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Breakfast with guest speaker Mr. Anson Bailey of KPMG



Light drinks before the lunch at the Langham Hotel



Luncheon at the Langham Hotel with Mr. Duncan Palmer



Christmas Luncheon at the Conrad

CHAIRMAN'S MESSAGE

Dear Hong Kong Branch Members:

Our first newsletter in The Year of the Tiger which I sincerely hope is a great year for you all. Once again I must thank our Communications Director Mark Robson for putting together another newsletter, and also ask you members to please try to send him at mark.robson@portfolio-asia.com or Je Yeon Kim ioh.jeyeon@gmail.com at our Secretariat any articles regarding our industry or things that you, and your company have been that may be of interest to our members. Although we deliberately do not ask locally for direct financial support any support to the newsletter in the form of advertising is most welcome.

In reviewing previous newsletters my apologies for the slow going on putting together a confidential members only part of our website www.polyu.edu.hk/htm/ioh. However part of this delay really is an apparent reluctance of members to indicate whether or not they would appreciate, and use such a facility. Please send us a quick e-mail with your comments on the issue.

Following a recent Executive Committee Meeting we have put together a list of tentative schedule of events that we will attempt to organize this year:

Thursday April 15 - AGM & Lunch at The Millennium Training Restaurant of The Hong Kong Polytechnic University, Hung Hom. AGM at 11.30 a.m., lunch at 12.30. The University has kindly offered to sponsor the whole event for which we are truly appreciative.

May 31- June 2 Trip to Shanghai with a visit to the EXPO. We really need to get an indication of interested parties as soon as possible in order for us to research a great package.

Thursday June 17 - Lunch

Wednesday September 15 - Breakfast with Speaker

Saturday October 23 - Fall Dinner

Wednesday December 8 - Christmas Lunch

Frankly we were planning another breakfast meeting next month, but it is probably too short notice to line up an interesting speaker. In this connection we would really appreciate your assistance to secure speakers who would be of interest to our members. Last year the presentation of KPMG's Anson Bailey on China was very well attended, as was breakfast with our Tourism Minister Ms. Margaret Fong.

We would really like this year to have a good turnout at the AGM together with input, and nominations for our Executive Committee. I think that we have done a good job on not making being an Executive Committee member onerous with only about 4 meetings throughout the year. Our present team are a very good bunch, but I personally would like to see nominations especially for my own position, and for anyone who can assist us to grow our Hong Kong Branch. In the area of membership we are working together with the Institute in London to order to make it easier in our region to identify good industry professionals, and get them to join.

I certainly hope to have the pleasure of meeting as many as possible of our members at the AGM, and to have another year of growth.

A handwritten signature in black ink, which appears to read 'T. Theobald'.

Ted Theobald FIH

NEWS

The Prospect of 2010

By Cynthia Leung, FIH

What is the future prospect for the hospitality industry one year after the economic downturn? Is it recovering or still in the dark? The hidden credit crisis in Dubai, Portugal and Spain coupled with the sluggish growth of US economy since the credit crunch in late 2008 are obstacles to the recovery of hospitality industry. On the surface, the occupancy rate starts picking up since last quarter of 2009 and the revenue per room seems recovering. However, there are still some hidden risks that the hospitality industry is facing this year.

The challenges attack not only the hotel industry, travel industry but also the airline industry. This can be seen from some strategies taken by some major players. For instance, the Qantas airline cuts down two-thirds of the first-class seats and increases two-thirds of economy seats in its carriers. This change demonstrates an even keener and tougher market environment that an airline is facing as well as a vision to a "hard-to-recover" economy in the coming years. Apart from the travel-related industry, catering industry is also facing big challenges this year.



Qantas Airways; the national airline of Australia

The inflation of Renminbi (Chinese dollar) and the upsurge of food costs in the basic commodities such as rice and oil, pose price pressure on the food and beverage industries. Thus, the senior management in the hospitality industry still needs to be alert to these hidden challenges and devise appropriate strategies facing them.

