

Horizons

SHTM Magazine

Official Magazine of the School of Hotel and Tourism Management, The Hong Kong Polytechnic University

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**Dusit's Thanpuying Chanut Piyaoui Honoured
for Lifetime Achievements**

School Launches Innovative Deans' Summit

MGM China's Grant Bowie Delivers Distinguished Lecture

SHTM Reaches Across Family Generations

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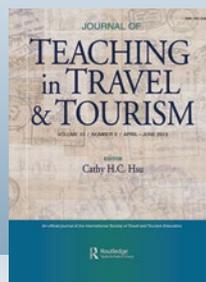
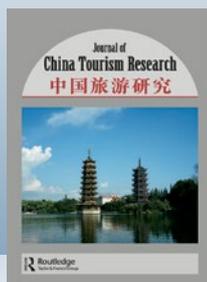
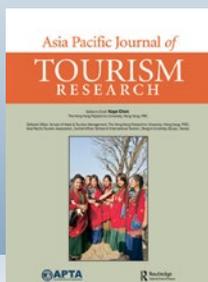
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Thanpuying Chanut receives SHTM Lifetime Achievement Award

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DEAN'S MESSAGE

Leading hospitality and tourism takes the vision to see what others cannot and the drive to act on it. In no-one is that more apparent than Thanpuying Chanut Piyaoui, founder of Dusit International, who received the third annual SHTM Lifetime Achievement Award. We cover Thanpuying Chanut's pioneering work in this issue, along with the award ceremony held in her honour at Hotel ICON in June.

Also featuring is coverage of the World Summit for Deans of Independent Schools of Hospitality and Tourism, an SHTM initiative to bring together deans from 22 countries and regions to discuss the state of their field and strategise for the future. We further co-hosted the 17th Asia Pacific Forum for Graduate Students Research in Tourism in Honolulu, Hawaii, during May and the 13th Asia Tourism Forum in Angers, France during June – both events are covered in this issue.

Turning the focus back to Hong Kong, we give details of our Career Day in March and the budding student talents working at Hotel ICON as part of the Elite Management Programme. In August, Mr Grant Bowie, CEO of MGM China Holdings, offered penetrating insights into the hospitality sector during his Dean's Distinguished Lecture, also covered in these pages.

We then turn our attention to student feedback. Several of our graduates have encouraged other family members to study with us, and their stories are included here. Our coverage of the School's exceptionally successful online MicroMasters in International Hospitality Management also includes observations from participants who consider the programme both career and life changing. And we highlight reflections from students seeking, and receiving, extraordinary experiences in our on-campus postgraduate programmes.

This issue is rounded out with coverage of School news, research findings, student activities, and F&B events. Just like Thanpuying Chanut, we have clearly seen the way ahead and everything we do is pushing us there. #



Professor Kaye Chon

Dean and Chair Professor
Walter Kwok Foundation Professor in
International Hospitality Management
School of Hotel and Tourism Management
The Hong Kong Polytechnic University



Visionary Spirit Honoured

In the third year since its establishment to honour outstanding personalities who have contributed significantly to the development of hospitality and tourism, the SHTM Lifetime Achievement Award was recently presented to the visionary hotelier Thanpuying Chanut Piyaoui, the 97-year-old founder and honorary chairman of Dusit International. Thanpuying Chanut received the award in Bangkok in February 2018, and a ceremony was held in Hong Kong in June to honour her pioneering work in delivering luxury Thai hospitality to the world.

June's ceremony and gala dinner were held in the School's purpose-built Hotel ICON, the first teaching and research hotel of its kind. This was the perfect setting for a celebration of the visionary spirit and ceaseless hard work of an industry leader who

helped to lay the foundations for Thailand's vibrant modern hospitality industry, established one of the first institutions in Southeast Asia to offer university-level hotel education, and continues to set an example for hoteliers and hotel educators worldwide.

The theme of the award ceremony, "Celebration of Women in Leadership", highlighted another facet of Thanpuying Chanut's inspirational lifetime contribution. Welcoming an audience of industry professionals and SHTM supporters, Mr Chan Tze-ching, Chairman of the PolyU Council, described Thanpuying Chanut as a role model legendary not only for "raising the level of the regional and global hospitality business" and giving it a distinctively Asian focus, but also for "being an especially significant figure to women in this region".

Thanpuying Chanut was represented at the ceremony by her son Mr Chanin Donovanik, Vice Chairman and Chairman of Dusit International's Executive Committee, who passed on her thanks to Professor Kaye Chon, SHTM Dean and Chair Professor and Walter Kwok Foundation Professor in International Hospitality Management, and the SHTM team. Mr Chanin Donovanik also noted the harmony between his mother's efforts to develop Asia as "the epicentre of the tourism and travel industry" and the goals of the SHTM, describing the School as a "kindred spirit in Hong Kong."

"In many ways, the SHTM shares a similar vision and passion", agreed Professor Kaye Chon, who travelled to Bangkok in February to present the award personally to Thanpuying Chanut. "With steadfast support from its industry

partners, we are committed to nurturing all the bright minds who will become employees, entrepreneurs and hopefully future leaders in this very exciting global industry”.

Enlivening the Individual Spirit

During the ceremony and gala dinner, guests not only enjoyed an enlightening dialogue on women’s leadership hosted by five exceptional graduates of the School, but also gained a fascinating glimpse of Thanpuying Chanut’s remarkable life and career.

Displaying formidable business acumen and holistic insight, Thanpuying Chanut realised as early as the 1940s that providing a distinctive form of Thai hospitality would not only support the local

tourism sector but also promote Thailand’s overall development. Her first hotel, The Princess in Bangkok, with its gleaming golden spires and fusion of Thai and international elements, perfectly embodied this vision.

But Thanpuying Chanut was working against the odds. Mr Chan, PolyU Council Chairman, praised the remarkable tenacity required for “a woman in 1940s Thailand to drive forward a world-class hotel enterprise in a country where that industry sector barely existed at all”.

Over the next 70 years, the entrepreneurial spirit and expertise of this pioneering leader allowed her to build on the success of The Princess, Thailand’s first truly international hotel, to make a spectacular regional and global contribution. Not only has her portfolio of five-star hotels and resorts in Thailand and abroad raised the bar for hospitality and tourism worldwide, but her hotel and culinary education ventures also continue to support young people and develop talented employees for the industry.

In 2000, Thanpuying Chanut’s unique industry contributions and her personal and professional support for charitable causes and royal projects won her the highest decoration for a Thai civilian. This was accompanied by the right to bear the title “Thanpuying”, equivalent to the British and Commonwealth “Dame”.

It is difficult to imagine a more inspirational recipient of this year’s SHTM Lifetime Achievement Award. Yet with characteristic humility, Thanpuying Chanut does not regard herself as an icon. “I just think that I have been lucky to have had the opportunity to contribute to this country that I love, and its hospitality industry, for so many years.”

With Thanpuying Chanut’s children now wholeheartedly upholding her vision of “delivering an experience that enlivens the individual spirit, no matter the journey”, the School is certain that her legacy will continue well into the future. **H**



Global Platform for Exchange



Over the last 40 years, the SHTM has constantly sought to provide opportunities for hospitality and tourism educators worldwide to exchange ideas on nurturing outstanding graduates in the field. But never has this been achieved so comprehensively as at this year's World Summit for Deans of Independent Schools of Hospitality and Tourism, the first of its kind.

Organised by a team of over 60 SHTM students, proudly hosted by the School and held at Hotel ICON from 27 to 29 May, the ground-breaking summit brought together about 40 deans from over 22 countries/regions to shape the future of hospitality and tourism education.

In his welcoming remarks, Professor Timothy W. Tong, PolyU President, offered a glimpse of the bigger picture surrounding the event. "At PolyU", he said, "we consider hotel and tourism management very much a strategic area for development, in view of the importance of the industry on a global scale". Professor Kaye Chon, SHTM Dean and Chair Professor and Walter Kwok Foundation Professor in International Hospitality Management, then stressed the need for schools with a "strong self-identity" to drive the long-term development of the field.

But with autonomy comes responsibility. As Dean Chon explained, no self-regulating body is in place to promote the field of

hospitality and tourism as a unified discipline. How can quality be ensured when university rankings are controversial and their metrics fail to cover some worthwhile activities such as PolyU's service learning programmes?

This burning question was the first to be tackled at the summit. Dr Alison Lloyd, Director of PolyU's Institutional Research and Planning Office and International Affairs Office addressed it in a talk that set the tone for debate on the many ways in which independent schools of hospitality and tourism can take responsibility for monitoring and enhancing the quality of the discipline.

Common Opportunities and Challenges

Of course, the first priority of any hospitality and tourism school is its students – the topic of the summit's opening panel discussion. Professor Brian King, SHTM Associate Dean,

shared his school's strategy for mapping faculty members' research interests onto their teaching interests, and Professor Haiyan Song, SHTM Associate Dean, explained the research performance indicators and thresholds at the School. Dean Chon added a succinct description of the SHTM's "culture of research", in which even undergraduates are required to conduct research for their honours theses.

Looking beyond their own walls, hospitality and tourism schools must also ensure that they meet

front line of hospitality and tourism, who are invited back to give lectures and mentor undergraduates.

The idea of reaching out was taken even further in the summit's final panel discussion, chaired by Dr Catherine Cheung, SHTM Associate Dean, which explored approaches to attracting and teaching students from diverse cultures. Dr Cheung introduced PolyU's internationalisation efforts, mentioned how the School was proud to have students from 48 countries and regions, and introduced the features of the unique tripartite Master of Science in Global Hospitality Business programme offered by the School, Ecole hôtelière de Lausanne in Switzerland and the University of Houston in the United States.

The summit's culminating Group Discussion continued in that expansive vein, with delegates pooling their expertise and experience to decide on collective global strategies for hospitality and tourism schools over the next 10 years. One of their innovative ideas was to help close the gap between academia and industry by rewriting selected research papers in layman's language.

The success of this inaugural summit testifies to the outstanding contributions made by its honoured speakers and guests, and to the initiative and hard work of its organising committee of SHTM students. The School is proud to play a leading role in fostering collaboration between independent schools of hospitality and tourism worldwide to support the development of hospitality and tourism education. **H**

and the panellists introduced their institutions' teaching and learning strategies, ranging from unique experiential learning at Hotel ICON to the "flexible classrooms" implemented at the Collins College of Hospitality Management at California State Polytechnic University to increase graduation rates by 2025.

Knowledge transfer was at the heart of the second panel discussion, "Research Productivity and Administration". Dean Florian Aubke of MODUL University Vienna

the industry's expectations of knowledge transfer. During the third panel discussion, Dr Tony Tse, SHTM Programme Director (Industry Partnerships), explained how the School helps industry players to stay ahead of the curve with its highly reputed Executive Development Programmes.

The session's panel unanimously agreed that alumni play an indispensable role in efforts to reach out to the industry. Indeed, the SHTM benefits enormously from the expertise of alumni working on the



Deans of 40 institutions from more than 20 countries and regions



Over its 40-year history, the SHTM has consistently sought to provide a platform for cooperation and exchange between students, academics and professionals in the hospitality and tourism sector,

postgraduate students, leading academics and industry leaders to share their experiences, insights and perspectives in diverse areas of hospitality and tourism.

Founded in 2002, the annual APF for Graduate Students Research in Tourism acknowledges and meets a growing need for research exchange and collaboration between tourism academics

Making Good on a Global Commitment

aiming not only to keep pace with trends in the industry but also to drive meaningful change. In line with the rapid globalisation of tourism and its increasing popularity as a field of higher education, this commitment extends beyond Hong Kong to the Asia-Pacific region and worldwide.

The School's global presence and influence in the tourism sector can be felt through its ongoing co-organisation and co-hosting of major international forums that bring together promising

In 2018, the network forged by the School's forums spanned the Asia-Pacific region and extended as far as Europe, with the 17th Asia Pacific Forum (APF) for Graduate Students Research in Tourism held from 16 to 18 May in Honolulu, Hawaii, and the 13th Asia Tourism Forum (ATF) running from 7 to 9 June in Angers, France. The success of these two forums, which attracted delegates from all over the world, depended on close cooperation between the SHTM and its international academic partners.

and practitioners in the Asia-Pacific region. This year it was co-organised by the SHTM with its counterpart at the University of Hawaii (UH), the School of Travel Industry Management, and held on UH's Mānoa campus, in Honolulu.

Just a month later, the SHTM staged another feat of international cooperation, jointly organising the 13th Asia Tourism Forum with the Tourism and Hospitality Management Institute of the University of Angers. Focusing on the globalisation of Asian tourism,

the event was strategically held in a tourism-friendly city in France, one of the world's top tourism regions and a key destination for Asian travellers.



provoking, addressing aspects of 21st century Asia-Pacific tourism from boutique hotels to virtual reality in theme parks.

The conference participants benefited not only from the opportunity to share their research with other up-and-coming academics, but also from the enlightening contributions of the forum's keynote speakers, all of whom were highly reputed academic and industry leaders. In the afternoon of 17 May, for example, the SHTM's own Professor Kaye Chon, SHTM Dean and Chair Professor and Walter Kwok Foundation Professor in International Hospitality Management, offered invaluable insights into the vision and mission of the APF.

and offered an edifying keynote speech on the Asian paradigm of hospitality and its implications for hospitality education and practice. Other contributors representing the School included Professor Haiyan Song, Associate Dean, Chair Professor and Mr and Mrs Chan Chak Fu Professor in International Tourism, who offered predictions for the development of Asia-Pacific tourism in his keynote speech on 18 May, and Dr Barry Mak and Denis Chan, who delivered a co-authored paper on the sustainable tourist practices of Hong Kong travellers.

Co-organising forums like this is just one of the ways in which the School maintains and strengthens its presence in the global hospitality and tourism industry, but such events play a critical role in its ongoing efforts to forge connections and promote collaboration between scholars and practitioners. The ultimate effect is to improve the overall competitiveness of the industry. **H**

Asian Tourism in a Global Era

Maintaining a proud 16-year tradition of research excellence and exchange, postgraduate students and faculty members attending the APF 2018 presented refereed papers and posters on a wide spectrum of topics related to hospitality and tourism. The results were refreshing and thought-

Dean Chon spoke again a month later at the 13th ATF, whose setting in a picturesque medieval French city offered a nod to the theme of this year's forum – the globalising trend in Asian tourism. Over its 25-year history, this major biennial conference has addressed numerous important issues facing Asia's tourism industry, and its focus in June was the "new Asian tourism" emerging with the region's rapid economic growth.

