NG Connie  
Training Manager, The Kowloon Hotel

48 SHAM Signory  
Personnel Manager, Royal Plaza Hotel

49 SHEK Jason  
Director of Sales (Travel Trade), Banyan Tree Hotels and Resorts

50 SIU Raymond  
Executive Assistant Manager (Sales and Marketing), The Charterhouse Hotel

51 SO Patrick  
Senior Flight Purser, Cathay Pacific Airways

52 SUNG Simon  
Director of Human Resources, InterContinental Grand Stanford Hong Kong

53 TAM Edmond  
Account Director (Thailand) Marriot

54 TAM Franco  
Associate Director, Global Management Consultancy

55 TAN Steven  
Manager (Sha Tin Clubhouse), The Hong Kong Jockey Club

56 TANG Bernard  
Director of Human Resources, The Aberdeen Marina Club

57 TANG Esther  
Senior Executive, Hong Kong Tourism Board

58 TIU David  
Club Manager, Sun Hung Kai Properties

59 TSANG Chester  
In Charge – Management and Training Development, MTR Corporation

60 TSANG May  
Deputy General Manager, The Peak Tower and Peak Tramways

61 TSANG Yan  
Sales Manager, InterContinental Grand Stanford Hong Kong

62 TSE Jason  
Training Manager, Hong Kong Airport Services Limited

63 TSUI Winfield Steven  
Night Manager, The Excelsior, Hong Kong

64 WAN Mono  
Group Human Resource Manager, Regal Hotels International

65 WAI Kenneth  
Area Director of Human Resources, Island Shangri-La Hong Kong

66 WASSERMANN Alexander  
Hotel Manager, InterContinental Grand Stanford Hong Kong

67 WONG Ada  
Human Resources and Training Manager, Delifrance (HK) Limited

68 WONG Mae  
Senior Human Resources Officer, Hotel LKF

69 WONG Perry  
Sales and Marketing Manager, The Peak Tower and Peak Tramways

70 WONG Shirley  
Membership Manager, The Clearwater Bay Golf and Country Club

71 WU Alex  
General Manager, YMCA International House

72 YEUNG Raymond  
Financial Controller, Royal View Hotel

73 YEUNG Ricky  
Front Office Manager, Hong Kong Disneyland Hotel

74 YU Rachel  
Business Tourism Executive (Asia), Tourism Australia

75 YUEN Paul  
Area Manager (Park Operation), Hong Kong Disneyland
Committed Alumni Network

In recent months the SHTM Alumni Association has continued to fine-tune its blend of celebration, networking and service to the School. As the following highlights show, the Association is ever committed to shaping graduates into a network of committed but fun-loving alumni.

Business and Pleasure

Marking the beginning of the second year in office for the current Executive Committee, this year’s Annual General Meeting and Spring Dinner were held on 23 February at the Hong Kong Jockey Club’s racecourse in Happy Valley. External Affairs Secretary Benson Tang remarked that the event attracted “a record breaking 14 tables of participants” in the prestigious Horse Owners’ Box. Delivering the Association’s first annual report since its establishment in 1993, the Executive Committee also ensured a fun night was had by all. The lucky draw featured the grand prize of a five-night cruise for two.

Association members were back at the Hong Kong Jockey Club on 11 June to experience the thrill of horse racing under lights. Enjoying the luxury of a private box in the Member’s Enclosure at the Happy Valley racecourse, around 50 members at five tables appreciated the sumptuous buffet and soaked up the exciting atmosphere of mid-week racing.
The World is Waiting

The end of July saw Association members flying out to picturesque Vietnam. Once the centre of world attention for its long and divisive war, the whole country is now treating visitors to spectacular scenery. The four-day trip took in historic Hanoi and the soaring rock spires of Halong Bay. All 26 participants agreed that this was an unforgettable experience.

Giving Back

Not all Alumni Association activities during the year are reserved for pleasure alone. One of the key features of the Association is its willingness to give something back to the School from which its members graduated. On 24 April it organised the annual Career Sharing Session, at which around 40 final-year undergraduate students had the golden opportunity to meet and interact with professionals engaged in various areas of the hotel and tourism industry. With alumni from the hotel, convention, catering and travel industries in attendance, the students gained valuable insights into professional life and useful advice on career prospects.