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IoH Member Recruitment Talk at City University



Talk by Ms. Cynthia Leung, hoping to increase the local membership of Affiliate (student) Members.



Thanks to Ms. Roberta Wong (right) for organizing the talk.

Observations on Mainland Chinese Visitors to Hong Kong

By James Lu, FIH

Hong Kong welcomed 18 million Mainland Chinese visitors to Hong Kong in 2009 and they represented 61% of all visitors to Hong Kong. 82% of them arrived by land through Shenzhen, 6% by sea and 12% by air through HK International Airport.

These numbers are a far cry from 10 years ago, when Hong Kong welcomed only 3.2 million Mainland Chinese visitors to Hong Kong or 28.3% of all visitors to Hong Kong.

In 2009, China's outbound travel market exceeded 50 million travelers and the forecast for 2010 is a growth rate of 10-15%, rising to a projected 90 million by 2015.

China's domestic travel market reached a record high of 1.7 billion travelers in 2009 and the forecast is 3.3 billion by 2015 at an annualized growth rate of 11%. China has been the world's largest new hotel development market for some years and there are 964 ongoing new hotel projects with 260,560 rooms in the pipeline for future completion.

The significant change in Hong Kong's visitor demographics and the ever increasing importance of the China market to Hong Kong requires more in-depth research to identify the behaviors, spending patterns and preferences of Chinese visitors to Hong Kong. This is long overdue.

Here are some observations:

1. They are big spenders and shoppers and they all have a long list of things to buy, not just for themselves but also



Central; the shopping hub.

- for gifts to their friends, colleagues, business associates, bosses and family members. The more affluent ones buy expensive items, mostly international brand name products. As China imposes a hefty import duty on luxury products, there is a favorable price gap of 30-50% for the same products purchased overseas. In 2009, Mainland Chinese visitors to France topped their list of VAT refunds, making them the highest spenders of luxury products in France. It is also estimated that over 50% of international brand name products sold in Hong Kong were to Mainland Chinese visitors in 2009.
2. They rarely shop around and referrals take them to your shop or hotel. Word of mouth referrals in China are very powerful and they all have their trusted and recommended shops to buy their products while traveling abroad. It is therefore necessary to leave behind goodwill and trustworthiness to not just retain them as loyal customers in the future but also to attract new customers referred by them. They do not however always respond to advertisements and celebrity endorsements. This is because they are very careful with their money and they want the best deals.
3. Time is precious to them and they are always in a hurry. This is because they are mostly on short visits, often day trips to Hong Kong. They are also suspicious people. One thing they hate most is to queue up for payment because cashiers in general are slow and Mainland Chinese visitors are not used to standing in line to wait for someone to serve them. They want instant and priority service.
4. They love freebies and gifts because they get to keep them when they are buying for others and this is often the case. If you stamp or print the

description of the freebies and gifts on their invoices and payment receipts, they will have to give them to the people they are buying for. They may then ask for an extra set of freebies and gifts so they can keep them. Always try to satisfy them and they will be loyal to you.

5. They don't need a lot of service. Just be courteous and polite to them and show respect and friendliness. Mainland Chinese are not used to being pampered because that is not their social norm. A discount would be more welcomed than a thousand words of kindness. However, if you cannot speak their language in Putonghua, they will consider it to be not just bad manners but also bad service.
6. They love to show off and international brand name products and their shopping bags are their best bet to gain recognition from others. This is how they differentiate themselves from others and let people know that they are wealthy. It is also their status symbol and anything that you can offer, including up-selling them to club floors with club privileges and special key cards, to make them stand out among the crowd, would be welcomed by them and money then becomes not as important.



Various dim sums.