As the founder of the ATF, Dean Chon opened the forum



Exploring the Industry

Career Day 2018

On 16 March, the School hosted its 2018 Career Day, which provided graduate and undergraduate students with the opportunity to gather information about potential employers in the hospitality and tourism industry. Fifty companies set up exhibition booths this year, including local organisations and international chains in the hospitality, catering and tourism industries.

The SHTM would like to thank the following organisations for contributing to this successful event. **H**



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 Classified Group
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Only the Best Will Do

The new batch of Elite Management Trainees

Unparalleled guest experience is at the heart of everything that Hotel ICON, the SHTM's award-winning teaching and research hotel, does – from staff preparation all the way through to the added extras that delight and surprise. Whether in preparing students to be the next generation of outstanding hoteliers or providing guests with just the right information to make their stay in Hong Kong special, no other establishment does it quite like Hotel ICON.

One of the key ways in which this focus on excellence contributes to the SHTM's education model is through the Elite Management Programme, a year-long advanced training programme in which the best hospitality students at the School shadow the hotel's

management, moving through divisions to gain the sort of experience and exposure they will need when they enter the hotel business after graduation.

This year's batch of trainees includes Mr Andy Chan, Ms Amy Chou, Ms Megan Jacques, Ms Kelly Lam, Ms Rainbow Li and Ms Stephanie – all second year students in the Bachelor of Science (Honours) in Hotel Management programme – and Mr Long Yi Wei, a second year student in the Bachelor of Science (Honours) in Tourism and Events Management programme. The group worked across all six of the hotel's divisions from June to August, and will return in January for assignment to specific divisions to gain a deeper understanding of operations and receive customised training.

Such rigorous training not only benefits the students but also helps to ensure that the hotel keeps its standards very high. The ultimate

focus, as always, is on superlative guest experience. And another way in which the hotel has ensured that sort of experience recently is the release of its ICON Guide to Kowloon's Hidden Gems, a 40-page booklet covering the best of Kowloon's four most iconic districts – Hung Hom, Tsim Sha Tsui, Mongkok and Sham Shui Po.

The guide highlights cultural, culinary and shopping opportunities, along with walking routes, insider picks and the lowdown on hidden hotspots, among other things. Guests now receive a link to the e-version of the guide with their pre-arrival email, ensuring that they can plan their trips with more than a little local knowledge. And that is the sort of thoughtful service that a hotel really should offer. **H**

Life, Luck & Tourism
Facing the Challenges - Grasping the Opportunities

Grant R Bowie
Dean Distinguished Lect
Aug 28, 2018



Wise Words for Tomorrow's Leaders

"The greatest joy that any leader can have is to watch others succeed", advised Mr Grant R. Bowie, Chief Executive Officer and Executive Director of MGM China Holdings Limited during the Orientation Day ceremony on 28 August. At the event, he shared some of the ideas, concepts and principles that have guided his career, inspiring the new cohort of SHTM students as they set out on their journey of lifelong learning.

Presenting the annual Dean's Distinguished Lecture, held in the Jockey Club Auditorium, Mr Bowie called on the new generation of students and future leaders to develop a grand vision to "lead the world to a better place". The tourism and hospitality industry, he said, needs talented and enthusiastic people with strong principles, a passion for the profession and respect for others. A good leader does not direct people to follow, but instead inspires them to accept responsibility. One way to do this is to "get your hands dirty". Too many graduates, he warned, leave the industry because they are not prepared to do so, yet a leader who inspires people to follow them is someone who is prepared to get things done.

While acknowledging that many young people aspire to be rich, Mr Bowie's concept of rich does not involve money. Rather, according to his definition, to be rich one needs resilience in the face of knocks and challenges; innovation to generate new ideas and make things happen; charm to inspire and encourage people to go places they would not otherwise dare to go; and hope to carry our species forward.

He advised the audience never to lose the enthusiasm, passion and commitment of youth, and to remember "you're never too young to try, you're never too old to fail". One thing that extraordinarily successful people have in common is that they "think different", yet people are often afraid to do so because those who are different are often called "crazy". Mr Grant remarked that he actually takes being called crazy a great complement because "it's the crazy ones who think they can change the world, and who do".

The SHTM thanks Mr Grant for sharing his experiences and insights with our new students, motivating them to aspire to great success in their future careers. **#**

Life is ever-changing, but families are the constants that support and encourage us all. The School has been privileged in recent years to have witnessed some rather special family connections, with a number of our alumni having inspired younger relatives to study with us. Together, their stories show just how transformative an SHTM education can be.

a parent might seem a little ordinary, but Haiyan explained that her daughter “was quite impressed by the knowledgeable and friendly professors, as well as the open and international culture” at the School. “She realised”, said Haiyan, “that only by studying at an international university could she widen her horizons”.

For her part, Crystal emphasised that her mother “made me understand more about hospitality and the SHTM”, where she began to appreciate hotel management “as an integrated subject covering a large range of management knowledge”.

A mother’s influence was also at play in 2009, when

Family,

Friend



Dr Haiyan Kong (right) and her daughter Ms Crystal Jiang

Family Matters

Consider this – the year is 2010 and Dr Haiyan Kong is standing in front of the PolyU gate, having her graduation photo taken. With an industry background she has moved into academia and gained a Ph.D. in Hotel and Tourism Management in distant Hong Kong. Within a few years she will be Professor and Associate Dean of the Business School at Shandong University back in Weihai, mainland China. That might seem like enough transformation, but Haiyan wants more for her daughter, Ms Crystal Jiang.

Fast forward to 2018 and Crystal, who visited her mother in Hong Kong while a high-school student, has just had her graduation photo taken in the same place after receiving a Bachelor of Science in Hotel Management (Honours) from the SHTM. Visiting



Ms Yi Guo (left) and her son Mr Xinhai Mou (right), with SHTM Lecturer Dr Alan Wong

Ms Yi Guo, a hotel CEO, was studying in the SHTM’s Master of Science in Hotel and Tourism Management programme delivered at Zhejiang University in Hangzhou. Yi’s son, Mr Xinhai Mou, visited his mother during his summer holiday and “got to know about the SHTM”, building on a long-term interest in the hotel sector.

Yi graduated in 2011 and has since used the theoretical insights gained during her studies to



Mr Peter Jiang (middle) with his daughter Ms Jamie Jiang (left) and his nephew Mr David Huang (right)

and Alumni

ds

enhance the performance of her two leading hotels. Her son, now owner of the Shanghai RuiLi Hotel Management Company, shifted from an undergraduate degree in finance to currently study in the same programme as his mother at the postgraduate level. Yi pointed

out that her son “gave up an offer provided by a university in the UK because he wanted to enrol in the SHTM’s Master programme”.

Spreading the family connection even further, 2003 graduate from the Mainland China MSc programme Mr Peter Jiang inspired his daughter Ms Jamie Jiang to join the programme, from which she graduated in 2005. His nephew, Mr David Huang, is currently studying in the SHTM’s ground-breaking Doctor of Hotel and Tourism Management (D.HTM) in Mainland China. Now retired but formerly General Manager of the Metropark Hotel Shenzhen, Peter explained that he encouraged the pair to study at the SHTM because of “its great reputation in the world”.

Jamie, who started out in hospitality but currently works in the luxury retail sector at Louis Vuitton Shanghai Maison, said that the School “brought a change in my thinking rather than an accumulation of knowledge. I learned to assess and analyse the issues in a scientific way instead of using subjective judgement”. Likewise, David, who established the MOTI Culture & Tourism Company with seed funding from PolyU in 2015, adapted lessons learned about “industrial tourism” in Taiwan to suit the mainland market.

Limitless Potential

The younger generation, then, is not simply replicating the experience of their elders. They are building on it and writing their own success stories. David explained that “today, my company is providing services to 131 companies involved in industrial tourism”, and his cousin Jamie commented that she was taking time to understand the luxury sector “before settling upon the future research direction for my pursuit of a doctoral degree”.

Likewise, newly graduated Crystal is set on “gaining more work experience, which may help me absorb knowledge better and make a better choice for further study”. And in doing so she is seeking to follow the best piece of advice her mother, Haiyan, has given her: “choose what you love, and stick to what you choose”.

Xinhai, who has benefited greatly from his own mother’s advice along with his education at the SHTM, said he is intent on expanding his company’s role in China’s mid-range boutique hotel business. Yi put their relationship this way: “we are family, friends and fellow alumni. My experience of learning and living may offer a launchpad for my son to soar high. We progress together and complement each other”.

The SHTM is proud to have placed such a pivotal role in that connection. **#**

Extraordinary Experiences



Students seeking higher degrees in hospitality and tourism management are never satisfied with ordinary programmes. They want extraordinary experiences that will help them advance in a rapidly changing industry, and cutting-edge exposure to the latest, most vital global trends. When they join SHTM postgraduate programmes they receive just that – an innovative, industry-focused globalised education with a distinct Asian focus.

Ms Sandrine Hess, a German student in the School's Master of Science (MSc) in International Hospitality Management (IHM) programme, stressed the global aspect of her studies when she commented that "I have met professors and students from all over the world and have had great experiences discussing and understanding their perspectives

on global issues". This dynamic environment, mentioned Ms Sharon Lo, a Hong Kong student in the same programme, "is excellent for learning, obtaining experience, sharing, and putting theory into practice".

Indeed, Ms Sookyup Chong, a Korean student in the School's unique professional Doctor of Hotel and Tourism Management (D.HTM) programme, saw an even wider benefit of studying at the SHTM, commenting that "the great educational environment here has enabled me to systematically organise and broaden my experiences and industry knowledge". Ms Verissa Anggryanie of Indonesia, a student in the MSc in International Tourism and Convention Management (ITCM) programme, praised the School's "hands on teaching method and interactive class design" that

"constantly push me to think outside the box".

This, of course, has immense practical importance. Mr Joseph Brahmana, a Canadian entrepreneur who enrolled in the D.HTM programme to enhance his analytical skills and further his knowledge of the hospitality and tourism industry, emphasised that "the atmosphere here is not like that at any other university: it is not teaching, but coaching". The knowledge and experience he gained in the programme, he said, would "help me make better strategic and tactical business decisions in the future".

Or, as Mr Simon Zhao of mainland China put it, his studies in the MSc IHM programme would "develop me to a new career height and help me find my own way towards being a leader".

Asian Exposure

Careers, of course, thrive in particular places, and the SHTM's central location in the Asia-Pacific region, along with the concomitant expertise and industry access, is a major benefit for the School's postgraduate students. At the immediately obvious level, this means

part of the MSc IWM programme. "I am very excited to be learning under a Master of Wine", he said. "Her insights into Asian taste characteristics as well as the pairing of Asian food and wine are unique and inspiring."

In a broader sense, Mr Alexandre Lau Machial of Portugal, a student in the MSc in Global Hospitality Business (MGH) programme, noted that "Asia definitely offers some of the most exciting trends in hospitality, and the continent by itself has almost two thirds of the entire world population". Ms YooJin

at this academic level in this point in time isn't only important, but it is necessary. Tourism in Asia is one sector that still has so much potential and where most opportunity for growth is".

Yet that experience is not just applicable to Asia itself. The much heralded Asian Wave of tourism is having a decided impact elsewhere in the world. Mr Vic Sham of Jamaica is studying in the MSc in ITCM programme and commented on his "enriched learning". He went on to note that "with the increasing Asian activities in the Caribbean,



that programmes draw heavily on regional ties. As Mr Ran An, a mainland Chinese student, put it in relation to studying in the MSC in International Wine Management (IWM) programme, "in terms of the wine industry, Hong Kong is still the centre of Asia", which means that "there are so many good resources available for us".

Mr Jason Willis from Canada was particularly pleased that Ms Jeanne Cho Lee, SHTM Professor of Practice (Wine) and the first Asian Master of Wine, was a key

Lim, a Korean student, commented that the Asian part of the Europe-Asia-US progression in the MGH programme would help to increase her competitiveness, because "demand is constantly growing in Asia hotels and they are the leaders in the world. Many new trends are developed in Asia, influencing the entire global hospitality industry".

Ms Sofia Sayah Debs of Mexico, another MGH student, pointed to something of the urgency in gaining exposure in Asia when she said that "having an Asian experience

this Asian experience will be a very important contribution to my future career".

Wherever in the world they come from and regardless of where their careers will lead them, postgraduate students have truly out-of-the-ordinary experiences at the SHTM. To find out more about our world-leading programmes, please see <http://hotelschool.shtm.polyu.edu.hk/eng/academic/allprogram.jsp>. #

MicroMasters Programme at the Cutting Edge of Blended and Online Learning

PolyUx MicroMasters
in International
Hospitality Management



Mr Peizhang Li



Mr Iain Jayson Tan



Ms Elizet Nunes



Dr Claudine Weatherford



Mr Mengwei Zhu

Singapore said that it gave him the confidence to become “a better manager in the hospitality trade”.

Speaking of recent developments in the MicroMasters programme, programme leader Professor Cathy Hsu said that “we’re updating the content and making sure that our online subjects are aligned with our on-campus subjects”. The goal, she explained, is to “increase the pool of people who have completed the four subjects”, as “we want to attract a significant number of them to Hong Kong”. These efforts have borne fruit in the case of Mr Mengwei Zhu, a university student in mainland China, who explained that due to the programme’s credit system and the SHTM’s excellent academic reputation, he is “preparing to apply to the on-campus MSc programme in 2019”.

in adventure travel consulting for older, active tourists.

Last offered in May and launched again earlier this month, the programme features courses entitled “Luxury Management”, “Hospitality and Tourism Technology and Innovation”, “Managing Marketing in the Hospitality and Tourism Industry” and “Managing Human Resources in the Hospitality and Tourism Industry”.

Ms Elizet Nunes from the Netherlands said that the programme’s “high-quality courses” made her more “efficient and productive in the workplace”. Describing the programme as “life transforming”, Mr Iain Tan of

Another outstanding feature of the programme is that on-campus MSc students can now incorporate modules from the MicroMasters courses into their offline learning. Renowned international academics and industry executives are responsible for delivering the modules, and, in Professor Hsu’s words, “we want our on-campus students to benefit from their expertise”.