Alum-notes

1980s

Ms Zuleika Mok HD 1983 is Vice President – Human Resources of Wynn Macau. She was previously General Manager, Human Resources of the Hongkong and Shanghai Hotels Limited, and an SHTM Advisory Committee Member.

Ms Vivian Wan HD 1989 is Director of Events at the Grand Hyatt Hong Kong.

1990s

Ms Dilyss Ko BA 1994, MSc 2006 joined Swire Hotels in December 2007 as Assistant Human Resources and Training Manager. From 2003 to 2007 she was Learning and Development Manager at the Mandarin Oriental Hong Kong, one of the key members in the strategic team for the hotel closure and re-opening projects.

Ms Doris Ip BA 1996 is Director of Human Resources at the Excelsior Hong Kong. In 2006 she was presented the annual Distinguish Trainer award by the Hong Kong Management Association.

2000s

Ms Mina Pun BA 2004 is Sales Manager of the Langham, Hong Kong. Langham has a luxury hotel heritage dating back to 1865 when the Langham Hotel in London opened as Europe’s first Grand Hotel.

Ms Sandy Yau BA 2006 is Training Officer at the InterContinental Grand Stanford Hong Kong. Her main role is to coordinate all training activities for the hotel, including running in-house training courses and coordinating out-sourced training activities. Recently, she was certified by the InterContinental Hotels Group as a Master Trainer.

Ms Crystal Tam BA 2007 is a Customer Service Assistant for Avery Dennison.

Ms Kris Yung BSc 2007 is a Management Trainee at the Venetian Macao Resort Hotel. She is currently working in the Conventions and Exhibitions Department, and will gain further exposure in departments such as Hotel Operations, Mall Management and Destination Marketing under a two-year training programme.
Do You Know Us?

Well, there might be a few familiar faces because we are all graduates of the School of Hotel & Tourism Management at The Hong Kong Polytechnic University. That gives us international recognition for the calibre of learning we have achieved. Over the years, we have put our knowledge and skills into practice to become proud professionals in the hotel, foodservice, travel and tourism fields.

We invite you to advance your career in the hospitality and tourism industry by enrolling in one of the School’s excellent programmes, run by a talented international staff made up of 60 academics from 18 countries. The various courses in Hotel Management and/or Tourism Management lead up to Doctor of Philosophy, Doctor of Hotel and Tourism Management, Master of Philosophy, Master of Science, Bachelor of Science and Higher Diploma. Find out more about the School of Hotel and Tourism Management by visiting www.polyu.edu.hk/htm.

See how easy it is to be recognised!

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Tel: +852 2766-6375 Fax: +852 2362-9362
www.polyu.edu.hk/htm

This School is a Centre in the World Tourism Organisation Education and Training Network.
Expert Guidance from Our **Professors for a Day**

In recent months SHTM students have benefited greatly from the expert guidance and advice given by our professors for a day. To them all we offer our most sincere thanks.