7. They are not accustomed to have air-conditioning on while in their rooms because they were mostly brought up without air-conditioning, so they will either switch them off or open the windows and doors to get fresh air in. This applies particularly to elderly people but they love air-conditioning in public places where they will be more formally dressed. They also dislike heating in hotel rooms and would much prefer to open the windows. This is because they find dry air most uncomfortable.
8. Give them recognition and they will give you in return their loyalty. Call them by their surnames with salutations such as Chairman, President and when in doubt use Mister. Make them feel respected and important, be friendly to them and they will remember you for a long time. Mainland Chinese can be most friendly if you know how to communicate with them and they have their own sense of humor.



Delicious chicken feet

9. They dislike Western food, especially Western breakfast, and there is only one kind of food for them, which is Chinese and any kind of Chinese food will do. They are also not used to eating Japanese food as many of them do not eat raw food and beef. Food is most important for them, after shopping. They love to drink tea and the more selections the better and that includes making them available in hotel rooms. China is also not a tipping nation so they are not used to giving and leaving behind tips.
10. Most of them have never been exposed to the Western world and they are unfamiliar with Western lifestyle, thinking and mannerism. They have their own particular cultural, historic and social habits, lifestyles and prejudices. There is also a great deal of pride in them as they see China as the future leader of the world so they expect to be treated as such while abroad.

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PolyU School of Hotel & Tourism Management's World Leadership Position Strengthened

By Pauline Ng

The School of Hotel and Tourism Management (SHTM) of The Hong Kong Polytechnic University (PolyU) is ranked no. 2 in the world among academic institutions in hospitality and tourism based on total research output in the 11 leading hospitality and tourism journals over the 15-year period from 1992 to 2006. This is another concrete proof that SHTM is committed to achieving global excellence in hospitality and tourism education.

The league table appears in the study "A World Ranking of the

Top 100 Hospitality and Tourism Programs" which will be published in the November 2009 issue of the Journal of Hospitality & Tourism Research. This year PolyU's ranking has moved up from the 4th place in 2005 to the 2nd place in 2009, and it remains the only non-US based institution in the top five. The top five institutions in the rank are Cornell University, The Hong Kong Polytechnic University, Michigan State University, University of Nevada at Las Vegas and Pennsylvania State University.

SHTM Director

Professor Kaye Chon said, "As a global centre of excellence in hospitality and tourism education for the 21st century, the School is well poised to lead the world's hospitality and tourism education in the years to come."

It is also worth noting that for a more recent 5-year period from 2002 to 2006, the same study revealed that PolyU is ranked no. 1 in the world, which clearly indicates PolyU's leadership in research in more recent years.

PolyU had the foresight to establish its School of Hotel and Tourism Management as

the best hotel and tourism school in the world. The University unveiled a plan four years ago to develop dedicated premises for the School, in the same year when SHTM was ranked fourth in the world ranking. With the School now moved up to rank second in the world, the PolyU Teaching and Research Hotel has also reached its "pre-opening stage". Professor Chon remarked, "As we are preparing for the opening of the Hotel in 2010, we seek to scale new height and attain higher level of excellence in the years

ahead.” Indeed, the international status of the School as a world-class institution will be further strengthened through the success of the Hotel.

SHTM is well known as the pioneer of hotel and tourism education in Hong Kong. Since 1979, the School has graduated generations of talented students who suit the rigorous requirements of the hospitality and tourism industry. Its recent achievements include:

2009 - Second ranking in

the world among academic institutions in hospitality and tourism based on research and scholarship, according to a study published in the November issue of the *Journal of Hospitality and Tourism Research*.

2005 - Top ranking among Asian institutions and fourth in world-ranking based on research and scholarship, according to a study published in the August issue of the *Journal of Hospitality and Tourism Research*.

2003 - Institutional Achievement Award from International Society of Travel and Tourism Educators (ISTTE) for innovation and contribution to the field of tourism education.

2002 - Designation as World Headquarters and Secretariat for the International Academy for the Study of Tourism (IAST).

2000 - TedQual (Tourism Education Quality) Certification from United Nations World Tourism Organisation

(UNWTO).

