

Issue Four. 2009

# The Newsletter

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## IN THIS ISSUE

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**Chairman's Message** Page 2

**Industry News** Page 4

- What McDonald's Can Teach Us about Recovery
- Hotel Pricing in more Challenge time
- Never Knowingly Undersold
- Colleague Appreciation Week
- Incomplete Metamorphosis of a trainee
- PolyU Contributes to reviving tourism Sichuan
- PolyU Students won Acclaims at World Tourism Forum Lucerne

**Calendar of Events** Page 20

### **IoH Hong Kong Breakfast Meeting**

#### **"Changing Consumer Market in China"**

- + Date : 8 a.m, 23 September 2009  
(Wednesday)
- + Venue : TOTT'S, The Excelsior, Causeway Bay
- + Speaker : Mr. Anson Bailey  
Principal, Business Development, KPMG
- + Admin. Fee : \$100 (including meal)

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(Ms. Jenny Kim) at [tourism.jen@gmail.com](mailto:tourism.jen@gmail.com) .

### **IoH Executive Meeting**

Date: 6:00p.m, 31 August 2009 (Monday)  
Venue: The Park Lane Hotel

## CHAIRMAN'S MESSAGE

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### *Dear Hong Kong Branch Members:*

In line with the commitment of your Executive Committee I am pleased to once again be able to have this opportunity to communicate with you all through this our 4<sup>th</sup> Issue of the Newsletter. Further to the last edition we have made continued progress in trying to provide all our Hong Kong Members with added value to their membership with local interest. Still, I'm afraid not much progress on putting together the confidential area of our local website [www.polyu.edu.hk/htm/ioh](http://www.polyu.edu.hk/htm/ioh) but the website is up, and running in addition to the main IOH website [www.instituteofhospitality.org](http://www.instituteofhospitality.org)

During these troubled times there has not been a great deal of support for local events which as well as being of interest enables members to network, but those who attended last month's visit to the Shatin racetrack were very impressed with the huge central kitchen facilities that the Club were good enough to show us.

Quite an eye opener to all!! In line with the proposed events in the last newsletter we have now schedules another **breakfast meeting** on Wednesday, September 23<sup>rd</sup> at The Excelsior Hotel. Our last breakfast was well attended, and we enjoyed very much the presentation of our Tourism Commissioner, Ms. Margaret Fong. I anticipate that Mr. Anson Bailey of KPMG BD's comments on "The Changing Consumer Market in China" will be equally of interest especially at this time when frankly we are all looking in that direction for relief.

At this time our Secretary, Mr. James Lu is attempting to put together a couple of days for members in Macau during September. With all the development there this also must a very pleasant for us to acquaint ourselves with this essential component of all our futures in the Pearl River Delta.

During these past few months there have been some very positive developments within the Branch. We have had some very motivated younger members join our Executive Committee, and although everyone is busy with their own businesses we have had discussions on moving ahead with membership solicitations, and also closer working relations with the academic community, and London.

We have also had more assistance in putting together this publication. Everyone's efforts are very much appreciated, and I look forward to meeting you at Branch events in the future.

Meanwhile I wish you all success during this difficult period, and a swift return to better times.



Ted Theobald, FIH



### **Annual General Meeting**

- Date : 30 April 2009
- Venue : The Park Lane Hotel



### **IoH Horse Racing Day**

- Date : 28 June 2009
- Venue : Shatin Racecourse

Site-tour to Central Kitchen of Shatin Racecourse:

Mr. KK Chopra, Mr. Wallace Li,  
Ms. Catherine Poon, Mr. Ted Theobald (From left)

# What McDonald's Can Teach Us about Recovery

By Mats Lederhausen

With all the news coverage today on financial mismanagement, I can tell you from first-hand experience that there is one company that continues to prosper amid all the chaos. And I think it is worth trying to understand why.

I have spent most of my career inside McDonald's. First, as a crew member, peeling potatoes and flipping burgers in my native Stockholm, Sweden; then, as most McDonald's executives, advancing through the ranks and learning the tricks of the trade through marketing, training, HR and operations. After nearly 10 years at the helm of the Swedish operations, I moved to the U.S. to assume the role of chief strategy officer.