<table>
<thead>
<tr>
<th>Speaker</th>
<th>Title and Company</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Agnes Chan</td>
<td>Training Manager, Kowloon Shangri-la Hotel</td>
<td>Training in the Hotel Industry</td>
</tr>
<tr>
<td>Prof Amy Chan</td>
<td>Honorary Professor, SHTM</td>
<td>Hong Kong Tourism: Past, Present and Future</td>
</tr>
<tr>
<td>Ms Jenny Chan</td>
<td>General Manager, Hotel Panorama</td>
<td>The Importance of Human Resources in Hotels</td>
</tr>
<tr>
<td>Mr John Chan</td>
<td>Director of Operations, The Royal Pacific Hotel and Towers</td>
<td>The Challenges in Rooms Divisions in Hotels</td>
</tr>
<tr>
<td>Mr Esmond Choi</td>
<td>Director of Projects and Design, Marriott International</td>
<td>Development of Marriott Resorts</td>
</tr>
<tr>
<td>Ms Quince Chong</td>
<td>Cathay Pacific</td>
<td>Quality Service Management</td>
</tr>
<tr>
<td>Miss Cherry Chu</td>
<td>Manager, Hong Kong Disneyland Resort</td>
<td>Theme Park Retailing</td>
</tr>
<tr>
<td>Prof Fred J. DeMicco</td>
<td>Chair of Department of Hotel, Restaurant and Institutional Management, University of Delaware</td>
<td>The Microsoft Home: Applications to the Lodging and Restaurant Industry Today and in the Future</td>
</tr>
<tr>
<td>Mr Andrew Gibson</td>
<td>Group Director of Spa, Mandarin Oriental Hotel Group</td>
<td>Innovations in the Leisure Industry: The Spa Business</td>
</tr>
<tr>
<td>Mr Michael Goh</td>
<td>VP Sales and Marketing, Star Cruises</td>
<td>Operational and Marketing Aspects of Star Cruises</td>
</tr>
<tr>
<td>Prof Donald Hawkins</td>
<td>Eisenhower Professor of Tourism Policy, School of Business, George Washington University</td>
<td>Cultural Tourism</td>
</tr>
<tr>
<td>Miss Fion He</td>
<td>Training Manager, OCT International Hotel Management</td>
<td>HRM and Training Practices in Overseas Chinese Town</td>
</tr>
<tr>
<td>Mr Matt Heckman</td>
<td>Manager – Resources Graduate Programmes, Senior Lecturer – Graduate Programmes, Maastricht Hotel Management School, Zuyd University</td>
<td>EU Tourism Law and Risk Management</td>
</tr>
<tr>
<td>Ms Aliana Ho</td>
<td>Senior Vice President – Destination Marketing, Venetian Macau Limited</td>
<td>Competition Issues in Tourism</td>
</tr>
<tr>
<td>Ms Tisa Ho</td>
<td>Executive Director, Hong Kong Arts Festival</td>
<td>Event Management</td>
</tr>
<tr>
<td>Ms Teresa Hong</td>
<td>Hong Kong Tourism Board</td>
<td>Event Management</td>
</tr>
<tr>
<td>Mr Steve Kleinschmidt</td>
<td>President, Marco Polo Hotels</td>
<td>Internal New Ventures and Acquisition</td>
</tr>
<tr>
<td>Mr Tommy Lam</td>
<td>President, Academy of Wine Singapore</td>
<td>Career Path of the Sommelier in Hong Kong</td>
</tr>
<tr>
<td>Mr Denis Law</td>
<td>Senior Manager, Strategic Planning, Hong Kong Tourism Board</td>
<td>Understanding our Visitors</td>
</tr>
<tr>
<td>Mr Joseph Leung</td>
<td>Revenue Director, Ocean Park</td>
<td>Retailing and Merchandising</td>
</tr>
<tr>
<td>Mr Alcuin Li</td>
<td>General Manager, Sunflower Travel Service</td>
<td>CRM in the Tourism Industry</td>
</tr>
<tr>
<td>Ms Anne Li</td>
<td>General Manager, PICO</td>
<td>Event Management</td>
</tr>
<tr>
<td>Mr Lucas Lim</td>
<td>Abucay Jr. Chief Financial Officer Hong Kong Parkview Group</td>
<td>Hotel Accounting</td>
</tr>
<tr>
<td>Speaker</td>
<td>Title and Company</td>
<td>Topic</td>
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<tr>
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<tr>
<td><strong>Mr William Mackay</strong></td>
<td>General Manager, Four Seasons Hong Kong</td>
<td>Service Innovation and Leadership: Four Seasons Hotels and Resorts</td>
</tr>
<tr>
<td><strong>Mr Calvin Mak and Ms Alison Yau</strong></td>
<td>Founder and CEO, Rhombus International Hotels Group; General Manager, Hotel LKF</td>