At the cutting edge of both online and blended learning, the MicroMasters in International Hospitality Management is pioneering new educational practices for a dynamic industry. **H**

The SHTM never rests on its laurels, as the latest iteration of its MicroMasters in International Hospitality Management amply shows. Hosted on the edX online learning platform, the programme is now in its second year, having attracted 47,316 learners from 175 countries, 528 of whom have chosen to upgrade to verified course certificates.

Mr Peizhang Li from mainland China praised the programme for offering “the highest standard of online education in hospitality management”. Dr Claudine Weatherford, a retired academic from the US, explained that the “new skills and confidence” she

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Photos Tell More Than A Thousand Words

A new data mining technique developed by Professor Rob Law of the SHTM and his co-researchers is able to capture extensive information on travellers' behaviour and travel patterns from huge photo datasets. In a recently published paper, the researchers apply the method to almost a million photos uploaded by Australian travellers to the photo-sharing site Flickr to discover their sequential travel destinations and itineraries, thus producing a wealth of information that could "support destination marketing organizations (DMOs) in promoting appropriate destinations to travellers".

Traditional Use of Travel Diaries

Although vast amounts of tourism data are collected, few techniques are available for analysing them, preventing tourism managers from gaining useful insights into tourists' behaviour and preferences. According to the researchers, a better understanding of travel behaviour would allow tourism practitioners to "formulate more appropriate business strategies and travel service/products". Information about movement patterns, for instance, could help in identifying bottlenecks and unnecessary barriers in the flow between destinations and in "segmenting the tourism market to identify suitable travel packages".

Information about tourists' travel patterns is usually gathered from the travel history recorded by travellers during their trips, referred to as a "travel diary". Travel diaries may be recorded on paper, video and online blogs, and more recently using GPS loggers that provide travellers' locations. These diaries provide spatial and temporal information about the sequential associations between visited locations; for instance, many travellers who visit France also visit Italy, and visitors to North America also tend to visit Canada. The availability of such information allows tourism practitioners to create what the researchers call "appropriate and promising travel packages".

However, it is generally difficult to uncover such associations using traditional methods of analysis. Still, newly emergent data mining techniques are beginning to allow the extraction of more complex information from the large volumes of user-generated data on social media platforms.

Sequential Rules Mining

As part of such advances, the researchers developed a novel data mining technique, referred to as "sequential rules mining" to "extract the sequential patterns from travel diaries" using geotagged photos taken by GPS-enabled devices and

uploaded by travellers to the photo-sharing website Flickr. They focused on the international travel behaviour of Australian travellers and aimed to capture sequential travel patterns to destinations in Asia, Europe and America.

The first step was to retrieve photos from Flickr, along with information about the users that allowed the researchers to identify the target group, Australian travellers, and categorise them according to their home locations, such as those who were residents of Melbourne. They then sorted the photos into domestic and international trips, so that they could analyse "outbound trips to other countries", and sorted them from oldest to newest. The final dataset included 809,313 photos taken by 3,623 users between 2001 and 2015.

In the next step, users' photo collections were converted into "sequences of visited destinations", called outbound travel diaries, by mapping the GPS information from the photos to their corresponding locations. The researchers point out that information can be retrieved at various levels, including the countries, cities and particular attractions that tourists visit. For simplicity, however, they focused on the country and city levels and did not attempt to differentiate between different travel purposes, such as business, holiday and family trips.

In the final step, they applied their sequential rules mining method, a set of mathematical rules, to extract the patterns in the large dataset.

Outbound Travel Diaries

Once the photos had been sorted and processed according to location and time, the researchers obtained 17,188 travel diaries, a far higher number than has been analysed before. Of these, they note, “12,819 corresponded to a single country and 4,369 involved two or more countries”. More than a third of trips within a single country were in Asia, whereas almost half of the trips to Europe involved visits to more than one country.

The most popular destinations were the US, the UK and New Zealand, and many travellers visited these countries several times, perhaps because these are the home countries of many Australian residents. Most of the top 20 destinations were the same as those identified in outbound travel surveys, with the exception of Fiji, which surprisingly did not appear in the top-20.

Visit Sequences

The 4,639 diaries involving travel to multiple countries were analysed to discover patterns of behaviour such as the likelihood of visiting one country after visiting another. For instance, Australian travellers who visited Canada or Mexico had an almost 75% chance of also visiting the US and those who landed in Bolivia had a greater than 87% chance of also visiting Peru. In Asia, the only strong association was between Lao and Thailand, mainly because most trips in this region were to a single destination. However, there were several strong sequential associations between European destinations, with high numbers of travellers to the Czech Republic, France and Austria also likely to visit Germany, while Italy was a common destination after visiting Austria, France or Greece.

There were many sequential associations with the UK, which was frequently the last destination after visiting various combinations of other European countries. The researchers suggest that a likely explanation for these patterns is that the UK is the home country of many Australian residents, and they are probably “taking advantage of their trips back home to visit other European countries on the way”.

Next, the researchers examined the travel patterns “at the micro level between cities”. They point out that much of the information here is redundant, because, for instance, the likelihood of travelling from Dublin to London is the same as travelling from Ireland to the UK. The same is true for many of the most popular tourist destinations. Nevertheless, some interesting patterns emerged among second- and third-tier destinations. In the UK, for instance, travellers were likely to visit Oxford after Cowley, Edinburgh or Killington.

Promoting Destinations

Most crucially, the researchers demonstrate how DMOs can use such information to identify travel patterns and itineraries. Australian travellers “often travel to Europe or America via Asian cities”, they argue, because of the options provided by airlines. The itineraries extracted from the travel diaries show that “Dubai, Hong Kong and Singapore are the most popular destination for Australians traveling to London”. Hong Kong is also a popular destination for those travelling to Paris, while Shanghai is more popular for those going on to Berlin. Among those travelling to Los Angeles, the most popular path is through Tokyo, and more than 70% of travellers who took this route spent more than one day there, suggesting that “Tokyo is usually visited for other purposes rather than simply for connecting flights”.

DMOs can use such information to promote package trips with multiple

destinations and thus “encourage travellers to travel to more destinations and purchase higher-value travel packages”, according to the researchers. This applies at both the country and domestic levels. The strong associations between travel to Chicago, Denver and Los Angeles, for instance, suggest that DMOs could offer packages that target these cities, perhaps offering alternative modes of transport other than flying.

Potential for Richer Information

Ultimately, the researchers show how emergent data-mining techniques can be applied to offer useful insights into tourists’ behaviour. Further application of their sequential rules mining method in the future could also offer the possibility of analysing data at more micro-levels, such as the sites visited at a destination, and other factors such as “travel styles, preferences, and travel purposes”, which would provide even richer information for DMOs to develop more attractive packages.

POINTS TO NOTE

- Sequential rules mining enables information to be extracted from large datasets.
- The technique reveals the sequences of destinations visited during multi-stop trips.
- Such destination can be identified at both the country and city level.
- DMOs can use the information to provide more targeted travel packages.

Vu, Huy Quan, Li, Gang, Law, Rob and Zhang, Yanchun. (2018). “Travel Diaries Analysis by Sequential Rule Mining”. *Journal of Travel Research*, Vol. 57, No. 3, pp. 399-413.

Exhibition Organiser Focus Needed, Study Shows

Feasibility studies conducted before the construction of exhibition centres should take into account the site- and destination-specific factors professional organisers consider most important, argue the SHTM's Dr Jin-Soo Lee and his research postgraduate student Hwabong Lee in a recently published article. Breaking from the traditional focus on the factors that attract visitors, the researchers consider the exhibition sector in Korea and provide convention and exhibition (C&E) management and stakeholders with useful information about the factors that ultimately determine the "effective ways to manage an operating centre".

MICE Industry

The meeting, incentives, convention and exhibition (MICE) industry continues to grow as its significant economic benefits are recognised worldwide. The researchers note that C&E centres are "believed to serve as economic catalysts" that can "revitalize downtown business districts". Consequently, many countries vie for opportunities to host conventions and exhibitions in efforts to boost local tourism and trade. These events can bring in huge numbers of visitors and provide economic benefits not just for the exhibition organisers, service contractors and venues, but also for the local hospitality industry, which provides accommodation, food and beverages for both exhibitors and visitors.

In Korea, the exhibition industry contributes well over US\$2 billion to the country's economy and provides more than 17,000. The researchers note that Korea currently has 13 C&E centres offering 324,368

square metres of space for MICE, ranking it third in Asia in terms of capacity. Both the national and regional governments "substantially invest in MICE infrastructure" to promote the country as a MICE destination, and the number of exhibitions that took place in 2013 was more than four times higher than the number in 2000. Although manufacturing-based exhibitions tend to be hosted in China, Korea is popular for "education/publication, culture/art/broadcast, food and beverage and government/public-related" exhibitions.

Understanding the factors that attract both exhibitors and visitors is clearly helpful for the effective planning of new venues and successful management of existing centres. The researchers argue, however, that although some studies have investigated the factors that attract visitors to conferences and exhibitions, no study has yet "explored the factors that exhibition organisers carefully consider when selecting a C&E centre". To address this, they set out to identify both the centre- and destination-specific attributes that Korean exhibition organisers consider most important when selecting a venue.

Gauging Industry Needs

In the first part of the study, interviews were conducted with nine industry professionals from different companies in Korea, all of whom were in senior positions and had at least 10 years of experience in organising exhibitions. The researchers asked the professionals about what they considered the "important attributes for selecting a C&E centre", and

then combined this information with a literature review to generate a list of questionnaire items. After review by an expert panel and statistical analysis, they compiled a questionnaire consisting of 33 items referring to C&E centre attributes.

The second part of the study comprised a survey of staff members with at least 3 years of experience in organising exhibitions. To "minimize bias unique to the destination environment (i.e. Korea) and the types and themes of shows", the respondents were asked to complete the survey as if they were selecting a C&E venue for an exhibition with no specific theme and in no specific country or city. One hundred and sixty-six employees from 21 exhibition organising firms provided usable answers. The researchers then grouped the 33 items into 9 different dimensions, of which 5 were centre-specific and 4 were destination-specific, and assessed their relative importance.

C&E Centre Attributes

The accessibility of a centre was found to be the most important dimension overall, because it was deemed to be highly critical for attracting both exhibitors and visitors. The researchers measured accessibility not just in terms of ground and air access, but also in terms of logistics, which they comment are "an important component" for exhibitors that need to ship their exhibition materials to the centre.

The next dimension, the image of the centre, is important for promoting and branding an exhibition. As the researchers point

out, major exhibitions are “mainly held in internationally renowned C&E centres” that boost the image and branding of the exhibition through being associated with the centre’s image. Unsurprisingly, organisers also considered the cost of renting an exhibition hall as an important attribute because exhibitions are profit-oriented commercial events.

Although the quality of staff and service contractors were perceived as less critical by the interviewees, they were still important. In particular, the quality of staff members and service contractors who work closely with the organisers in the “planning, management and on-site operation” of an exhibition directly affects the quality of the exhibition and is thus a significant selection factor.

The centre’s facilities were considered the least important factor, but the researchers explain that this is probably because Korea’s C&E centres are relatively new and offer excellent facilities, thus organisers may not need to give them high consideration. They also note, however, that organisers are increasingly expecting centres to be “equipped with a visitor promotion assistance program”, including promotion through social networking sites, to attract as many visitors as possible.

Destination Attributes

Among the destination attributes, the organisers considered the “synergy and cohesion” between the industrial environment and the theme of the exhibition to be the most important factor. The industrial environment includes the support of “relevant industry associations and government bodies”, which can be used to promote the event and attract both exhibitors and visitors.

The availability of a wide range of hotel accommodation was another

important destination attribute, given that most exhibitors and visitors will require overnight accommodation. This is more important than the C&E site environment, which includes the local language and security, and extra-exhibition opportunities, such as the availability of shopping, dining and local attractions.

Implications for Stakeholders

The results of the study provide C&E centre management and stakeholders with valuable insights into the factors that should be considered when planning new centres and managing existing ones. As the researchers warn, a “highly optimistic and inappropriate feasibility study” could lead to huge losses that damage the local economy and “tarnish the destination image”. Their findings imply that stakeholders should carefully assess the local environment as the most important factor in a feasibility study. In particular, accessibility, the industrial environment and hotel accommodation are critical because exhibition organisers value these attributes highly, yet the C&E centre management will have little control over the local infrastructure after the centre is built.

The findings also have implications for how existing centres can “strategically boost revenues from exhibitions”. Management needs to “continuously monitor and manage” the centre to remain competitive, and the results of the study suggest that focusing on the centre’s image, its facilities, the cost of exhibition halls and the quality of staff and service contractors will be most beneficial in terms of attracting event organisers. As many centres already offer similarly high-quality facilities, it may be difficult to create a competitive advantage, but the study findings point to visitor promotion facilities as one area

that can create added value. Thus, centres could consider providing advertising facilities through indoor and outdoor billboards, social networking and credit card companies.

Whereas attention is usually focused on the factors that attract visitors to exhibitions and conferences, the researchers focus on the alternative perspective of the exhibition organiser. This is an important shift, because their findings offer valuable new insights that should help existing and prospective C&E centres to plan, manage and operate their facilities more effectively.

POINTS TO NOTE

- Convention and exhibition centres can provide huge economic boosts to local economies.
- Understanding the features that attract exhibition organisers is essential for a centre’s success.
- Good access by land and air and logistics for transporting exhibition items are essential.
- Centre facilities are important because quality is already high.

Lee, Hwabong and Lee, Jin-Soo. (2017). “An Exploratory Study of Factors that Exhibition Organisers Look for when Selecting Convention and Exhibition Centers”. *Journal of Travel & Tourism Marketing*, Vol. 34, No. 8, pp. 1001-1017.

Don't Forget the Children!

Families with young children have rather different motivations for going on holiday than families with older children, according to the findings of a study by SHTM researchers Mimi Li, Dan Wang and Wenqing Xu, and a co-researcher. Having analysed online travel reviews and blogs, the researchers found that parents believe "travelling as a family contributes positively to family bonding and interaction" and that providing young children with new experiences and lasting memories is the most important part of a successful trip. Tourism promoters should thus take the specific needs of this group into account to better cater to them.