This was a time when McDonald's was facing its toughest headwind in the history of the company. Some of it was self-inflicted; some of it was just evolutionary. Most institutions die young, as they fail to reinvent themselves. As we celebrate the 200th anniversary of Darwin, it is important to remind ourselves that only the most adaptable species indeed survive. So it didn't come as a real surprise that after decades of unsurpassed growth rates, even McDonald's would stall. It happens to almost everyone. But as I studied the corporate history books, I realized that the rather short list of companies that had reinvented themselves was intimidating and certainly humbling.

At McDonald's, we tried many things. Some might say too many things. But at least we tried them with a sincere intention to find our "inner voice" again. The job as chief strategist in times of rediscovery is closer to "corporate psychiatrist/philosopher" than traditional strategist. Your tools are less about spreadsheets and data and more about introspection and deep discovery. If you once were successful, chances are that somewhere in the past are also the building blocks of your future. Your job is to find whatever it was that connected you to your audience in the past and then to adjust it to be more relevant in today's marketplace — without losing its essential connectivity.

Fortunately, there were many people wanting us to succeed. But there were also many, often loud, voices that couldn't wait to see us fail. Perhaps, they inspired us to try harder. Few things motivate us as much as proving the cynics wrong.

What emerged out of years of hard work were two important insights. Both are simple and powerful. The first was that there was really nothing wrong with the original premise of our business model. As our chief marketing officer at the time, Larry Light, said: "The time we need

a new business model is when we believe that our customers no longer ‘Deserve a Break Today.’” Clearly, in today’s time-starved landscape, this was not the case. The second insight was that we had confused size with success. Over time, we started to believe that one more restaurant meant “job well done.” And sooner rather than later, all our metrics, all of our incentives and all of our capital were chasing growth — the bad form of growth: growth from quantity, not quality.

As we dug in, we realized that growth must be “deserved” in order to be sustainable. As long as you are getting better, it is good to get bigger. But if you are buying size, particularly at the cost of quality, then you are on a slippery and ultimately unsustainable slope. In 2003, we launched our new strategy, “Growth from being better.” We aligned the entire company around this very simple idea. Human and financial resources were now being directed at truly improving, not just increasing, their activities.

The rest is really history. The turnaround of McDonald’s has been a remarkable one. To many observers, it has a bit of a surprise. To others, perhaps their own worst nightmare.

To me, it has been a labor of love for a few reasons. First, McDonald’s is an important company. Its success matters to so many — particularly the hundreds of thousands (probably millions) of people who get their first job there and who learn critical skills for life. Secondly, McDonald’s is a decentralized company. It is really a system of companies — thousands of them. Most of them are small entrepreneurs who have invested their savings in a dream to be in business for themselves, but not by themselves. And finally, McDonald’s restaurants serve almost 60 million daily breaks of great value. People depend on getting food served fast. Food they can trust, and food they can afford. What’s even better, McDonald’s is committed to offering more and more healthier choices on its menu and has made significant changes to its line up of “better-for-you” choices in the past few years.

I believe there are important lessons that can be learned from the remarkable turnaround at McDonald’s.

**1. How you grow matters as much as that you grow.**

Our financial services industry would have benefitted from a focus on “growth by quality, not by quantity”. Clearly, the “growth at any cost” credo of some led to exactly that: any cost.

**2. Changing your business model may not be needed, but belief in it is.**

Start by asking yourself what business you are in and whether customers still have a need for it. If they do, commit to it — fully. At McDonald’s, we knew that people still “deserved a break today” and they were willing to let go of all other initiatives (many of them very exciting) in order to demonstrate unwavering commitment to the core business.

**3. None of us is as good as all of us. It’s the system, stupid!**

Large businesses, the financial system and the government are all complex systems. They are not top-down. They are colorful and integrated tapestries spun together by cultural, geographical, ethnic and historical threads. Understanding that you are leading a system,

not a company or a person, is a critical insight if you want to successfully change something large. McDonald's is extremely good at this. To some people (me included), it is a frustrating process. It takes time. It requires buy-in and plenty of patience and tolerance from everyone. It also requires adequate policing, oversight and incredibly detailed measurement systems. This is tedious work, and intimidating to those being measured. But it's needed.