1999 - Designation as Asia’s only university among the 16-member UNWTO Education and Training Network.

SHTM’s major strength is its international scope, and it prides itself on its internationally recognized faculty members. With 60 academic staff drawing from 18 countries, the School offers programmes at levels ranging from PhD to Higher Diploma.

World Ranking of the Top 18 Programmes by Research Output (1992-2006)*

2009 Ranking	2005 Ranking	Institution
1 (no change)	1	Cornell University
2 (+2)	4	The Hong Kong Polytechnic University
3 (-1)	2	Michigan State University
4 (+1)	5	University of Nevada at Las Vegas
5 (+1)	6	Pennsylvania State University
6 (-3)	3	Virginia Polytechnic and State University
7 (no change)	7	Purdue University
8 (+1)	9	University of Surrey
9 (-1)	8	University of Central Florida
10 (+1)	11	Griffith University
11 (-1)	10	Northern Arizona University
12 (no change)	12	Texas A&M University
13 (+1)	14	Kansas State University
16 (no change)	16	Washington State University
14 (+1)	15	University of Houston
15 (-2)	13	University of Massachusetts at Amherst
17 (+1)	18	Manchester Metropolitan University
18 (-1)	17	James Cook University

*Table 5 of “A World Ranking of the Top 100 Hospitality and Tourism Programs”, *Journal of Hospitality & Tourism Research* (Volume 33, issue 4, November 2009, pp. 466).

PolyU and Meeting Professionals International launch Asia's first Training Centre

By Pauline Ng



Prof Kaye Chon, SHTM Director (left), and Mr Bruce MacMillan, MPI President and CEO (right), at the Signing Ceremony.

The School of Hotel and Tourism Management (SHTM) at The Hong Kong Polytechnic University (PolyU) has intensified its efforts to cope with the rapid growth of convention and event management as a profession in Asia. The University has recently won support of the Meeting Professionals International (MPI) to establish its first Global Training Centre in Asia on the university campus.

At the ceremony on October 16, 2009 announcing the establishment of Asia's first MPI Training Centre in PolyU, SHTM Director Professor Kaye Chon said, "Hong Kong's strategic location at the heart of the world's fastest growing economies along with its sophisticated infrastructure, easy accessibility, business-friendly environment, professional expertise and vibrant lifestyle converge to become what is recognized as Asia's premier

destination for the MICE industry."

As one of the leading hospitality and tourism schools in the world, SHTM is mindful of the need to provide executive education for those responsible for the planning and organizing of meetings and conventions. Professional organizations from all parts of the globe are now expanding their presence to Asia and planning certification level programmes in regional centres here; and MPI represents the industry's largest and most vibrant global community with more than 24,000 members in over 80 countries and territories.

"We are rapidly expanding our available locations for individuals in the meeting and business event industry to receive hands-on education at the local level," said Didier Scaillet, Chief Development Officer for MPI. "The Hong Kong Polytechnic University brings many years of hospitality and event

management education experience to the table, meeting key selection criteria and making it a perfect fit as an MPI Global Training Centre."

Echoing the view of Mr. Scaillet, Prof. Chon said, "Meetings and conventions are fundamental components of a robust hospitality and tourism industry. As a global centre of excellence in hospitality and tourism education for the 21st century, the School is positioned to lead the development of the industry's future leaders."

SHTM is committed not only to providing first-class executive development programmes for industry practitioners, but as an innovator, the School also pioneered Hong Kong's first-ever Bachelor of Science (Honours) in Convention and Event Management conversion programme at the beginning of this academic year.

MPI has its roots in North America that now has an office in Singapore. The international body also plans to launch their Global Certificate in Meetings and Business Events training programmes through regional training centres, which includes Asia. MPI also has a strong network of Global Training Centres in San Diego State University (USA); Ted Rogers School of Management, Ryerson University (Canada); CERAM Business School (France); and Qatar MICE Development Institute (Qatar).