Children's Influence

Many parents today work long hours and find it difficult to spend sufficient quality time with their young children. As the researchers suggest, holidays have become a "means of enjoying ideal and happy family time" and can create "sound learning experiences" through fun and entertainment, as well as creating lasting memories. A family holiday is becoming "a necessity rather than a luxury".

Families are extremely important to the travel industry, and many children are involved in making family holiday decisions, such as where to go and what to do. The researchers recognise that although children "have no buying power", they often have a strong influence on their parents. They note that children today are allowed quite a lot of freedom with regards to decision making, which may in part be to assuage parents' "guilt due to frequent absences in their children's daily life". Even if children are not fully involved in the decision-

making process, parents still take their children into consideration when choosing holiday activities because they will suffer the negative consequences "if the destination fails to satisfy their children".

The extent to which children are involved in decision making depends on their ages, with older children having more influence on the overall decisions, partly because they "are able to negotiate with their parents using strategies and techniques", the researchers argue. Most research on family travel with children has focused on families with older children, perhaps because they "are logically consistent and able to express their own opinions". Little attention has thus been paid to the travel behaviour of families with young children, who still influence the decision-making process "simply through their presence, regardless of their limited cognitive capacity and language skills".

Netnography

The researchers conducted an exploratory study to examine the "vacation motivation of nuclear families with young dependent children" aged 2 to 4 years. They used netnography, a research method that makes use of the growing popularity of user-generated content sites to covertly explore a topic with a "broad geographical spread of participants and a representative sample".

In this case, the researchers chose to use Mafengwo, one of the largest travel communities in China, where users share their travel experiences and provide helpful information on attractions, hotels, restaurants, entertainment and other topics. The site contains 10 million reviews

covering 60,000 destinations worldwide. From these, 50 blog posts contributed by 39 members were selected as suitable for inclusion in the study. Five personal travel blogs written by parents with children under the age of 4 were also included; of these, two were maintained by both parents and the other three by the mothers. The blogs contained 47 posts and associated discussions.

The reviews and blog posts were analysed using a procedure that aimed to identify salient categories of information. Following a thorough process of analysis, "five motivation themes emerged from the coding process": spending quality time with children, creating family memories, learning and development, self-compensation and compensation for the children.

Although all of the children mentioned in the blogs were aged between 2 months and 4 years, the majority were aged 3 and 4. More boys than girls travelled with their parents, and more than a third of the children were frequent travellers. Most of the holidays were taken by nuclear families, although among the Chinese bloggers it was common for the mother-side grandmother to travel with the family. This was not only to give the grandparents a memorable experience, suggest the researchers, but also to provide the parents with reliable help with the childcare so they could also relax and spend time together.

Quality Time, Happy Memories

Many of the parents mentioned that they had been "criticised and questioned" before taking their

young children on holiday, yet they managed to “create a pleasurable holiday for their children and themselves”. Some of them valued the opportunity to spend quality time with their children, such as one couple who started to travel around the world with their 2-year-old son. The blog described how the experience of travel with their son and witnessing his development had been “a true privilege”. A Canadian mother wrote about how hiking with her children gave her time to bond with them, as they talked about “anything and everything that comes to mind” and helped each other “overcome obstacles like streams, muddy patches, steep hills”.

Many of the parents mentioned that they took their children on holiday to create special memories for them, even though many also acknowledged that the children were probably too young to have lasting memories of their trips. One parent described how her son would look at photos of the trip and remember where they were taken, while another mentioned that when her little girl heard “Singapore” on the television, she would tell her mother that she had been there. Family holidays also created happy memories for the parents, with one father recommending that all families should spend more time with their children on holiday, regardless of whether the children remember their experiences.

Education and Compensation

The parents also attached great importance to the educational function of travel activities. One mother explained that she enjoyed hiking trips with her children because she believed it would stimulate their interest in nature and science. Others wanted to give their children opportunities to “understand the world better” and

to accept and respect other cultures from a very young age.

For many parents, holidays were valuable because they gave them a chance to watch their children learn and develop and to explore their “infinite potential”. The researchers note that parents’ realisation that holidays made their children “smarter, stronger, healthier and more independent than at home” was perhaps why most of them encouraged others to take a vacation with their children at the end of their posts.

Another theme the researchers identified was that many family vacations were “stimulated by regretful childhood memories”. Some parents wanted to provide their children with the kinds of experiences they wished they had received when they were children. As one mother wrote on Mafengwo, “I have decided to travel with him once a year to compensate for my own childhood. I want my baby to grow up without regrets”.

Other parents felt they wanted to compensate for having excluded their children from previous holidays. Some had made promises to their children because they felt guilty after holidaying without them. Another motivation was to compensate for the lack of time they spent with their children outside of vacations, which also created a sense of guilt.

Providing Activities for Families

The researchers show that the common reasons for travelling do not necessarily apply to nuclear families, especially those with young children for whom “a vacation is but an extension of daily life rather than novelty seeking”. Such information will be useful for tourism promoters wanting to develop a child-friendly image

and provide “facilities and activities tailor-made for both adults and young children”. In particular, immersive activities that families can enjoy together will give parents the quality time that they want to spend with their children on vacation.

POINTS TO NOTE

- Families with young children have different motivations for travel than other travellers.
- Opportunities to spend quality time and create lasting memories are highly valued.
- Travel creates many educational and learning experiences for young children.
- Families enjoy immersive activities that they can all enjoy together.

Li, Mimi, Wang, Dan, Xu, Wenqing, and Mao, Zhenxing (Eddie). (2017). “Motivation for Family Vacations with Young Children: Anecdotes from the Internet”. *Journal of Travel & Tourism Marketing*, Vol. 34, No. 8, pp. 1047-1057.

Backpackers Make a Difference

Targeting the backpacker segment may be an effective means of diversifying Hong Kong's tourism market and promoting sustainable tourism, according to the SHTM's Lung Ching Nok, Wantanee Suntikul, Elizabeth Agyeiwaah and Denis Tolkach. In a recently published article the researchers revealed that, according to survey results, "backpackers are pushed by the search for new ideas and pulled by the unique food culture of Hong Kong". Destination marketers in the city should also be aware that backpackers are more likely to support the local economy than other types of tourists, many of whom visit because of its reputation as an international shopping destination.

A Changing Tourism Market

Until very recently, Hong Kong's tourism market was dominated by continual growth in the number of mainland Chinese tourists, who were "predominantly interested in shopping". However, this trend has been reversed in the past few of years, as the number of mainland visitors dropped from a peak of 47.2 million in 2014 to 40.3 million in 2016. Potential reasons for this change include "local residents' resentment towards shopping tourism", especially parallel trading, in which goods are transported from Hong Kong to China for resale, and the general economic downturn.

Whatever the reasons, the researchers stress that there is an "urgent need for Hong Kong to diversify its tourism offerings". The backpacker market presents one such opportunity, because these tourists "demand little infrastructure

development" and tend to spend more money with local businesses, thus benefitting local communities.

Importantly, the researchers note that backpackers are an "educated group" of generally younger adults who like to travel independently and interact with the communities they visit. They are usually quite adventurous and "do not confine themselves to their 'comfort zone'" but prefer to explore unfamiliar places with an emphasis on outdoor activities and eco-travel. Because they often spend longer at a destination, their overall spending is higher than that of other tourist groups, and they often visit more remote districts and use local services, thus spreading their expenditure throughout the local economy.

However, the benefits of the backpacker market have also been challenged, with some studies suggesting that there may be limited or even negative effects on local communities. Understanding the motivations, preferences and behaviour of backpackers in Asia is an important first step in deciding whether and how to attract this particular group.

Backpackers Surveyed

The researchers thus conducted a survey of backpackers staying at seven youth hostels in Hong Kong, as hostels are an "inexpensive accommodation option that is popular among backpackers". Other respondents were surveyed while taking part in outdoor activities, such as hiking on the popular MacLehose Trail and Dragon's Back Trail. Overall, 90% of the respondents were staying in youth hostels and the other 10%

were interviewed outdoors.

More than 60% of the respondents were independent female travellers in their twenties, and more than 93% held a Bachelor's degree. Almost 80% came from North America, Australia or Europe, and just over 20% from Asia. Their average length of stay in Hong Kong was a week or less, and they spent around US\$46-86 per day. According to the researchers, they tended to "visit remote areas of the city, guided in their itineraries by guidebooks and social media".

Motivations and Preferences

The main 'pull' factors that motivated the backpackers to visit Hong Kong were the "unique local food", the opportunity for "friendship with people of different countries" and the "local lifestyle".

The researchers note that the desire to experience local food is not generally associated with backpackers' travel motivations. This is an important finding because it differentiates backpackers in Hong Kong from those in other destinations and indicates a means of attracting this group of travellers. Food as a pull factor "serves as a source of employment and income for local food providers and indirectly for local farmers". It also offers opportunities for cultural exchange between travellers and host communities.

Shopping was ranked as the lowest priority, as expected given the usual interests of this group of travellers. Rather more surprisingly, outdoor activities also ranked very low, despite such activities normally being one of the main attractions

for backpackers. The researchers suggest that this may be because Hong Kong is not “primarily a nature-based destination” and outdoor activities are not part of the destination’s image.

Among the internal ‘push’ factors that motivated the respondents to visit Hong Kong, the top three were “learning new things”, “independence” and “experiencing unfamiliar life”.

Again, the researchers note that the most important factor, the desire to learn new things, differs from that found in studies conducted elsewhere, which have tended to identify escape and relaxation as backpackers’ main internal motivation.

Similar to backpackers elsewhere, the majority of respondents preferred to stay in youth hostels, although they differed in the “elements and qualities” that they expected. “Friendly local staff” was the most important accommodation feature, along with areas for meeting new friends. As the researchers note, these features fit well with backpackers’ desire to learn new things, as friendly local staff “provide an environment for interaction and local knowledge”, and this is complemented by the opportunity to make new friends.

Another Hong Kong-specific feature identified by the study is the preference for local street markets. The researchers highlight this as “indicative of how Hong Kong’s existing attractions could be capitalised on”, because backpackers are more interested in exploring the unique features of a destination, which does not require any additional infrastructure.

Sustainable Tourism

Another important element of the contribution backpackers make to Hong Kong is the extent to which they contribute to the development of sustainable tourism. To be sustainable, tourism must aid in economic and societal development, cultural conservation and environmental protection, meeting the needs of the present community while preserving resources for future generations. Backpackers’ approach to travel and tourism is beneficial in this respect, as the market generally shows high sensitivity toward promoting sustainability and concern for the environment and local culture.

The backpackers interviewed in Hong Kong certainly endorsed these values. For instance, they were much more likely to buy products from local shops than from international brands, thus supporting local employment at the destination. They also contributed to sustainable tourism by supporting local activities, such as participating in cultural workshops and other culture-related activities, and interacting with village residents. As the researchers note, the point of sustainable tourism is to enhance the positive effects on destinations, and this is “exactly what backpackers in Hong Kong are likely to do while enjoying their trip”.

A Heterogeneous Market

The study provides plenty of suggestions for how Hong Kong can be marketed as a destination for backpackers, who are an important segment of the tourism

market. The researchers note that even though Hong Kong has a reputation for “grand infrastructure projects, commercial attractions and shopping”, the backpacker market is interested in supporting small local businesses, shopping in local markets, and visiting cultural and natural attractions.

Consequently, creating diversity in the tourism market by targeting this group could lead to “a high propensity for cultural exchange and environmental preservation”. Yet the researchers also warn that their findings indicate the “backpacker segment is a heterogeneous group” and the push and pull factors may differ for other destinations. Destination marketers should thus develop strategies relevant to their particular destinations.

POINTS TO NOTE

- Hong Kong needs to diversify its travel market as Chinese visitor numbers fall.
- Backpackers represent a potential new target sector for Hong Kong.
- Backpackers value unique local food and lifestyle and learning new things.
- They are more likely to support the local economy than buy international brands.

Nok, Lung Ching, Suntikul, Wantanee, Agyeiwaah, Elizabeth and Tolkach, Denis. (2017). “Backpackers in Hong Kong – Motivations, Preferences and Contribution to Sustainable Tourism”. *Journal of Travel & Tourism Marketing*, Vol. 34, No. 8, pp. 1058-1070.

Look Ahead Accurately, Hotels Advised

Given that tourism is a global industry consuming a diversity of goods and services, the prediction of future trends needs to take account of the wider economic context, according to the SHTM's Professor Brian King and Dr Stephen Pratt and a co-author. In a recently published study, the researchers use publicly available data to improve predictions about hotel occupancy rates in different classes of Hong Kong hotels. This has important implications for the hotel sector, both in Hong Kong and elsewhere. Their method, the researchers explain, can be adopted by individual hotels that have insufficient resources to collect expensive data, or for employing consultants, to predict demand.

Importance of Prediction

Occupancy forecasting is more than just a way of predicting demand – it can also determine profitability. Indeed, the researchers warn that inaccurate forecasting of hotel occupancy rates can lead to costly decisions. If a hotel is predicted to have strong bookings three months ahead, the “relevant departments may start to deploy additional resources accordingly. For instance, the bookings department may stop taking lower-yield reservations and additional staff may be employed to cope with the extra demand. Yet if the prediction turns out to be over-optimistic, “a wastage of resources is likely to ensue, leading to loss of revenue”. In the opposite case, a shortage of resources and staff may occur when demand exceeds what has been predicted.

Both scenarios can be damaging for a hotel's reputation. Even a

hotel that is “internally proficient and offers friendly effective staff and efficient systems and procedures” will suffer a drop in occupancy rates if the external economic environment is “soft”, argue the researchers.

Nevertheless, while it is agreed that hotels should base their budgets on forward-looking occupancy rates, this is in practice challenging, according to the researchers, because the industry is “highly competitive and vulnerable to volatile political and economic conditions, locally and internationally”. Other factors, such as the development of online technologies and the growth of Internet travel agencies, have also changed the way hospitality organisations “distribute and price their products” and made it more difficult to predict demand.