Large systems work best with a hard-wired operating system in the hub that enables innovation, entrepreneurship and decision-making in the nodes. The Internet would not have happened without HTML. Our country would not have prospered without the U.S. Constitution. But it is worth all the pain. And it must start with the humility that you are in the service of something larger than your own institution. As we say at BE-CAUSE — the company I founded — a purpose bigger than your product.

#### **4. Plan your work, and work your plan.**

At McDonald's we created a "plan to win." Some would argue that it wasn't perfect. Perhaps it wasn't, but we decided that it was. And we haven't looked back. Even through tragic circumstances — losing two CEOs in less than one year due to tragic deaths — the plan stayed intact and is still central today to the focus and alignment of the organization.

So often, companies feel a need to change something for the sake of changing it. I say, "If it works, don't change it."

**Mats Lederhausen is a former senior executive with McDonald's and the founding partner of BE-CAUSE, a company focused on building businesses with a purpose bigger than their product. (Email: [mats@be-cause.com](mailto:mats@be-cause.com), Webpage: <http://www.be-cause.com>)**



# Hotel Pricing in More Challenging Times

By James Lu, FIH

Michael Porter's "Competitive Forces that Shape Strategy" which was first published in the Harvard Business Review in 1979 and revisited and reaffirmed by himself in the Harvard Business Review in its January 2008 issue, covers the following 5 forces :

1. Rivalry among existing competitors
2. Threat of new entrants
3. Threat of substitute in products or services
4. Bargaining power of suppliers
5. Bargaining power of buyers

These 5 forces have a direct impact on the pricing strategy of an industry and using the hotel industry as a study example, the following are some of their characteristics :

1. Rivalry among existing competitors is fierce in the hotel industry. While hotel companies are much fewer, each hotel property has different owners and each hotelier has specific responsibilities to look after the financial performance of the hotel property so managing pricing is important to stay viable and employed. The best possible mix between occupancy and pricing therefore becomes paramount to the bottom line and dropping prices and increasing value, while being defensive actions, are often required as temporary measures during more turbulent times. All things being equal and if there are no new and major entrants to the market, customer will and should understand the situation when prices are eventually restored to their original levels. This however does not always happen and it could also take much longer than expected to materialize.
2. Threat of new entrants. Barriers to new entrants in the hotel industry are low and this creates intense competition to forces prices to adjust to lower levels even during good times unless if new entrants represent products and services in a much higher hotel category. Warren Buffett called the only competitive advantage that matters in an industry to be "a barrier to entry". Once that is achieved and sustained, it will become an entire blue ocean all to you.
3. Threat of substitute in products or services. Accommodation providers range from hotels, serviced apartments to low budget motels and in a business downturn, trading down in accommodation becomes common and this puts pressure on pricing when defending your turf. In the hotel industry, a fine product is only half way to success. Service on the other hand is much less sustainable even at the best hotel companies in the world.

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4. Bargaining power of suppliers. Hotels are expensive to build and operate so costs are high for design, construction, fitting out, operation, improvements and maintenance, and of course people costs. Margins become lower when revenues are under pressure but cost cutting has its limits. The hotel industry has gone through many cost rationalization exercises and programs over the years and whenever there is a business downturn, to leave not much room for further cuts. Great suppliers of products and services also ensure quality and that can rarely be compromised even during business downturns, in order to protect the brand.
  5. Bargaining power of the buyers. This is the most vulnerable thing about the hotel industry and with customer loyalty on a continuous decline and new hotel properties becoming the new benchmarks in product excellence and comfort, but not always in service, buyers are attracted to move to new hotel properties to experience their creativity, innovation and prestige. New hotel properties also often showcase the latest in design concepts, technology and product and service improvements in the hotel industry to make it attractive for buyers to move their business to them.