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 Achievement Award in recognition of its significant contribution to tourism education, and is the only training centre in the Education and Training Network in Asia recognized by the United Nations World Tourism Organisation.

Meeting Professionals International (MPI), the meeting

and event industry's largest and most vibrant global community, helps its members thrive by providing human connections to knowledge and ideas, relationships, and marketplaces. MPI membership is comprised of more than 24,000 members belonging to 71 chapters and clubs worldwide.

For additional information, visit www.mpiweb.org

PolyU Signed Memorandum of Understanding with Abu Dhabi Tourism Authority By Pauline Ng



SHTM Director Prof Kaye Chon (seated, left) and ADTA Deputy Director General Mr. Abdul-Aziz Al Hammadi (seated, right). The educational strategies, which include custom-made executive development programmes for ADTA's management and employees, will be formulated with SHTM.

The Hong Kong Polytechnic University (PolyU) recently signed a Memorandum of Understanding (MOU) with Abu Dhabi Tourism Authority (ADTA) to collaborate on the rolling out of educational strategies aimed at honing Abu Dhabi's ability to engage the rapidly emerging Asian and Chinese outbound markets.

The MOU was signed by Professor Kaye Chon, Chair Professor and Director of PolyU's School of Hotel and Tourism

Management (SHTM), and ADTA Deputy Director General, Mr Abdul-Aziz Al Hammadi. Under the MOU, the two organisations will co-operate on the staging of workshops and seminars for Abu Dhabi's industry stakeholders and will share best practices and research findings.

The educational strategies, which include custom-made executive development programmes for ADTA's management and employees, will be formulated with SHTM. "The

MOU demonstrated Abu Dhabi's confidence in our ability to deliver to exacting standards," remarked Professor Chon, SHTM Director, "and we will contribute to the advancement of the rapidly developing hospitality and tourism industry in the Gulf states."

The first event after the signing of the MOU was two industry seminars delivered by Professor Kaye Chon to the local industry professionals. Professor Chon spoke on "Service Quality

Management in Asian Context” and “Asian Paradigm in Hospitality and Tourism: Understanding and Profiting from the New Waves in Hospitality and Tourism Industry”.

The Asian and Chinese markets are increasingly important to the Arabian Gulf emirate, particularly as the UAE now has the Approved Destination Status from the Chinese authority, which allows its main operators to proceed with group bookings to the country. Indeed, Abu Dhabi has all the right qualifications for resonating well with the Asian travellers – the natural assets, cultural attractions, quality accommodation and, above all, reputation for safety.

“The needs of the Asian travellers are specific and must be

addressed if we are to reach our potential in attracting this segment,” Mr Mubarak Al Muhairi, ADTA Director General, pointed out, “and we want to ensure that all within the destination are better equipped to fulfil these exacting requirements. PolyU is one of the world’s leading hospitality and tourism education institutions and it in we have a partner with the relevant experience and pedigree to assist us in meeting our goals throughout the region”.

PolyU’s School of Hotel and Tourism Management is a leading provider of hospitality education in the Asia-Pacific Region. It is ranked No. 2 in the world among hotel and tourism schools based on research and scholarship, according to a study published in the Journal of Hospitality &

Tourism Research in November 2009.

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 Organisation.

Pauline Ng is Marketing Manager of School of Hotel & Tourism Management
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Evidence and Commitment Demanded by Clients

By Mark Robson, MIH

Candidates face a more grueling, sophisticated and lengthy selection process for senior appointments than ever before, according to Lesley Reynolds, Portfolio’s Managing Director. A survey carried out among Portfolio’s clients showed that over 70% were using behavioral interviewing techniques and that many now favored a combination of psychometric testing, assessment days and skills tests for assessing core competencies.