Yet tourism operators can benefit from “informative longer and shorter term economic insights” when predicting future trends, the researchers argue. Many international hotel chains have the comfort of sufficient resources for the deployment of “intelligent systems” and for investments in “the development of accurate forecasts to address the volatile and difficult prediction of hotel occupancies”. Other well-resourced hotels recruit “in-market expertise” to improve their predictions of demand. Nevertheless, smaller and independent hotels can rarely afford to invest in such resources, although their need for accurate predictions is just as great.

OECD Indicators

The Internet, however, offers access to potentially useful

information that could be used to improve the accuracy of forecasting for even the most resource constrained of hotels. The researchers looked at easily accessible online data that is available from the Organisation for Economic Cooperation and Development (OECD). The OECD, established in 1957, comprises 34 member states and a further 25 non-member states, including China, that participate as committee observers. Its purpose, the researchers note, is to “gather economic statistics from members” that are used to provide comprehensive information about the global economy.

The OECD produces various quantitative indicators of specific aspects of the global economy, three of which were used by the researchers. First, the composite leading indicator (CLI) combines various economic variables, such as GDP, that indicate a country's economic situation and provide “early signals of turning points in economic activity”. The researchers predicted that the CLI for tourist origin countries would predict hotel occupancy rates in the destination country.

The business survey index (BSI) collects qualitative information from business executives and managers that is reflective of “confidence within the business community about prevailing economic conditions”. The researchers argue that the BSI reflects the “motives of business travellers and conference delegates”, which affect the volume of business in the accommodation sector.

The consumer confidence index (CCI), in contrast, reflects consumer sentiment based on the economic climate and household

finances. The information is collected through a monthly survey of 19 member and non-member countries. The researchers predicted that more positive feelings towards the local economy expressed through the CCI would be associated with increased hotel occupancies in the destination.

Statistical Analyses

To test their predictions, the researchers used quarterly data on hotel occupancy rates in Hong Kong from the first quarter of 1972 up to the final quarter of 2010. They initially applied a method of “smoothing” the data to reduce the effects of seasonal fluctuations, so that they could identify the real peaks and troughs that reflected upturns and downturns in demand.

In the next step, they assessed the abilities of the three OECD indicators to predict peaks and troughs in the Hong Kong hotel occupancy data, categorised according to the Hong Kong Tourist Board’s classification of hotels as “high tariff A, high tariff B and medium tariff hotels”.

First, they demonstrated that the three OECD indices are leading indicators of hotel occupancy rates by showing that changes in the indices occurred before changes in demand. Then, they determined the correlations between each OECD indicator and the peaks and troughs in demand for each hotel type, finding that the CCI is the best predictor of overall Hong Kong hotel occupancy rates. However, the CLI provides better predictions for tariff B hotels.

Hotel-Specific Prediction

The researchers suggest that their method could be used by

hoteliers to supplement their revenue management systems and to formulate their own “predictive systems”. Although they used expensive statistical software to perform their analyses, they explain that hoteliers could easily download the relevant OECD data for their own source markets and conduct analyses in Excel, which are used by most businesses. Rather than deploying generic data on hotel categories, individual hotels could take their own occupancy data and apply the OECD indicators to predict their future occupancy rates.

This approach, the researchers argue, “offers the prospect of optimal hotel resource utilization and improved management”. Indeed, the use of publicly available data, such as the OECD indicators, makes it possible to plan for and target distinct markets at different times, rather than simply relying on historical occupancy rates.

Just the Beginning

The researchers use Hong Kong as an example to demonstrate their method of forecasting demand because it is a “leading international tourism destination” and has a “diverse and substantial accommodation sector”. However, the method could be applied as readily in other markets. And although they used data from the OECD, the researchers note that other sources are available, such as the World Tourism Barometer which is produced by the United Nations World Tourism Organisation and outputs from the Australian government’s Tourism Forecasting Reference Panel. There is, they explain, “growing interest at both national and international levels in improving the accuracy of predictions through multiple inputs”. The greater availability of such data, and the use of relevant methods to exploit them, means

that policymakers and hoteliers will be better equipped to predict future demand.

POINTS TO NOTE

- Predicting tourism demand is important for both governments and industry.
- Local and international economic factors influence demand.
- Publicly available data, such as OECD indicators, can improve the accuracy of predictions.
- The Consumer Confidence Index is the best predictor of changes in Hong Kong hotel occupancies.

Tang, Candy Mei Fung, King, Brian and Pratt, Stephen. (2017). “Predicting Hotel Occupancies with Public Data: An Application of OECD Indices as Leading Indicators”. *Tourism Economics*, Vol. 23, No. 5, pp. 1096-1113.

Know Motivations for Shopping, Tourism Managers Urged

Mainland Chinese tourists visiting Hong Kong tend to visit different shopping outlets to buy luxury goods according to their different motivations, conclude SHTM researcher Dr Sam Kim and his co-researchers. In a recently published study the researchers revealed that mainland tourists who shop for luxury goods are motivated by “materialism, a desire for social status or to conform with others”, and these differences in their nature influence not only what they buy, but where they buy.

Benefits of Shopping Tourism

Shopping is a major driver of tourism worldwide, and cities such as Las Vegas, Dubai, Paris, London, Singapore and Dubai have “all become destinations associated with shopping tourism”, the researchers note. These destinations attract both regional and international shoppers – many tourists from Europe and the US “travel to Asia-Pacific shopping destinations”, while tourists from the Asia-Pacific “also tend to arrange shopping tours to Europe and the United States”. Destination marketers use shopping “as a tool with which to build a destination’s brand equity” and enhance its competitiveness.

Shopping tourism benefits not just the national economy of such destinations, but also local communities, because while an upscale downtown shopping mall sells luxury international branded goods, rural farms and traditional

craftspeople sell their homemade products directly to foreign tourists. Shopping, according to the researchers, provides huge economic benefits. For instance, in Hong Kong, one of the most renowned shopping destinations worldwide, more than 60% of the HK\$359 billion income from tourism is spent on shopping.

In a more general sense, mainland Chinese tourists spend a particularly large proportion of their budget on shopping – over 70%, compared with only 20% for North American tourists. The researchers explain that “Chinese is a Confucian culture” that is “very prone to outrageous consumption”, and the “visible signs of luxury are the major motivation to buy luxuries”. Chinese tourists value social relationships and social status, and one way of achieving high status is through material possessions. Thus, many Chinese visit Hong Kong either to buy luxury goods in upscale retail outlets or to buy counterfeit luxury goods at local street markets. Shopping also offers these tourists “enjoyable experiential value during travel” and encourages return visits.

Recently, however, Hong Kong’s reputation as a shopping heaven has been threatened by an apparent downturn in retail sales, suggesting that it may be losing its allure. Hence, the researchers aimed to examine mainland Chinese tourists’ motivations and satisfaction and how different outlets for shopping “drive tourists’ intentions to shop for luxuries” in Hong Kong.

Motivations for Shopping

The researchers conducted an online survey of mainland Chinese who had bought luxury brands during a trip to Hong Kong within the last year, attracting 314 usable responses. The respondents were mainly young adults with a high level of education (more than 80% had a postgraduate degree) and what the researchers describe as “good purchasing power”. They had visited Hong Kong more than three times on average, and for about three and a half days per trip.

Apart from demographic information, the survey assessed the respondents’ level of agreement with 17 statements about their motivations for shopping in Hong Kong. After analysing the data, the items were grouped into three factors reflecting “materialism”, “desire for social status” and “conformity with others”.

The materialism factor included items such as “If I could afford it, I would travel for shopping purposes more often in HK” and “Shopping in HK increases my value from the point of view of others”. People who endorse these views “value possessions due to their cost, rather than the possessions’ utility”, argue the researchers.

The second factor, desire for social status, included items such as “Shopping in HK is a symbol of success and prestige” and “Shopping in HK means wealth”. Shoppers who agree with these

statements buy luxury products “to improve their self-esteem and social status”, the researchers suggest.

In contrast, the conformity factor included statements such as “I want to shop in HK because my acquaintances have been shopping here”. Respondents who endorse these views, the researchers, reason, are likely to buy luxury goods so that they will “be accepted by a particular social group”.

Predicting Intentions to Shop

The researchers then used the information on motivations together with information on “shopping experience satisfaction” and three types of retail outlets – markets, malls and shops – to analyse how these factors influence the intention to shop for luxury goods in Hong Kong.

Perhaps unsurprisingly, the tourists with a high sense of materialism had a high intention to shop for luxuries. However, this only seemed to be true for shopping in markets, not in shops. The researchers explain that this may be because “materialists are very concerned with costs” and they can “buy more for less” at markets, either by buying counterfeits or by bargaining for lower prices.

Those tourists with both high and low desires for conformity had high intentions to shop for luxuries, indicating that they “use luxuries to strengthen their interpersonal relationships”. However, the relationship was only evident in shops, rather than in markets, which suggests that tourist shoppers driven by conformity tend to buy genuine goods that indicate their membership of a particular reference group.

The surveyed tourists who placed a great deal of importance on social status had higher intentions to shop for luxury goods, and again they are more likely to do so in shops rather than markets. Shops, the researchers explain, have higher status than markets because they are “selling originals whereas the markets are selling counterfeits or bargains”.

Interestingly, however, satisfaction had a greater influence on intentions to shop in markets than in shops, which suggests that “shopping is all about interaction with locals”. Indeed, the authors suggest that this finding reinforces “the conclusion that the absence of human relationships in malls is decreasing their importance as a tourism retail outlet”.

Conformity the Strongest Motivation

The researchers conclude that luxury is an “intrinsic motivation” that provides shoppers with social standing and fulfils their need for conformity. Their findings provide tourism managers with a better understanding of the factors that motivate tourists to “shop for luxury items across different retail outlets”. Tourists who are motivated by social status and conformity prefer to shop for luxury goods in shops, whereas those who are motivated by materialism prefer to shop in markets, where they enjoy bargaining for better prices and derive greater satisfaction from interacting with the locals.

Overall, though, the researchers argue that “conformity with others is the most important driver of tourist shoppers in HK”. Yet they caution that the findings relate specifically to Chinese tourists, and further research is needed to explore whether the same results would be found in different cultures and destinations.

POINTS TO NOTE

- Shopping tourism provides huge economic benefits for destinations.
- Many Chinese tourists visit Hong Kong to buy luxury goods.
- Shoppers motivated by a desire for conformity and social status buy luxury goods in shops.
- Shoppers motivated by materialism prefer shopping for bargains in local markets.

Correia, Antonia, Kozak, Metin, and Kim, Seongseop (Sam). (2018). “Luxury Shopping Orientations of Mainland Chinese Tourists in Hong Kong: Their Shopping Destination”. *Tourism Economics*, Vol. 24, No. 1, pp. 92-108.

The SHTM strives to advance the role of education in the hospitality and tourism industry in mainland China, not only through its joint degrees offered with the School of Management at Zhejiang University but also by bringing industry leaders together to discuss current developments and point to future directions. Such was the case in March and April, when the SHTM hosted mini-forums in Beijing and Shanghai, respectively.

Held at the Tangla Hotel in Beijing on 9 March, the SHTM's Mini-Forum on Hospitality Leadership and Life-long Learning attracted a good number of participants.

Following a brief introduction from Associate Dean Dr Catherine Cheung, a session on hospitality leadership featured Mr Feng Shen, Executive Director of Beijing Tiandi Damei Hotel Management Company, and Ms Kun Yang, former General Manager of the Grand Bay Hotel Beijing.

Dr Alan Wong, Programme Leader of the SHTM's mainland Master's programme, Mr Michael Chen, CEO

of Mangrove Resorts World, and Dr Zongling Li, CEO of Okay Aviation, then discussed career development and lifelong learning, with Dr Qu Xiao, Programme Leader of the SHTM's mainland Doctor of Hotel and Tourism Management (D.HTM) programme wrapping up the event.

Attention turned to the Mandarin Oriental Shanghai on 18 April, when the School hosted the Mini-Forum on China Hotel and Tourism: Research, Trends and Applications. With over 100 participants in attendance, the

a highly interactive session on trends and issues in China's hospitality and tourism industry. Speaking were Mr Elton Sun (MSc HTM 2004 graduate), Executive Vice President of the Huazhu Group, Mr Shaohua Li (current D.HTM student), Vice President of the Alibaba, Mr Xiaogang Zhu (MSc HTM 2011 graduate), Chief Business Officer of Accor Hotels Greater China, Mr Wei Xiang (current D.HTM student), CEO of T&T Negotiations, and Mr Hui Zhao (current D.HTM student), Vice President of Development and Strategic Alliances at the Wyndham Hotel Group.

Bringing Industry Leaders Together

The School is proud to have brought together such illustrious graduates and other industry luminaries,

and looks forward to many more such opportunities to come. **H**

event featured speeches by the School's Dr Jinsoo Lee, on frequent customer programmes, and Dr Kam Hung, on Chinese luxury hotel consumption.

Ms Fujiao Chen (MSc in Hotel and Tourism Management (MSc HTM) 2017 graduate), Secretary-General of the Hunan Provincial Tourism Association and Hunan Tourism Hotel Association, then moderated

Dr Kam Hung (eighth from left), Dr Jinsoo Lee (tenth from left) and Dr Qu Xiao (tenth from right) with SHTM Alumni at the Mini Forum in Shanghai



In Brief . . .

Outstanding Student Award

Miss Lilian Tsang, a final-year student in the BSc(Hons) in Hotel Management programme, received the **Outstanding Student Award** for the **School of Hotel and Tourism Management 2017** at the University's Outstanding Student Awards Presentation Ceremony on 26 February.

Miss Tsang was honoured with the Award for excelling both academically and in extracurricular pursuits during her studies. Her name has been inscribed on a plaque on the PolyU campus.



Club Managers' Association Scholarships

The **Club Managers' Association Hong Kong** offered **scholarships** to SHTM students **Angela Lin** and **Heather Lam** following their presentations to club managers aligned with the Association on 14 March. Later that month, the pair took an all-expenses-paid trip to attend the World Conference of the Club Managers' Association of America in San Francisco.

The SHTM also sponsored the two runners-up in the presentation awards, **Michelle Cho** and **Monica Lee**, to attend the conference with the winning students.