In Porter's industry profitability chart, he listed the hotel industry as among the bottom 3 industries in profitability among all industries in the U.S. Why is it so? It could well be that it is because rivalry among existing competitors is fierce and uncontrollable, barriers to new entrants are low, threat of substitute in products and services is high, bargaining power of suppliers is strong and bargaining power of buyers is ever growing to make the hotel industry appear to be one of the worst industries to be in but why has it managed to stay the way it is but without occasional and periodic shocks and waves?

There is much food for thought about Porter's analysis and I have the following to add :

- a. A hotel is a piece of property investment and its value appreciates over time. It is also a long term business and the brand value and business goodwill it creates are business assets recordable in balance sheets as fixed assets though not as part of profitability.
- b. Hotels are built to enhance the live-able conditions and value of the neighborhood and even without making money at the hotel itself, it creates value to the real estate developers who capitalize on this value to sell real estate properties that they develop in the same area for higher returns. In Macau, a hotel is built to service the casinos and up to today, some hotels in Las Vegas still book themselves as cost centers.
- c. Five Star hotels are not selling rooms. They are selling great experiences. The hotel can be anywhere in the world but the great experience does not change. Dropping prices during a business downturn may well offer that same great experience at a slight discount but in the long run, the great experience still commands their original prices if not even higher.
- d. Hotels are part of the city's business and infrastructural developments and they enhance the livelihoods of the people to bring progress to the society and create employment opportunities etc. There is an important social aspect to it and it is always a good neighbor.



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One of the great hoteliers in the world and probably in history is Isa Sharp of Four Seasons. In his latest book “Four Seasons – The Story of a Business Philosophy”, he shared his success and the following is reproduced here from his book :

“As the price gap between rate cutting competitors and Four Seasons widens, business may be concerned about a spendthrift image. They haven’t been penny pinchers but now they are not afraid to bargain and don’t feel embarrassed to say cheap is chic and value is king. It is definitely a culture change.”

“However, the customers who would be drawn by lower rates aren’t typical Four Seasons guests and they wouldn’t become a sustainable market in better times. You need to support your brand and when the world becomes a better place again – and it will – you’ve done nothing to compromise the integrity of your market position.”

Four Seasons have protected their price integrity around the world during the business downturn. In Shanghai, they went against the wishes of their owners and kept their room rates for as long as they could and at the expense of higher occupancies. In June, 2009, they gave in on rates but they still kept it at a high level and offering value to support it.

In my view, there is a big difference between a hotel company’s brand integrity and value, versus an independent hotel that has few worries about its brand. Also, a decision that affects a large number of hotel properties under a specific brand is not the same as a decision that affects only a few hotels under a much lesser brand and a localized one versus an international hotel company and chain.

Whatever it is, the principle should not deviate too much from the basic business requirement of protecting the bottom line and generating enough cash flow to meet expenditure. In an industry where the loss of a piece of business is the gain of the competitor due to the inflexibility in creating new business at short notice because there is a considerable time gap between making a decision to travel and actually visiting the destination, every piece of business counts and as good hoteliers, it is always better to have guests in the properties than otherwise and the job of a good hotelier is always to welcome guests at the hotel lobby and making them feel at home.

**James LU, FIH, is a Executive Director of Hong Kong Hotels Association.**  
(Email: [james@hkha.org](mailto:james@hkha.org))

# NEVER KNOWINGLY UNDERSOLD

By Ted Theobald, FIH

For many years every delivery van of John Lewis Store in London, where to this day thinking educated heads of household gravitate for guaranteed price value, carried this slogan.

During this global recession we are being inundated with academic advice to resist lowering rates since we are told that the long term recovery will be jeopardized by such action. After over 40 years in the industry I have never seen any situation in any country where such a policy has been applied except by maybe a tiny minority of truly specialist properties. One has to be skeptical of such advice from these leaders of academia.

In December 1880 the British government appointed General Colley, a former Professor at Sandhurst the British Military academy, but little active duty, to lead a force of 1500 Highlanders to disband a fledgling army of Boer farmers. Colley was killed during a complete rout resulting in one of the British Army's most infamous failures at Majuba in the Transvaal.