“A great deal more time, preparation and commitment is being demanded of candidates than in the past,” explains Lesley. Applicants must be prepared to provide anecdotal evidence of past achievements and be able to demonstrate their abilities

According to Portfolio’s survey, the most common mistake made by candidates was lack of preparation. Clients expected applicants to have researched the company thoroughly, its position in the market place, main competitors, corporate

philosophy and wider corporate interests. As one well known organization puts it, “understanding and knowledge of the group shows preparation as opposed to over enthusiasm for the brand name”.

Candidates who had carried out this research, clients agreed, were in a much better position to prepare relevant questions for the interviewer and to provide evidence of their own abilities and achievements to demonstrate their suitability for the job. Only 40% of candidates, however, respondents said, prepared in line with these expectations.

First Impressions

Part and parcel of preparation is appearance – another key concern of clients highlighted in Portfolio’s survey. “Candidates only get one chance to make a first impression,” points out Portfolio’s MD, Lesley Reynolds. Clients felt strongly that in a customer focused industry, interviewees had no excuse not to be well turned out.

The way a candidate is dressed is also indicative of their research, Lesley stresses. A theme restaurant group will be looking for a very different approach to a grand hotel. "How you are dressed shows how much advance effort you have made to understand the culture of the company you are applying to," she explains.

Being on time, giving a firm handshake and making plenty of eye-contact were all deemed by clients to enhance those all important first impressions.

Winning Ways

Enthusiasm, honesty, positive body language and a healthy dose of ambition were welcomed by interviewers. Over confidence, on the other hand, waffling, losing direction or skirting around issues spelt disaster, according to Portfolio's survey.

Interviewees who listened carefully, thought before they answered, were articulate and had a clear idea of their long term career plans were more likely to make the final short list. A quick cigarette to steady the nerves immediately beforehand was a definite no-no as it tended to linger on the breath. Failing to make eye contact, leaving a mobile phone switched on or speaking ill of a past employer also invariably put paid to an applicant's hopes.

The CV Factor

A good, evidence based, factual, well presented CV was seen as essential to getting the first interview but it had to be accurate or, clients said, it became a liability. Clients invariably said that they used first interviews to explore the promise of the CV in depth.

Time Commitment

Candidates should expect first interviews to last at least an hour and second interviews around 90 minutes. In addition, candidates may well be asked to participate in an assessment day and carry out skills tests and psychometric tests.

Scheduling this amount of time away from a current job can be difficult but clients saw it as a further test of an applicant's commitment to making a career move.

Last Word

Last but not least, the survey highlighted the need for candidates to demonstrate their interest in the job in the closing phase of an interview. Too often, the candidate seemed to lose momentum and fail to make it clear to the interviewer that he or she was genuinely interested in the job on offer.

Mark Robson is Director of Portfolio
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PREPARATION CHECK-LIST

Based on the Portfolio Client Survey we have put together a quick pre-interview check-list.

- What type of property/outlet/company is it?
- Check its position in the market place, its competitors and any industry factors affecting it e.g. take-overs; trends; expansion plans.
- Where does this job fit into your personal career plan?
- What benefits does it have over your current position?
- Who will you be working with and how will that person and the company impact on your personal development?
- What evidence do you have that proves you are right for the job?
- Prepare relevant questions.
- Prepare a theoretical approach to the job.
- What image does the company have and do you look the part?

SPECIAL REPORT

Institute of Hospitality Hong Kong Branch Annual Operating Plan

By Leslie Bailey, MIH

I think it would be an understatement to say that the last 16 months have been volatile for our industry, nevertheless, once again, the Hong Kong Hospitality Industry has proven that at the very least we are, if anything, robust in the way that we can weather almost all that is thrown at us, even the worst global economic crisis that many have us have ever seen, or will hopefully ever see again, wasn't enough to stop us.

Last year's crisis may have caught many other economies by surprise, however, I think many of us in Hong Kong would agree that it was our flexibility and resolve that made the difference! Nevertheless, although we may see more positive economic pointers for 2010, the environment will remain volatile, that being the case, the Hong Kong IOH's executive committee, under the leadership of our Chairman Mr. Ted Theobald, have undertaken to ensure that we anticipate the ever-increasing demands, and evolving needs of our local membership, by planning for the future so as to ensure that we continue to be able to weather what ever might be thrown at us in the future!