Kwok Scholars Roundtable

Dr Walter Kwok Ping-sheung, founder of the Kwok Scholars Association, hosted a **Roundtable and Annual Dinner for Kwok Scholars** at The Royal Garden on 16 May. At this inspiring event, Kwok Scholars such as Mr Gerald Chen and Ms Scarlet Wong of the SHTM shared their thoughts on public service and giving back to society. Dr Kwok expressed the hope that Gerald, Scarlet and the other recipients of the Award would become future leaders in their fields with the desire and capacity to give back to society.



Wine Masterclass

The School hosted a **Wine Masterclass** on 20 April, drawing on the world-renowned skills and methodology of Mr Jean Lenoir from the French wine-tasting organisation L'École du Nez. Focusing on the sensory aspects of wine tasting, Mr Lenoir and neurobiologist Dr Gabriel Lepousez led the participants to expand their perceptions in multiple sensory dimensions, particularly through training their olfactory memory.



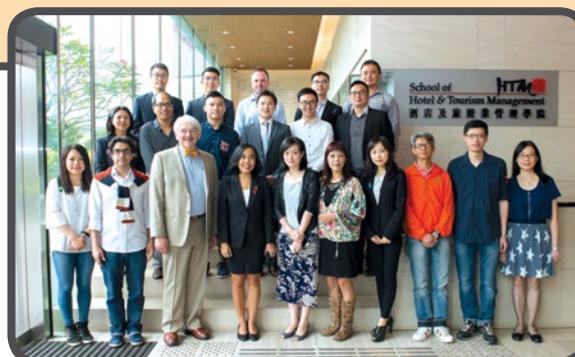
School Co-organises Greater Bay Area Forum

The SHTM joined the Institute for Tourism Studies in Macao and the School of Tourism Management at Sun Yat-sen University in Guangzhou in co-organising the **Greater Bay Area Collaborative Tourism Research Forum** in Macao on 8 May. Prompted by the Greater Bay Area Cooperation Framework signed by the governments of Guangdong, Hong Kong and Macau, the Forum was expected to address the most urgent tourism development challenges in the area. **Professor Haiyan Song**, Associate Dean, Chair Professor and Mr and Mrs Chan Chak Fu Professor in International Tourism, **spoke about opportunities for and challenges to tourism in the area and offered some thought-provoking closing remarks.**

Certified Hospitality Educator Workshop

A **Certified Hospitality Educator Workshop** was held at the SHTM on 12-15 June 2018. Presented by Dr Fred Mayo on behalf of the School and the American Hotel and Lodging Educational Institute, the workshop offered intensive interactive learning opportunities designed to help educators to provide the best educational experience for hospitality students.

After completing the workshop requirements, the participants had the opportunity to sit an examination to earn the internationally renowned Certified Hospitality Educator designation.





School Secures Competitive Funding

SHTM staff members have had considerable success this year in obtaining major competitive publicly funded research grants. The General Research Fund of the Research Grants Council (RGC) will provide funding for a project by **Professor Cathy Hsu** entitled "**A Longitudinal Study of Tourists' Emotional Experience: Examining the Underlying Emotion Generative and Regulatory Processes**", a project by **Dr Dan Wang** on "**Conceptualizing In-Destination Decision Making By Tourists**" and a project by **Dr Pearl Lin** entitled "**Under the Sharing Economy, What Does Social Dining Mean For Hong Kong?**" The RGC's Early Career Scheme will fund **Dr Chloe Lau's** project, entitled "**Professionalism Measurement of Business Event Planners**" and **Dr Ksenia Kirillova's** project "**Aesthetic Experiences in Tourism: Tourists, Residents, and Destination Aesthetic Features**".

Social Dining Mean For Hong Kong?" The RGC's Early Career Scheme will fund **Dr Chloe Lau's** project, entitled "**Professionalism Measurement of Business Event Planners**" and **Dr Ksenia Kirillova's** project "**Aesthetic Experiences in Tourism: Tourists, Residents, and Destination Aesthetic Features**".

Staff News



Ms Sire Leung joined the School on 5 February 2018 as an Assistant Officer (Marketing). She is responsible for the implementation of the SHTM's marketing programmes.



Dr Lorenzo Masiero was promoted to Associate Professor with effect from 1 July 2018.



Dr Jing Fu joined the School as a Programme Manager in the MOOC Project on 1 March 2018.



Dr Markus Schuckert was promoted to Associate Professor with effect from 1 July 2018.



Ms Sandra Feng joined the School on 1 March 2018 as an Executive Assistant. She provides administrative support to the MicroMasters MOOC project.



Dr Dan Wang was promoted to Associate Professor with effect from 1 July 2018.



Ms Joanna Wu was promoted to Tutor with effect from 10 May 2018.



Dr Neil Li joined the SHTM on 1 August 2018 as an Assistant Professor.



Ms Holly Lai joined the School as an Executive Assistant at the Food and Beverage office on 25 June 2018.



Ms Sunanthee Kanchanawat joined the SHTM on 20 August 2018 as an Instructor.



Dr Sam Kim was promoted to Professor with effect from 1 July 2018.



Ms Ada Lam joined the School on 28 August 2018 as an Assistant Officer. She provides administrative support to research and quality assurance matters of the School.



Dr Deniz Kucukusta was promoted to Associate Professor with effect from 1 July 2018.



Ms Candy Lo joined the School as an Executive Officer to Dean on 3 September 2018.

Pushing Boundaries

Eyes on the Future:
Following the
Momentum of Growth



Ms Jessie Jiang (left)
and Ms Hannah Hsu

**YOUNG
HOTELIERS
SUMMIT**

Bringing their formidable energy, talent and enthusiasm to bear on issues ranging from sustainability to diversity, SHTM students and graduates are always eager to

expand their local and global horizons. Recent months have seen them representing the School as delegates at the Young Hoteliers Summit in Switzerland, undertaking entrepreneurship projects to promote healthy and sustainable eating in Hong Kong and pioneering the development of the global LGBTQ travel community.

Future of Hospitality

Looking ahead was the focus of this year's Young Hoteliers Summit, held at Ecole Hôtelière de Lausanne in Switzerland on 12-14 March, with the inspirational theme of "Eyes on the Future: Following the Momentum of Growth". The SHTM's delegates, final-year students Ms Jessie Jiang from the Bachelor of Science (BSc) in Hotel Management programme and Ms Hannah Hsu from the BSc in Tourism Management programme, described themselves as "extremely honoured" to represent the School at the globally renowned event.

With keynote speeches given by influential industry professionals such as Ms Tina Haller, Senior Manager at KPMG, and Mr Nick Price, CEO of NetSys Technology, along with panel discussions on topics like "The Changing Dynamics of Hotel Ownership", the summit offered our delegates an invaluable opportunity not only to learn about the future of the hospitality industry, but ultimately also to share their new knowledge with fellow SHTM students.

After participating in the event, Hannah and Jessie were particularly

keen to stress the importance of technology to the growth of the hospitality industry, explaining that users are already enjoying more and more opportunities for customisation and individualisation, and may even benefit in the future from robotics and voice control functions.

The School is excited about the ways in which these and other students are thinking about the future and acting on their ideas today.

Local Sustainability

Closer to home yet no less inspiring in its forward thinking was a low glycemic index (GI) entrepreneurship project entitled "Little Sweetness" undertaken by six undergraduates in the School's Entrepreneurship and Innovation in Hospitality course. Led by Ms Karina Ngai, Ms Nicky Yeung, Ms Kayley Lau, Ms Celia Choi, Ms Jenny Ku, Ms Karina Ngai and Ms Yoyo Suen produced an outstanding business plan grounded in thorough market analysis and benefiting from rigorous financial planning along with effective market strategies.

Named for its goal of promoting "cleaner and healthier eating" in Hong Kong, Little Sweetness aimed to raise public awareness of the GI – which ranks carbohydrate foods according to their effects on blood sugar levels – and help the diabetic community by popularising low-GI food. The team not only won the accolade of best course project but also received Proof-of-Concept funding from PolyU's Institute for

Entrepreneurship. It has since been shortlisted for exhibition at Taste of Hong Kong 2018, the city's largest gastronomic festival.

In another example of SHTM-fostered ingenuity, four SHTM alumni, team leader Mr Edmund To and 2016 graduates Ms Miranda Chan, Ms Christy Chow and Mr Mitchell Tsui have capitalised on skills gained during the Entrepreneurship and Innovation in Hospitality course to deliver "home-grown, fresh, soil-less and pesticide-free food" to the Hong Kong community.

Partnering with a supportive restaurant owner, the Urban Grow team has sold its wheatgrass juice at a weekend market and grown basil, kale and microgreens using advanced hydroponics technology. Their culinary innovations, combatting Hong Kong's reliance on imported non-organic food, are gradually realising the team's vision of "growing a better today for tomorrow".

International Panini Competition

In another culinary success story, the School recently hosted a regional final of Rovagnati's International Panini Competition, co-organised with the Italian food media company Gambero Rosso Channel. Five SHTM students who submitted the best 400-word papers on Italian food trends, Italian food history and their influence on the global culinary scene participated in the televised competition at the Western Food Production Lab on 10 April, overseen by instigator Simone Nabb, executive chef and kitchen manager at Bistro 1979, the School's training restaurant.

The Hong Kong based chef, Gianni Caprioli, Rovagnati's brand ambassador in Asia, challenged



Ms Vicky Leung (right) with Chef Gianni Caprioli

the students to put their own spin on his gourmet Rovagnati panino, using one of Europe's best-known cured meat products. With his 30+ years' experience in the hospitality industry and dedication to serving the Hong Kong community with incredible imported Italian ingredients, Chef Caprioli was well equipped to judge the students' culinary skill and innovation, along with television host and chef Max Mariola.

PhD student Vicky Leung used her ingenuity with previously unseen ingredients to create the competition-winning Tom Yum Panino, featuring Thai-style pork and beef. Vicky flew to Milan in May on an all-expenses-paid trip to compete against students from Milan, Paris, Munich and San Francisco in the event's international finale at the Academy Panino Italiano.

As the only female competitor in an event televised nationwide in Italy, Vicky not only represented the School, but also served as a role model for women in the continuously changing hospitality and tourism industry in Hong Kong and beyond.

Global Diversity

PhD student Ms Bella Vongvisitsin is another outstanding example of a female SHTM student rewarded for her talent and commitment with

the opportunity to develop global perspectives on the hospitality industry. Earlier this year, Bella was invited to attend the International Gay and Lesbian Travel Association (IGLTA) Foundation Building Bridges Scholarship Programme, jointly organised by the IGLTA and the Pacific Asia Travel Association, of which the School is a member.

Bella took an all-expenses-paid trip to Toronto, Canada, to attend the IGLTA's 35th Annual Global Convention from 9 to 12 May, as a "tribute to her talent, dedication and hard work", said Professor Kaye Chon, SHTM Dean, Chair Professor and Walter Kwok Foundation Professor in International Hospitality Management.

The convention is widely regarded as the premier educational and networking event for the global LGBTQ tourism industry. With both a professional and a personal stake in the IGLTA's mission to understand and strengthen global LGBTQ tourism, Bella saw the scholarship as an "extraordinary opportunity" to further her research on LGBTQ tourism at the SHTM, and ultimately to realise her dream of establishing a medical tourism social enterprise for the transgender community.

The School is proud to be represented on the international stage by students so committed to pushing the boundaries of sustainability, innovation and diversity in the hospitality and tourism industry. #



Bringing People Together Again

Coalescence, with its implications of togetherness and mutual help, formed the key theme of the inauguration of the 14th Session of the SHTM Students' Association (SHTMSA) on 10 April. Heading an Executive Committee dubbed "Genial", the newly elected President Ms Yeung Wing Yan explained that the ceremony's theme celebrated the "unity and amalgamation" of the SHTMSA's 597 members, seeking to recognise not only their unique strengths, "but also their contribution and participation".

In his comments on the ceremony, Professor Kaye Chon, SHTM Dean, Chair Professor and Walter Kwok Foundation Professor in International Hospitality Management, praised the SHTMSA for its "significant role in cultivating a sense of belonging among our students, fostering team spirit and acting as a bridge between the SHTM and the student body". He pledged the School's full support for the work of the Association, stressing the importance of community-oriented welfare and leisure activities as a "valuable platform for students to communicate and exchange ideas with their peers".

Held in PolyU's Chiang Chen Studio Theatre, the ceremony kicked off in style with an early evening cocktail reception for guests of honour. Attendees not only enjoyed a series of speeches from guests of honour, but also witnessed the handover of the

SHTMSA seal and the swearing in of new members, whom Dean Chon urged to "seize every opportunity" to "learn, unlearn and relearn", pointing out that "your experience in the student body will undoubtedly make a major contribution to your own development".

Amply demonstrating its commitment to bringing people together, the Executive Committee developed an exciting and inclusive event calendar for 2018-19. A series of orientation activities were held in August and September. The SHTMSA's first newsletter will be published in November, and a singing contest and annual dinner will be held in early 2019, among other activities.

The inauguration ceremony would not have been a success without the generosity of sponsors such as Hotel ICON and IM Chicken. The Executive Committee extends its special thanks to Dean Chon and honourable guests from PolyU and other tertiary institutions, as well as to its student helpers and former Committee members. **H**

Rewards Come for Consistent Achievement



Students who obtained high grade point averages in Semester 1 2017/18 were rewarded for their efforts on 13 March at an Academic Achievement Award presentation ceremony held on the School's premises. Sharing the joy were family members, SHTM postgraduate students and SHTM staff.

Also recognised at the ceremony were student ambassadors who had satisfactorily completed the requirements of the SHTM Student Ambassador Scheme.