In almost every industry when demand sinks price value must be strengthened if the business is to survive. The hotel industry has been further weakened over the past decades by increased product available as a result of new properties, and existing properties changing hands at totally unrealistically high prices using OPM Other people's money. A headlong plunge in developing new sometimes unsustainable properties simply to expand the number of brands has also added greatly to the problems.

Recognizing that business is cyclical hotels should be properly capitalized in order to be able to ensure that they are able to maintain standards during downturns. The idea of attracting suddenly cost conscious individuals as well as corporations by enhancing services would seem to indicate that during better times one is providing poorer value for money.

One of the most important concerns during a downturn is to ensure that those guests who do choose to stay are treated extremely well. The idea of closing floors to save housekeeping and energy costs is counterproductive compared to ensuring that every guest enjoys the best available accommodations as a genuine "Thank You" for their support.

No matter how luxurious the physical plant motivated staff with a "Genuine" desire to go the extra mile for the guests is essential. It is therefore also essential to shield them as much as possible from the economic slowdown which is a combination of not being knowingly undersold while investing in maintaining staffing levels, and support.

It is also easy to eliminate support to the student body of the colleges during bad times, but then one is indeed jeopardizing the future.

**Ted Theobald, FIH, is General Manager of The Park Lane Hotel.  
(Email: [theobald@parklane.com.hk](mailto:theobald@parklane.com.hk))**

# Colleague Appreciation Week

By Amanda Hyndman, FIH

In times like this unfortunately we don't have the same old 'Employee Relations Budget' but as the team pull together & work even harder, we felt we wanted to show our appreciation of their support and recognition of their efforts. Following the example of our sister hotel in Miami we put together the Colleague Appreciation Week 15-19 June:

Monday - Up at 5.45 with my Executive Committee (Exco) to welcome everyone as they arrived at work at the colleague entrance. Warm Lord Stow egg tarts were duly offered by yours truly & my colleagues did the juice & the coffee. Ice cream was the order of the day in the afternoon

Tuesday - Exco job swap day. It's been done a hundred times before but is always well received especially the GM as a Room Attendant cleaning the toilets!

Wednesday - Sweet as Candy. Four dessert making classes over the course of the day with 25 persons each in a function room & lead by Exco - New York Cheesecake & Tiramisu. Maybe not surprisingly the best 'mixers' were Engineering & Spa with their strong hands.

Thursday - Buffet lunch & dinner for everyone in a function room with live stations - the DoSM on vegetable juice with the Financial Controller (that was a first) & the Director of It & T excelled at California Rolls.

Friday - Pamper Day. Our Wellness Centre did exercise classes and we offered hair styling, manicures & mini make-overs to offer some relaxation & feel good factors.

Not very exotic I hear you saying??? But neither very much cost but much appreciated by all and my most fun week at The Excelsior!

**Amanda Hyndman, FIH, is, General Manager of the Excelsior.**  
(Email: [ahyndman@mohg.com](mailto:ahyndman@mohg.com) )

## **I**nternship Program Under the Shadow of Economic Downturn

By Cynthia Leung, FIH

The economic slump since last September does not only create pressure for companies to react promptly by implementing various cost saving measures such as layoff, no-paid leave and cost-cutting on all operating expenses; but also forces some companies to reduce resources on training and internship opportunities. It has been a headache for many educational institutions to look for summer internship vacancies for the students this year. On the surface, it seems an expense to nurture a student intern.

In reality, an internship program is mutually beneficial to both the intern and the participating company. To the intern, it is a precious and practical opportunity to experience the real work life in terms of gaining job knowledge, interpersonal skills, communication skills, corporate culture and so on. To the company, there are several benefits. The company can learn through the new perspectives of interns when they participate in short-term ad-hoc projects. Moreover, the company can be beneficial by fulfilling the ad-hoc short-term projects without increasing additional permanent headcount. In addition, these interns could be potential employee candidates upon their graduation.

The most important advantage of running an internship program is to nurture the next new generation of successors for both the company and the industry. This not only creates a positive image of being a socially responsible company, but also provides an alternative recruitment source of quality candidates (after performance evaluation of the graduated interns).

In view of the above benefits, internship program should be regarded as an investment instead of expenditure for companies with long-term vision despite economic downturn.