<td>Career Opportunities and Management Development in the Hotel Industry</td>
</tr>
<tr>
<td><strong>Ms Deanna McGonigal</strong></td>
<td>Director – Training and Development, Marco Polo Hotels International</td>
<td>Training and Development – Experience and Best Practices in the Marco Polo Hotels Group</td>
</tr>
<tr>
<td><strong>Mr Thomas Mehmann</strong></td>
<td>Chief Executive, Ocean Park Corporation</td>
<td>Competition Issues in Theme Park Business</td>
</tr>
<tr>
<td><strong>Mr Wee Kee Ng</strong></td>
<td>Director of Corporate Loyalty and Partner Marketing, Shangri-la Hotels and Resorts</td>
<td>CRM – Turning Insights into Action</td>
</tr>
<tr>
<td><strong>Dr Detlef Nielsen</strong></td>
<td>International Maritime Consultant</td>
<td>Maritime Ship Operations and Safety at Sea</td>
</tr>
<tr>
<td><strong>Mr Paul Pei</strong></td>
<td>Director of Sales and Marketing, Ocean Park Hong Kong</td>
<td>The Redevelopment of Ocean Park Hong Kong</td>
</tr>
<tr>
<td><strong>Prof Bruce Prideaux</strong></td>
<td>Professor of Tourism and Marketing Management, James Cook University</td>
<td>Managing Marketing in H &amp; T</td>
</tr>
<tr>
<td><strong>Mr Dominic Purvis</strong></td>
<td>General Manager, Cathay Pacific Loyalty Programmes</td>
<td>Managing Customer Loyalty in an Increasingly Competitive Market</td>
</tr>
<tr>
<td><strong>Mr Bernold O. Schroeder</strong></td>
<td>Senior Vice President &amp; Managing Director of Hotel Operations, Banyan Tree Hotels and Resorts</td>
<td>Service Strategies of Banyan Tree Hotel</td>
</tr>
<tr>
<td><strong>Prof Patti Shock</strong></td>
<td>Harrah College of Hotel Administration, University of Nevada, Las Vegas</td>
<td>Marketing and Promotion for Meetings</td>
</tr>
<tr>
<td><strong>Dr Teresa Tao</strong></td>
<td>Assistant Professor, Department of Geography, Faculty of Social Sciences, University of Hong Kong</td>
<td>Cultural Tourism in an Aboriginal Community</td>
</tr>
<tr>
<td><strong>Mr Rannie Tan, Ms Marina Kleiman and Mr Jason Shek</strong></td>
<td>Managing Director, Banyan Tree Private Collection, Banyan Tree Hotels and Resorts; Vice President, Hong Kong, Banyan Tree Hotels and Resorts; Director of Sales, Travel Industry, Hong Kong, Banyan Tree Hotels and Resorts</td>
<td>Banyan Tree Hotels and Resorts</td>
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<tr>
<td><strong>Mr Alidad Tash</strong></td>
<td>Director of Strategic Marketing, Venetian Macau, Limited</td>
<td>Macau Market Analysis</td>
</tr>
<tr>
<td><strong>Mr Matthew Thomas</strong></td>
<td>Director, Food and Beverage, Excelsior Hong Kong</td>
<td>Food and Beverage Operations, Sales and Merchandising of the Excelsior and Mandarin Oriental Hotel Group</td>
</tr>
<tr>
<td><strong>Mr Martin Wan</strong></td>
<td>Director of Engineering, Holiday Inn Golden Mile Hong Kong and Convener, Hong Kong Hotels Association – Engineering Task Force</td>
<td>Roles/Challenges of the Facilities Manager in Hospitality Industry</td>
</tr>
<tr>
<td><strong>Dr Jutamas Jan Wisansing</strong></td>
<td>Assumption University</td>
<td>Hospitality Industry Development in Thailand</td>
</tr>
<tr>
<td><strong>Mr Yiu-Fai Wong</strong></td>
<td>General Manager – Landside Business, Hong Kong International Airport</td>
<td>The Challenge of the Hong Kong International Airport</td>
</tr>
<tr>
<td><strong>Ms Cathy Yau</strong></td>
<td>Executive Manager, Quality Tourism Services Association</td>
<td>The Successful Roll-out of Quality Tourism Services in Hong Kong</td>
</tr>
<tr>
<td><strong>Mr Dick Yip</strong></td>
<td>Senior Training Consultant, LMI Academy</td>
<td>Business Innovation</td>
</tr>
<tr>
<td><strong>Mr Andree Yuen</strong></td>
<td>Financial Controller, Island Shangri-La Hotel</td>
<td>A Day for a Financial Controller</td>
</tr>
</tbody>
</table>
### Upcoming Events