The School congratulates the following Award recipients. #

HIGHER DIPLOMA IN HOTEL MANAGEMENT

CHEUNG Hiu Lam
LAM Pak Yung Natalie
LAM Wing Laam
LAW Sin Yan
TSANG Hei Tung
WONG Man Yin
YU Shi Chin

BROAD DISCIPLINE OF HOTEL AND TOURISM MANAGEMENT

CHAN Wai Ho
MA Jing
WONG Hei Ching

BACHELOR OF SCIENCE (HONOURS) IN CONVENTION AND EVENT MANAGEMENT

LAI Sin Ting
LIU Lap Tak
TANG Yi Man

BACHELOR OF SCIENCE (HONOURS) IN HOTEL MANAGEMENT

CHAN Chantel Corrie
CHAN Kit Ying

CHAN Yuen Ching
CHEN Gerald Cheuk Chun
CHEN Weijia
CHEN Yu
CHENG Chi Hang
CHENG Hiu Tung
CHEUNG Chiu Fung
CHEUNG Sau Yin
CHONG Yu Wing
CHOW Cheuk Ling
CHUNG Cheuk Hei
FU Lun
FUNG Wai Lam
GUO Yilei
HO Hang Shan
HO Ka Yi
HO Man Ching
HUI Shao Huan
JIANG Jiang
JIANG Xinyu
KWOK Cho Kiu
LAM Chun Yin
LAM Lok Yan
LAU Hoi
LEE Gyuhee
LEE Hoi Sze
LEE Long Hei
LEUNG Tsz Yu
LI Baiyi

LIN Danmei
LIN Hanlu
LING Joyce
LIU An-chi
LIU Changxuan
LO Yuen Sheung
LU Ziyin
MI Dubing
NG Ka Ho
NGAI Wing Lam
SHE Wenzheng
SUEN Hei Yiu
TAO Yi
TSANG Ka Po Lillian
WAN Hoi Hang
WANG Yuchen
WANG Zhuoli
WONG Sin Cheung
WONG Yat Lam Scarlet
WONG Yin Mei
WONG Ying Ming
WU Jinghuan
WU Jinnuo
YEUNG Yuk Fung
YIP Hiu Kuen
YU Tsz Tung Gloria
YU Tsz Ying Honey
YU Yan Ting Stephanie
ZHENG Haotian

BACHELOR OF SCIENCE (HONOURS) IN TOURISM MANAGEMENT

CHAN Sze Ming
CHEUNG Ka Ling
CHUNG Long Hei
FAN Hiu Yan
FUNG Tsz Ching
LAI Wing Kei Katie
LAI Yuen Kiu
LEUNG Wai Shan
LO Yiu San
MAK Yee Ki
NG Xi Xuan
WONG Sze Wai
WONG Wai Ying

BACHELOR OF SCIENCE (HONOURS) IN TOURISM AND EVENT MANAGEMENT

HUANG Yina
PANG Ka Wai
YAP Wei Yi
YIU Pui Ying

Seeking Guidance

Since 2002 the SHTM has paired aspiring full-time hospitality and tourism students with seasoned industry professionals so they can receive advice and guidance tailored to their career interests. This year, 101 mentors and 110 student mentees joined the Mentorship Programme, which kicked off at Hotel ICON's Silverbox Ballroom on 17 March with nearly 60 student mentors, 100 students and SHTM Staff in attendance.

A special feature of the proceedings was Professor Kaye Chon, SHTM Dean, Chair Professor and Walter Kwok Foundation Professor in International Hospitality Management, presenting the first SHTM Outstanding Student Mentor of the Year and Outstanding Student Mentee of the Year awards, both for 2017. The student mentor award went to Mr Patrick Park, Director of Front Office, Marco Polo Hotels Hong Kong, and Acting General Manager, Marco Polo Shenzhen, and the student mentee award went to Ms Jessica Hui, a Year 3 student in the BSc in Hotel Management (Hons) programme.

The SHTM offers its heartfelt thanks to the following mentors for 2018. **H**



AU Michael
Executive Director, Realty Travel Service Limited

BRIDLE Symon
Group COO, Rosewood Hotel Group

CHAN Angela
Human Resources Manager, Hong Kong Football Club

CHAN Angelina
Director of Sales and Marketing, W Hong Kong

CHAN Bill
Executive Director and Group General Manager, Butterfly Hospitality Group

CHAN Christopher
Food and Beverage Manager, Hong Kong International Theme Park Limited

CHAN Eddie
Director of Learning and Development, Mandarin Oriental Hotel Group

CHAN Edward
Human Resources Manager, Bishop Lei International House

CHAN John
Executive Assistant Manager, Kowloon Harbourfront Hotel

CHAN Patrick
Director of Human Resources,
Hong Kong Ocean Park Marriott Hotel

CHAN Samuel
Senior Vice President – Human Resources, Genting Hong Kong Group

CHAN Sophia
Regional Vice President, Human Resources, Hyatt International – Asia Pacific, Limited

CHAN Trasimene
Human Capital Manager, Hotel ICON

CHANG Shirley
Sales and Marketing Manager, Hong Kong Jockey Club – Happy Valley Clubhouse

CHENG Edward
Senior Manager, Plaza Premium Group

CHENG Hugo
Director of Food and Beverage, The Park Lane Hong Kong, a Pullman Hotel

CHENG Paul
General Manager – Market Connectivity, Airport Authority

CHENG Simon
Director – Hotel Division, Magnificent Hotel Investments

CHENG Mazy
Director of Human Resources, The St. Regis Hong Kong

CHEUNG Nancy
Director, Sales, Hong Kong, Southern China and Taiwan, The Leading Hotels of the World Limited

CHIANG Robert
General Manager, Courtyard by Marriott Hong Kong

CHIU Cici
Manager, F&B Operations, Hong Kong Disneyland Park and Resorts

CHIU Clarence
Director and CFO, Plaza Premium Lounge Management Limited

CHIU Evan
General Manager, Kew Green Hotel Wanchai Hong Kong

CHOI Wincey
Human Resources Officer, Hong Thai Travel Services Limited

CHU Regina
Director of Learning and Development, InterContinental Hong Kong

CHUC Kevin
General Manager, The Royal Pacific Hotel and Towers

DAVIS Lincoln
Director of Quality Management, Intercontinental Grand Stanford Hotel HK

FONG Jason
Learning Manager, Grand Hyatt Hong Kong

FONG Mike

Learning and Development Manager, The Langham Hong Kong

FUNG Ken

Hotel Manager, The Harbour View Place

HARRIS Charlotte

Head of Sales and Marketing, Charlotte Travel Limited

HO Antony

Four Seasons Place Manager, Four Seasons Hotel Hong Kong

HO Ronald

Director of Finance, JW Marriott Macau and Ritz Carlton Macau

HSU Gianna

Director and General Manager, Towa Tours Limited

JUNG Peter

Executive Director, Milton Exhibits Group Limited

KAM Alfred

COO, Travel Expert Limited

KO Byron

General Manager, Hotel VIC

KO Kevin

Assistant Front Office Manager, The Mira Hong Kong

KONG Maurice

Assistant General Manager, New World Development Company Limited

KREDNER Per

General Manager, Hyatt Regency Hong Kong, Tsim Sha Tsui

KWAN Bonnie

Human Resources Manager, L'hotel Nina et Convention Centre

KWOK Philip

Human Resources Manager, Hong Kong Gold Coast Hotel

LAU Elise

Director of Human Resources, Renaissance Harbour View Hotel Hong Kong

LAU Paula

Deputy General Manager, Chimelong Group (HK) Limited

LAU Una

Public Affairs Director, Ocean Park Hong Kong

LAW Larry

Senior Manager, Catering, Hong Kong Hospital Authority

LEE Timothy

Assistant Director of Human Resources, Rosewood Hong Kong

LEE Wilson

General Manager, Hyatt Regency Hong Kong, Shatin

LEUNG Eric

Director, Marketing and Sales, Asia and Oceania, All Nippon Airways

LEUNG David

General Manager, Lantau Tours Limited

LEUNG Meg

Director of Human Resources, New World Millennium Hong Kong Hotel

LEUNG Elsie

Regional Director of HR, Properties and Clubs, The Hongkong and Shanghai Hotels, Limited

LI Adriane

Assistant Manager – Investment Management and Business Development, Shangri-La Asia Limited

LI Christine

Head of Marketing, SVP, Genting Cruise Line (Dream Cruises and Star Cruises)

LI David

Senior Operations Manager (Catering Services), Maxim's Caterers Limited

LI Ricky

Hotel Manager, Tung Nam Lou

LI Wallace

Head of Food and Beverage Operations (Racecourses and Special Projects), The Hong Kong Jockey Club

LO Andrew

Director, Investment and Research, Langham Hospitality Group

LO Crissie

Learning and Development Manager, Sheraton Hong Kong Hotel and Towers

LOCK Michael

Resident Manager, Hotel Operations, Hong Kong Disneyland Resort

LOI Suki

Executive Director, Super Okusan KK

MAK Sherwin

Director, Any Tours Enterprises Limited

MAK Wayne

Managing Director, Rhombus Group

MAN Ankely

Group Assistant Director of Revenue Management, Sino Hotels

MAZZOTTI Riccardo

Sales Director and Brand Ambassador Wines, Amorosso Fine Wines

MULLER Michael

General Manager, Hong Kong Skycity Marriott Hotel

NG Eliza

Learning and Development Manager, AsiaWorld-Expo Management Limited

NG Ringo

Director of Rooms, InterContinental Grand Stanford Hong Kong

PARK Patrick

Director of Front Office, Marco Polo Hotels – Hong Kong, and Acting General Manager, Marco Polo Shenzhen

PERNA Giovanni

Executive Assistant Manager, The Hong Kong Club

PETTON Bertrand

General Manager, The Hong Kong Country Club

SCHEFFERS Michel

General Manager, Hotel Jen Hong Kong

SHAM Signory

Director of Human Resources, The Hong Kong Country Club

SHIH Louis

Executive Director, Old Stone Hotels Company Limited

SHO Yvonne

Director of Event Planning, Asiaworld – Expo Management Limited

SIU Winnie

Front Office Manager, Marco Polo Hotel

SUNG Simon

Director of Human Resources, The Aberdeen Marina Club

TAI Frankie

Training Manager, The Mira Hong Kong

TAIKITSADAPORN Regan

Chief Human Resources Officer, Asia Pacific, Marriott International

TAM Edmond

Regional Director of Sales, The Peninsula Hotels

TANG Tom

Guest Service Operation Manager, L'hotel, Chinachem Group

TCHOU Larry

Senior Advisor – Greater China, Hyatt Hotels Corporation

TOO Maria Alicia

Regional General Manager, Lanson Place Hotel

TSANG Larry

Restaurant Manager, EAST, Hong Kong

TSANG Porsche

Area Quality Improvement Manager, Island Shangri-La Hong Kong

TULADHAR Brihat Man

Country Manager, Nepal Airlines Corporation

WAI Kenneth

Director of Human Resources, Island Shangri-La, Hong Kong

WONG Ada

Director of Human Resources, Conrad Hong Kong

WONG Christine

Director of Rooms, Island Shangri-La Hotel

WONG Elaine

Assistant Project Manager, Connexus Travel Limited

WONG Johnson

Chief Operating Officer, Plaza Premium Group

WU Alex

General Manager, The Cityview

WU Tomy

Chief Executive Officer, Mycellar

YAU Edmund

Front Office Manager, Panda Hotel

YEUNG Benson

Assistant Training Manager, InterContinental Grand Stanford Hong Kong

YEUNG James

Guest Service and Safety Manager, Cordis, Hong Kong

YEUNG Janet

Director of Human Resources, Cordis, Hong Kong

YIP Angela

Assistant Director of Learning and Development, Hotel ICON

YU Philip

Regional Vice President, Hyatt Hotels and Resorts

YUEN Calvin

Shang Palace Manager, Kowloon Shangri-La



Flavours of the World

Exciting the senses has been the common theme among the School's F&B activities in recent months, with students, staff and other participants being led through an international array of wines, a selection of other beverages and the tastiest of cuisines. From the finer points of coffee making, beer tasting and wine appreciation to themed dining, the F&B team has brought home a whole world of sight, smell and taste experiences.

The year kicked off with a look into the art of beer tasting and selection as world-leading expert Mr Ray Daniels visited the School to hold a Beer Tasting Workshop on 19 January. Organised in conjunction with the most influential craft beer brewery in Hong Kong – Young Masters – the event attracted students, faculty members and staff from throughout PolyU and Hotel ICON. Mr Daniels led the participants through a beer tasting session, after which they took part in a discussion about the craft beer scene in Hong Kong.

On the following day, participants took part in an "off-flavour" course conducted by the Cicerone Certification Programme, the premier beer professional

certification body in the world. In the first course of its kind delivered outside of the US, attendees learned the reasons for off-flavour beer and how to identify it.

Attention then turned to the world of baristas and brews on the 25th of the month, with Mr Jonathan Sutton, Food and Beverage Subject Coordinator, holding a Barista Basics class for SHTM staff members outside the F&B team. The assembled staff were eager to learn about different types of beans and the various methods of extracting coffee. They also had the opportunity to make their own café lattes and cappuccinos, with "everyone having quite good fun", as Mr Sutton remarked.

Wine Expertise

March saw Eddie McDougall, the Flying Winemaker, returning to the School for a tasting dinner to celebrate the previous semester's Asian wine judging at the

Vinoteca Lab. Students from the Master of Science in International Wine Management programme helped to organise the event, which also served to promote the programme to industry participants in attendance.

Wine stayed on the menu in April as Mr Jean Lenoir and Dr Gabriel Lepousez from L'Ecole du Nez in France conducted a Masterclass on the sensory perception of wine attended by over 60 participants. Later in the month, Mr Dino Chen of Above & Beyond at Hotel ICON conducted a Pisco Cocktail Workshop in the Vinoteca Lab, showcasing the Peruvian brandy and associated cocktails to an appreciative group of attendees.

The international flavour again stood out in June when Ms Katharina Stabb, the 69th German Wine Queen, presented a Wine Workshop that highlighted aspects of German wines from climate and grape varieties to pairing with food. Also during the month, the SHTM's Dr Murray Mackenzie, Education Specialist (Integrated Learning), conducted a four-session, highly interactive wine-appreciation series for PolyU undergraduates as part of the University's Excell programme for lifelong learning. The students benefited greatly from Dr Mackenzie's expert knowledge, learning about the basics, wine tasting, old and new wine producing countries and types of wine.

operate country-themed nights at Bistro 1979, the SHTM's training restaurant. In recent times they have creatively offered up the cuisines of Italy, China, the USA, Japan and France.

And as mentioned elsewhere in this issue, students in and graduates from the Entrepreneurship and Innovation in Hospitality course have been tireless in their attempts to bring fresh ideas to the table. Three groups of students, in particular, took the projects they developed in class to the Sai Ying Pun farmer's market in March with the aid of local restaurant Sohofama.