**Cynthia Leung, FIH, is Assistant General Manager of LSG Catering Hong Kong.  
(Email: [cleungsm@netvigator.com](mailto:cleungsm@netvigator.com))**

# The Incomplete Metamorphosis of a Trainee

By Chak Fung Peter Wong, FIH

The following takes place between 6am to 6pm in a conference hotel by the lake in Montreux, Switzerland.

0600h	Set up breakfast buffet counter in the Grill Room.
0630h	Prepare and deliver room service by order of door knob menu. Stand by as a room service order taker.
0830h	Serve breakfast in the Grill Room
1030h	Clean up tables and buffet counter in the Grill Room. Collect room service trolleys and trays from the guest floors.
1130h	Clean service pantry (including floor mopping)/Staff lunch
1200h	Serve lunch in the Grill Room (Gueridon service)
1430h	Prepare mis en place, e.g. napkin folding, flatware polishing, etc..
1530h	Clean up all function rooms OR provide outside catering service at a Conference center half a mile away from the hotel
1700h	Prepare room service mis en place.
1800h	Can sign off if no further additional tasks assigned by the Maitre D

The above is an extract of one typical day in the life of  
a F&B service trainee back in early 80s. Believe it or not?

The service trainee was already overjoyed to be able to spend his evening out. If he's scheduled on a split shift, that is, 0800h to 1400h and then 1800h to 2200h, his or her whole day would usually be gone as the chance of signing off on time is almost none.

Meanwhile, the trainee might not have the luxury of two days off for every five working days (by-law in the French speaking area of Switzerland), but rather be given four to five days off first and then had to work straight for ten to fifteen days before another day off might fall in.

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Besides, if the trainee's mentality and capability were not up to the expectation of his superior, the life of this young man or lady would just be so tough, considering one has to spend at least five months to complete the internship. Not to mention if he could communicate with his superior and peer associates because neither French nor German is the trainee's first language. Back to 21<sup>st</sup> century, would this occur in any hotels in Hong Kong? Hope not.

Trainees are the new generation released from school to get mentored and nurtured systematically within a time frame before they could stand on their own. Well, this sounds bookish but it just explains concisely and precisely how a trainee should be taken care of.

The number of hotels in Hong Kong has already reached 108 and will soon go above 110 before the end of this year. There are various institutions out there to provide labor from time to time. However, it's up to us how to polish these young bloods into hoteliers of the future. Drop out rate will be high if abuse takes place in between. Competition for labor in the current pool to feed the upcoming new hotels will just become keener and keener. The baby boom and generation X are on their way out while the generation Y is becoming a force. Generation Y requires a lot more caring and attentiveness, respect and encouragement, as well as high level of transparency.

We were young once, but do we know what the new generation wants and how to address them so that we can team up to make the world rolling onwards? It's never too late to start. Let's work on it!

By the way, I was that service trainee in Montreux.

**Chak Fung Peter Wong, FIH, is General Manager of Royal Plaza, Hong Kong.  
(Email: [gm@royalplaza.com.hk](mailto:gm@royalplaza.com.hk))**



# Royal Plaza Chinese Restaurant

Royal Plaza Chinese Restaurant features Cantonese fare and sumptuous seafood delights. You can savour different types of mouth watering Chinese Dim Sum early in the morning and during lunch period.

Level 3

Tel: (852) 2622 6161



## La Scala

La Scala features a wide range of international cuisines. The spacious restaurant offers both a comfortable uncluttered dining area as well as an open kitchen.



La Scala

Level 2

Tel: (852) 2622 6154

## La Fontana

In a spacious lounge with live television, you can sample the culinary delights or try the exciting South East Asian Cocktail Selection or simply enjoy a glass of draft beer while listening to music at La Fontana.