Attached to this newsletter you will find an "[Annual Operating Plan](#)" for the IOH Hong Kong Branch that clearly outlines the development areas for the

institute over the next 3 years. This plan represents the best thinking of the entire executive committee in Hong Kong, and our approach. We will break down our plan in yearly and quarterly increments to ensure that we can adapt to the changing needs of our local membership and be flexible in how we execute and report on the plan (without the work involved encroaching on our day jobs!). In brief the plan outlines the following:
Objectives - there are only two, for the IOH, in Hong Kong:

(1) For every manager [and aspiring manager] in the industry [in Hong Kong and Macau] to be a member of the Institute of Hospitality:

- To win greater recognition for managers throughout the hospitality, leisure and tourism industries; to represent their views and lobby on their behalf

(2) To enhance members' career prospects:

- To help members develop and maintain their knowledge, skills and ability
- To provide an interface between education and industry
- Illustrating to potential student members the advantages of joining the IOH
- To set recognized educational standards and assist in the mobility and recruitment of labor

What the executive committee wants to do, is to better define and describe what IOH membership brings, address why the IOH is relevant and important, and ensure that the service organizations in the territory know how the IOH can help to develop the skills and competencies that will be needed by, the people who will likely be, the leaders of the future. It is our hope that we can leverage each others resources and continue our region's trademark learning and sharing - openly facing the challenges as they arise.

Our opportunity in 2010, and beyond, is not merely to improve our own branch's performance, but to seize the opportunity we have right now to ensure that the IOH is relevant in the future. We ask for, and courage, your participation in the development of the IOH in Hong Kong - it is after all your institute, run by the membership for the benefit of the membership. If you would like to comment on the AOP, or participate in its implementation in the future, we [the executive committee] all strongly encourage you to do so. We look forward to seeing you all in 2010.

Leslie Bailey is Senior Director of McDonald's Corporation
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CALENDAR OF EVENTS 2010

IoH Events. Let's join

April 15: Annual General Meeting & Lunch

Location: The Millennium Training Restaurant of The Hong Kong Polytechnic University, Hung Hom.

Info: AGM at 11.30 a.m., lunch at 12.30. The University has kindly offered to sponsor the whole event.

May 31 - June 2: Trip to Shanghai with a visit to the EXPO

Notice: We need to get an indication of interested parties as soon as possible in order for us to research a great package.

June 17: Luncheon (Further notice will be announced)

September 15: Breakfast with Speaker (Further notice will be announced)

October 23: Fall Dinner (Further notice will be announced)

December 8: Christmas Lunch (Further notice will be announced)

Contact: Je Yeon Kim, Secretariat of IoH Hong Kong (Email: ioh.jeyeon@gmail.com)

Photos from 2009...



Luncheon at the Langham



Christmas dessert at the Conrad



Breakfast at the Excelsior

International Convention & Expo Summit 2010

Date: March 4-5, 2010

Location: Singapore

Webpage: www.unlv.edu.sg/ices2010

8th Asia-Pacific CHRIE Conference

Date: June 3-6, 2010

Location: Bangkok, Thailand

Webpage: www.apacchrie2010.org

The 16th Asia Pacific Tourism Association Annual Conference

Date: July 13-16, 2010

Location: Macao S.A.R., China

Webpage: www.apta.asia

Restaurant & Bar Hong Kong Exhibition

Date: September 7-9, 2010

Location: Hong Kong

Webpage: www.restaurantandbarhk.com

Equip'Hotel

Date: November 14-18

Location: Porte De Versailles, France

Webpage: www.equiphotel.com

8th Annual International Hotel Conference

Date: October 20-22, 2010

Location: Venice, Italy

Webpage: www.internationalhotelconference.com