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Organiser</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 Nov 2008</td>
<td>SHTM Graduation Ceremony</td>
<td>SHTM</td>
<td>Maggie Ng Email: <a href="mailto:hmmaggie@polyu.edu.hk">hmmaggie@polyu.edu.hk</a></td>
</tr>
<tr>
<td>13-14 Dec 2008</td>
<td>Fifth China Tourism Forum, Huangshan, China</td>
<td>SHTM and the Tourism College of Huangshan University</td>
<td>Nicole Shum Email: <a href="mailto:hmnicole@polyu.edu.hk">hmnicole@polyu.edu.hk</a> Website: <a href="http://www.polyu.edu.hk/htm/conference/5ctf">www.polyu.edu.hk/htm/conference/5ctf</a></td>
</tr>
<tr>
<td>12-17 Jan 2008</td>
<td>Seventh Hong Kong Winter School, Hong Kong</td>
<td>SHTM and the Hong Kong Hotels Association</td>
<td>Tony Tse Email: <a href="mailto:hmttse@polyu.edu.hk">hmttse@polyu.edu.hk</a></td>
</tr>
<tr>
<td>April 2009</td>
<td>SHTM Industry Appreciation Dinner</td>
<td>SHTM</td>
<td>Pauline Ng Email: <a href="mailto:hmpn@polyu.edu.hk">hmpn@polyu.edu.hk</a></td>
</tr>
<tr>
<td>4 Mar 2009</td>
<td>Career Day, Hong Kong</td>
<td>SHTM</td>
<td>Tony Tse Email: <a href="mailto:hmttse@polyu.edu.hk">hmttse@polyu.edu.hk</a></td>
</tr>
<tr>
<td>May 2009</td>
<td>Third International Forum on China Hotel Brand Development</td>
<td>SHTM</td>
<td>Qu Xiao Email: <a href="mailto:hmqxiao@polyu.edu.hk">hmqxiao@polyu.edu.hk</a></td>
</tr>
<tr>
<td>18-20 May 2009</td>
<td>International Convention and Expo Summit, Hong Kong</td>
<td>SHTM and the University of Nevada, Las Vegas (Singapore Campus)</td>
<td>Antonia Wong Email: <a href="mailto:hmawls@polyu.edu.hk">hmawls@polyu.edu.hk</a> website: <a href="http://www.polyu.edu.hk/~htm/conference/ices_2009_cfp.pdf">www.polyu.edu.hk/~htm/conference/ices_2009_cfp.pdf</a></td>
</tr>
<tr>
<td>21-23 May 2009</td>
<td>Second International Conference on the Impact of Movies and Television on Tourism, Hong Kong</td>
<td>SHTM</td>
<td>Antonia Wong Email: <a href="mailto:hmawls@polyu.edu.hk">hmawls@polyu.edu.hk</a> website: <a href="http://www.polyu.edu.hk/htmmain_confinfo.htm">www.polyu.edu.hk/htmmain_confinfo.htm</a></td>
</tr>
<tr>
<td>28-31 May 2009</td>
<td>Asia-Pacific CHRIE Annual Conference, Singapore</td>
<td>SHTM and the University of Nevada, Las Vegas (Singapore Campus)</td>
<td>Antonia Wong Email: <a href="mailto:hmawls@polyu.edu.hk">hmawls@polyu.edu.hk</a> website: <a href="http://www.apacchrie09.org">www.apacchrie09.org</a></td>
</tr>
<tr>
<td>22-24 June 2009</td>
<td>The 29th International Symposium on Forecasting (ISF2009), Hong Kong</td>
<td>SHTM and the International Institute of Forecasters</td>
<td>Venus Ng Email: <a href="mailto:hmvenus@polyu.edu.hk">hmvenus@polyu.edu.hk</a> Website: <a href="http://www.polyu.edu.hk/~htm/conference/isf2009_brochure.pdf">www.polyu.edu.hk/~htm/conference/isf2009_brochure.pdf</a></td>
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</table>
When it comes to raising your qualifications in the tourism and hospitality industry, you need to be where the action is. That’s Asia, the world’s fastest growing region for tourism.

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This School is a Centre in the World Tourism Organisation Education and Training Network.
It's a fast-paced world we work in. To stay ahead, it is essential that professionals and organisations within the hospitality and tourism industry continuously strive to upgrade and improve their skills and broaden their knowledge. To this end, The Hong Kong Polytechnic University’s School of Hotel and Tourism Management and the Hong Kong Hotels Association have jointly developed the Hong Kong Winter School Executive Programme in Hospitality Management to cater to the needs of the senior hospitality industry managers. The 7th Hong Kong Winter School will be held in January 2009.

The Hong Kong Winter School will offer three in-depth workshops each covering two full days. The workshops will be leading edge, practical and applied. You can choose to take one, two or three workshops. Details of the workshops are:

**Date** : 12-17 January 2009  
**Venue** : The Hong Kong Polytechnic University  
**Workshops** :  
- 12-13 January  Marketing & Branding Management  
- 14-15 January  Revenue Management from Sales Management Perspective  
- 16-17 January  Human Resources Management  

**Enquiries:**  
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