Lobby Level

Tel: (852) 2622 6154



帝京酒店  
ROYAL PLAZA HOTEL

193 Prince Edward Road West, Kowloon, Hong Kong  
Tel: (852) 2928 8822 Fax: (852) 2606 0088  
[www.royalplaza.com.hk](http://www.royalplaza.com.hk)

## PolyU contributes to reviving tourism in Sichuan

By Pauline Ng



In memorial of the 5/12 Wenchuan earthquake, the School of Hotel and Tourism Management (SHTM) of The Hong Kong Polytechnic University (PolyU), the United Nations World Tourism Organization (UNWTO) and the Sichuan Tourism Administration (STA) will jointly stage the Sixth China Tourism Forum in Chengdu, Sichuan Province, China, from 12 to 13 May 2009.

Soon after the devastating earthquake on 12 May 2008, the tourism experts from SHTM visited the quake-hit areas and offered advice to the tourism recovery and reconstruction efforts spearheaded by China National Tourism Administration and Sichuan Tourism Administration.

Professor Kaye Chon, SHTM Chair Professor and Director, said, "The Sixth China Tourism Forum will serve to review the School's effort in rebuilding the tourism industry in Sichuan over the past year, and more importantly, explore the way ahead. This will help put the province back to the world map of tourist destination and win back visitor's interest and confidence."

Themed "Shaping the Future of Tourism", the two-day Forum will include two keynote presentations and three panel discussions. The issues to be explored include the future development of China tourism, the underlying factors shaping the tourism trends, industry's need for manpower, and post-crisis tourism recovery management.

The Forum has attracted a host of eminent academics, senior government officials and



industry practitioners. The list of distinguished speakers includes:

- **Mr Xu Jing**, Regional Representative for Asia and the Pacific, United Nations World Tourism Organization
- **Mrs Phornsiri Manoharn**, Chairman of the Board, Pacific Asia Travel Association
- **Prof. Kaye Chon**, Chair Professor and Director, School of Hotel and Tourism Management, The Hong Kong Polytechnic University
- **Ms Wang Yanrong**, Vice Governor, Sichuan Province
- **Mr Zhang Gu**, Director of Sichuan Tourism Administration
- **Dr Walter Jamieson**, Professor, Service Innovation Programme, College of Innovation, Thammasat University
- **Mr Andrew Jones**, Guardian, Sanctuary Resorts
- **Mr Dave Vermeulen**, Vice President, Resort Operations, Hong Kong Disneyland
- **Prof. Wei Xiao'an**, former Director of China National Tourism Administration
- **Prof. Tiger Wu**, Peking University
- **Prof. Li Yuen**, Sichuan University
- **Prof. Zheng Xiangmin**, Dean of Tourism School, Overseas Chinese University
- **Mr Zhou Xiaoding**, General Manager, Sichuan Comfort International Travel Service Co Ltd

For more details of the Forum, please visit [www.polyu.edu.hk/htm/conference/6ctf](http://www.polyu.edu.hk/htm/conference/6ctf)

## PolyU Students Won Acclaims at World Tourism Forum Lucerne

Four students of the School of Hotel and Tourism Management (SHTM) at The Hong Kong Polytechnic University won participation at the First World Tourism Forum in Lucerne, Switzerland, by their award-winning papers on topics relating to tourism and mobility.

Held in Lucerne from 22 to 24 April 2009, the World Tourism Forum was the first forum of its kind to offer industry leaders a global platform from which to discuss the current economic crisis, climate change and the serious challenges that the tourism industry would face in the future. More than 130 global tourism leaders from 23 countries gathered at the forum to share their views, exchange ideas and evaluate options for the future of the global tourism industry.

Young talents in the global tourism industry were given the opportunity to win participation at the World Tourism Forum Lucerne by submitting papers on tourism and mobility related topics. Mr Henry Tuen from SHTM won 1st place in the open competition and he attended the forum with three other SHTM students who won third, fourth and fifth place. The four SHTM students were:

- **1st place** – “The Impacts of Low-Cost Carriers’ Entry on International Tourism Demand” by Mr Tuen Chun Tung, Henry
- **3rd place** – “The Impact of the Airline Service Encounter on Customer Satisfaction and Customer Value” by Ms Wong Wa Chi
- **4th place** – “Travel Motivation of Young Adults in Hong Kong on Cultural Tours to a Developing Country: Cambodia as a Case Study” by Ms Hui Po Chun, Jenny
- **5th place** – “Time Pressure and Risk Reduction Strategies of Tourist Shoppers: A Case Study of Mainland Chinese Tourists in Hong Kong” by Ms Hung Wing Sze, Greta

Professor Kaye Chon, Chair Professor and Director of SHTM, said, “We are very proud of our students and their achievements. It is important that SHTM students, as well as all young tourism professionals, understand their potential as industry leaders and that they can make a difference”. “Asia is where it’s happening,” Prof Chon continued, “and this is where future leaders of the tourism industry will come from”.

PolyU’s School of Hotel and Tourism Management is a leading provider of hospitality education in the Asia-Pacific Region. It is ranked No. 4 among the world’s top hotel and tourism schools based on research and scholarship, according to a study published in the *Journal of Hospitality & Tourism Research* in 2005.

With 60 academic staff drawing from 18 countries, the School offers programmes at levels ranging from PhD to Higher Diploma. It was awarded the “2003 International Society of Travel and Tourism Educators Institutional Award” in recognition of its significant contribution to tourism education, and is the only training centre in the Education and Training Network in Asia recognised by the United Nations World Tourism Organization.



(From left to right)

*Prof Kaye Chon of SHTM, Ms Hung Wing Sze, Greta, Ms Wong Wa Chi, Ms Hui Po Chun, Jenny and Mr Tuen Chun Tung, Henry at the World Tourism Forum Lucerne, Switzerland.*



## Executive Development Programme in Hospitality

# 8th Hong Kong PolyU Winter School

25 January – 6 February 2010

It's a fast-paced world we work in. To stay ahead, it is essential that professionals within the hospitality 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 has developed the Hong Kong PolyU Winter School to cater to the needs of the senior hospitality industry managers. The 8th Hong Kong PolyU Winter School will be held on 25 January to 6 February 2010.

The Hong Kong PolyU Winter School will offer six in-depth modules which are relevant to the changing business environment, practical in substance, and interactive in nature. The modules will use cutting-edge research and management tools to equip you for the future.

Date	Modules	Instructors
25 – 26 Jan	Service Quality Management and Strategies	Prof Kaye Chon
27 – 28 Jan	Hospitality Design and Hotel Renovation Strategies	Mr Patrick Lawrence
29 – 30 Jan	Financial Management and Investment Strategies	Dr Qu Xiao
1 – 2 Feb	Revenue Management in Hotel and Travel Industry	Dr Basak Denizci
3 – 4 Feb	Strategic Sales and Marketing Management	Dr David Jones
5 – 6 Feb	Human Resources Leadership in Changing Times	Dr Thomas A. Maier

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

### Enquiries:

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# CALENDAR OF EVENTS

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## **IoH: Executive Committee Meeting**

Date: 6 p.m., Monday, August 31, 2009

Venue: The Park Lane Hotel

## **IoH: Breakfast Meeting with Mr. Anson Bailey**

Date: 8 a.m., Wednesday, September 23, 2009

Venue: ToTT'S, The Excelsior, Causeway Bay

## **IoH: Getaway to Macau**

Date: (2N1D) September, 2009 (Tentative)

\*Contact: Jenny Kim, Secretariat, IoH Hong Kong (Email: [tourism.jen@gmail.com](mailto:tourism.jen@gmail.com))

## **Certified Hospitality Educator (CHE)**

Date: August 18-22, 2009

Venue: Millennium Training Restaurant, FG801, Core G,

The Hong Kong Polytechnic University

Programme: August 18-21, 9am-6pm Workshop/ August 22, CHE Examination

## **Innovations in Tourism Marketing**

Date: September 7-9, 2009

Venue: Dorset, UK

Contact: Alan Fyall (Email: [afyall@bournemouth.ac.uk](mailto:afyall@bournemouth.ac.uk))

## **International Conference on Tourism Development and Management (ICTDM) 2009**

Date: September 11-14, 2009

Venue: Kos, Greece

Contact: Dimitrios P. Stergiou (Email: [dstergiou@eap.gr](mailto:dstergiou@eap.gr))

Webpage: [www.ictdm.net](http://www.ictdm.net)