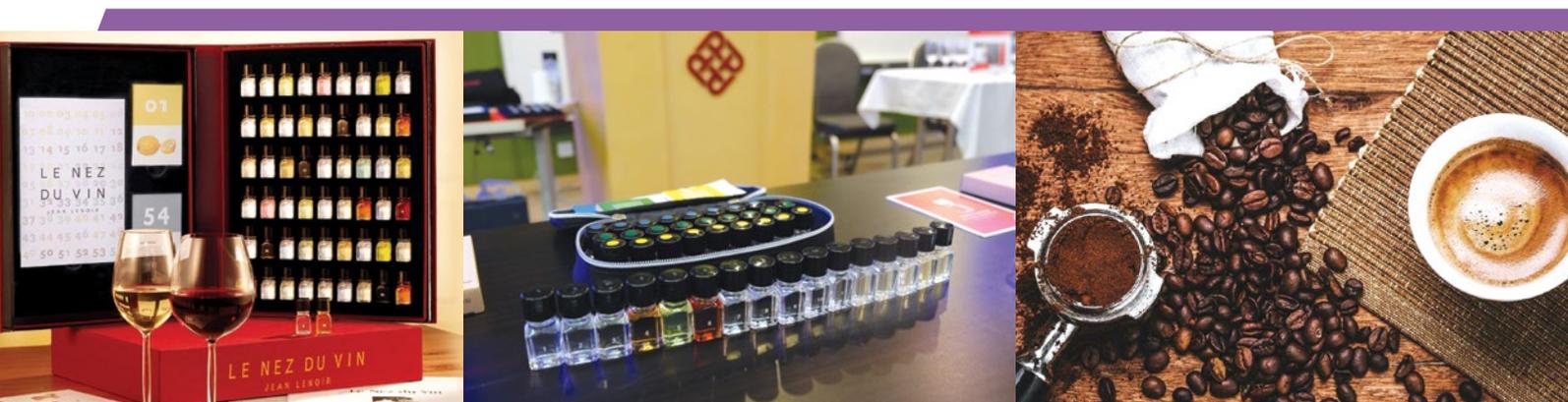
Mr Wilson Lau teamed up with Ms Natalie Chan, Ms Gloria He, Ms Yannis Lam and Ms Abigaile Lo as "LeGelly" to continue the work of Wilson's father, the last known practitioner, to revitalise the making of traditional jellies filled with coconut milk. Following success at the market, the team is looking to register a business to continue their efforts on a broader scale.

Ms Kitty Lam, Ms Shirley Leung, Ms Janice Wang and Ms Cwai Wong, under the project name "Donut Journey", also took their small local-flavoured donuts to the market. Taking a markedly different direction, Mr Aaron Chung, Ms Angela Lam, Ms Toby Tam and Mr Ivan Wong offered high-quality and healthy pet food snacks they labelled "Petkery". The team is now actively seeking start-up funding from the PolyU Microfund for Innovation and Entrepreneurship.

Old blending with new, innovation teaming up with tradition – these are the crucial elements needed as these young F&B leaders guide us toward the future! **H**

Culinary Delights

Food, of course, has also featured in F&B activities throughout the year, with students leading the way. During each semester F&B students run, cost and



Fun, Friends and Fairs

The SHTM Alumni Association is tireless in organising activities for its members that bring them together, allow them to expand their networks and most importantly have fun! In recent times Association members have enjoyed their Annual Dinner and a series of visits to fairs organised by the Hong Kong Trade Development Council (TDC).

A Dinner to Remember

Themed "Dancing Through the Decades" and held in the Owner's Box at the Happy Valley Racecourse, the Annual Dinner 2018 attracted more than 90 members – or as they styled themselves, dancing kings and queens! The festivities began with members of the SHTM Student Association performing an opening dance, and the evening climaxed with everyone showing their irrepressible talent on the dance floor as part of the Dancing King and Queen Contest.



SHTMAA Scholarship 2017-18

Another highlight of the dinner was the presentation of the SHTMAA Scholarship for 2017-18, which went to Ms Lui Yi Fu, a Year 1 student in the Broad Discipline of Hotel and Tourism Management. Applicants this year were asked to design a one-day local tour that



would create a refreshing image of Hong Kong, and Ms Lui took out the HK\$8000 prize in recognition of her creativity and active involvement.

TDC Crossover

The Association also made great efforts to collaborate with the TDC recently to gain free access and VIP arrangements for

members, teachers and students at three international fairs. On 28 April, members visited the Gifts & Premium Fair and Printing & Packaging Fair held at the Hong Kong Convention and Exhibition Centre (HKCEC). Ms Jo Chung, Assistant Manager of Visitor Promotion at the HKCEC and an SHTM alumna, guided them around the pavilions and booths. Some of the visitors were interested in sourcing new gift products from various countries for their companies, while others bought gifts at great prices.

In late April members also had the opportunity to visit the TDC-organised Food Expo, Tea Fair, Beauty & Wellness Expo and Home Delights Expo, and in November they will attend the annual Wine & Spirits Fair. As always, the SHTM Alumni Association will be making sure that participants get the most out of their membership. **H**



Alum-notes

1990s

Ms Michelle To
BA(Hons) in Tourism Management

1995 is Assistant Manager, International Programs, MBA Programs Office, at the Hong Kong University of Science and Technology.

Ms Maggie Chow

HD 1996 is Food and Beverage Manager, Shatin Clubhouse, The Hong Kong Jockey Club.

2000s

Dr Emma Wong
BA(Hons) in Hotel and Catering Management 2001, Master of Philosophy 2003

is Dean at Les Roches Jin Jiang International Hotel Management College.

Ms Donna Wong
BA(Hons) in Hotel, Catering and Tourism Management 2003

is Regional Director of Sales, North Asia at Mandarin Oriental Hotel Group.

Mr Jason Wong
BA(Hons) in Hotel, Catering and Tourism Management 2003

has been appointed as Justice of the Peace (JP) by the HKSAR Government.

Ms Heather Tam

BSc 2006 is Senior Officer, Human Resources, Royal Park Hotel.

Mr Benjamin Ng
HD in Hotel, Catering and Tourism Management 2006

is Director of Rooms at the Kowloon Shangri-La Hong Kong.

Ms Crystal Chan
BSc(Hons) in Hotel Management 2008

is Human Resources Manager at Hyatt Regency Hong Kong, Tsim Sha Tsui.

2010s

Mr Anthony Zhang
MSc in Hotel and Tourism Management 2011

is Business Development Manager, STR Asia Pacific.

Ms Ginger Au
BSc(Hons) in Tourism Management 2011

is Marketing Assistant at the Korea Tourism Organization Hong Kong Office.

Mr Zelotes Lam
BSc(Hons) in Hotel Management 2011

is Front Desk Manager, Rosewood Hong Kong.

Ms Flora Lee
BSc(Hons) in Hotel Management 2011

is Assistant Learning and Development Manager at The Peninsula Hong Kong.

Ms Catherine Wong
BSc(Hons) in Tourism Management 2011

is Digital Experience Executive – Mobile, Customer Experience Department at Cathay Pacific Airways Limited.

Ms Gigi Fung
BSc(Hons) in Hotel Management 2012

is Assistant Manager, Learning at the Hyatt Regency Hong Kong, Tsimshatsui.

Mr Calvin Yuen
BSc(Hons) in Hotel Management 2012

is Food and Beverage Operations Manager at Shangri-La Hotels and Resorts.

Dr James Mabey
Doctor of Hotel and Tourism Management 2013

is Chief International Business Officer, Head of Asia and Middle East at Standard International, LLC.

Ms Pureanae Jang
BSc(Hons) in Hotel Management 2013

is Assistant Manager, Valuation and Advisory Services at Colliers International Hong Kong.

Ms Debbie Mak
BSc(Hons) in Tourism Management 2013

is Marketing Manager of Agoda International (Hong Kong) Limited.

Ms Elaine Wong
BSc(Hons) in Convention and Event Management 2013 is Project Manager, Destinations and Events Management at Connexus Travel Limited.

Ms Nicole Fu
HD in Hotel Management 2013, BSc(Hons) in Hotel Management 2015 is Account Manager at Connexus Travel Limited.

Ms Psyche Tsoi
HD in Tourism Management 2013, BSc(Hons) in Tourism Management 2015

is Assistant Event Manager at Hong Kong Convention and Exhibition Centre (Management) Limited.

Ms Luna Wang
BSc(Hons) in Tourism Management 2015

is Assistant to General Manager Sales and Distribution, Cathay Pacific Airways Limited.

Dr Bona Kim
Ph.D. in Hotel and Tourism Management 2016

is Assistant Professor at the Department of Business Administration and Tourism and Hospitality Management at Mount Saint Vincent University.

Mr Vincent Chen
MSc in International Tourism and Convention Management 2016

is Management Trainee, Design and Project Services at the Rosewood Hotel Group.

Mr Robben Luo
MSc in International Wine Management 2017

is Brand Ambassador China of HINE Cognac.

Dr Matias Jørgensen
Ph.D. in Hotel and Tourism Management 2018

is Assistant Professor at the Department of Social Sciences and Business, Roskilde University.

Dr Amare Wondirad
Ph.D. in Hotel and Tourism Management 2018

is Assistant Professor at the Sol International School, Woosong University.

Industry Professionals Shine

The School extends its gratitude and heartfelt thanks to the following outstanding industry professionals who recently served as professors for a day.

Speaker	Title and Company	Topic
Mr Benjamin ANG	Founder, Flamingo Bloom	Effective Multi-Unit Restaurant Management
Dr Robin M. BACK	Assistant Professor, Rosen College of Hospitality Management, University of Central Florida	Sustainable Wine tourism
Mr Jonathan BEARD	Senior Manager of Pricing and Revenue Management, Walt Disney Parks and Resorts	Revenue Management in Other Industries
Mr Sean Paul CARTER	Managing Director, House of Fine Wines	Wine and Gourmet Foods
Ms Amy CHAN	Group Spa Therapy Manager, Langham Hospitality Group	Chuan SPA Site Visit
Ms Florence CHAN	Senior Manager, Programmes and Development, Community Business	Issues of Diversity in the Workplace
Mr Kenny CHAN	Learning and Development Manager, Renaissance Hong Kong Harbour View Hotel	Learning and Career Development in Hospitality Industry
Ms Marsha CHAN	Director of Business Development, Corporate, Kowloon Shangri-La, Hong Kong	Understanding Your Customers
Mr Patrick CHAN	Director of Human Resources, Hong Kong Ocean Park Marriott Hotel	Strategic Management in Hotel Business
Ms Peggy CHAN	Founder, Grassroots Pantry	Personal and Professional Attributes Leading to Career Success in the Hotel Industry
Ms Tiff CHAN	Founder, Chef Tiff's Kitchen	Struggles and Successes for Female Entrepreneurs in Hong Kong
Ms Emily CHAU	Manager, Human Resources, Melco Resorts and Entertainment	Attractions of Melco Resorts and Entertainment
Dr Chienhao CHEN	Assistant Professor, Department of Food and Beverage Management, National Kaohsiung University of Hospitality and Tourism	A Masterclass of L'École du Nez
Mr Dino CHEN	Head Bar Tender, Above and Beyond, Hotel ICON	Pisco Pleasures <Mixology>
Mr Gary CHENG	Sales Manager, Destination Marketing, North Asia, TripAdvisor	How TripAdvisor Helps Hotels and Destinations Market Themselves
Ms Jennifer CHING	Sustainability Consultant, MCI Group	Sustainability Initiatives in the Business Events Industry: Global and Corporate Perspectives
Ms Cici CHIU	Manager, F&B Operations, Hong Kong Disneyland	Themed Restaurant Management
Mr Mark CHOLEWKA	Managing Director, Shore Hospitality	Emerging Trends in Multi-Unit Restaurant Management
Mr Tony CHOW	Director, Creative and Content Marketing, Asia Pacific, Marriott International	Creative and Content Marketing
Ms Angela CHU	Former Director of Revenue Strategy Management, InterContinental Hong Kong	Revenue Management Overview
Mr Kenneth CHUI	General Manager (Food and Beverage), AsiaWorld-Expo Management Limited	Introduction to AsiaWorld Expo and Future Plans
Ms Christy CHUNG	Talent Acquisition Manager, Mandarin Oriental Hong Kong	How to Have a Successful Start in the Hotel Industry - Advice on Job Interviews and Current Trends of Hotel Recruitment
Mrs Nancy CHUNG; Ms Frances YIK; Mr Gary NG; Ms Karine NG; Ms Tammy TAM	Asia Regional Director; Sales Manager; Sales Coordinator, Carnival Corporation Hong Kong Limited; Assistant Manager, Cruise Department; Product Coordinator, Cruise Department, Wincastle Travel (HK) Limited	Cruise Industry Development in Hong Kong - An Update by Carnival Corporation and Wincastle Travel
Mr Noble COKER	Chief Simian, Apex Parks and Entertainment Services	Theme Park Development in China
Mr Jack CUMMINS; Ms June CHAN	Vice President; Sales Manager, BASAO Ltd	Tea Introduction and Types of tea
Mr Ray DANIELS	Founder and Global Director, Cicerone Certification Program	Tasting Beer with World Beer Leading Expert
Mr John DRUMMOND	Resident Manager, InterContinental Grand Stanford Hong Kong	Service Positioning of InterContinental
Ms Katy FOK	Director of Human Resources, Kerry Hotel, Hong Kong	Professional Interpersonal Skills
Mr Franky FONG	Head, University and College YMCA Department, Chinese YMCA of Hong Kong	Recreation Policies and Development in Hong Kong
Mr Jason FONG	Learning Manager, Grand Hyatt Hong Kong	How to Pursue a Successful Career Path and Opportunities Ahead
Mr Terence FONG	Digital Marketing Manager, Hotel ICON	Digital Distribution and Marketing
Ms Rosie GALLOWAY	Group Training and Development Manager, Black Sheep Restaurant	Concept Development in Multi-Unit Restaurant Management
Mr Shenghong GAN	CEO, Zhejiang SSAA Boutique Hotels Company Ltd	How will Hotel Brands Link up with IP in the New Ecology of Lodging?
Mr Olivier GEMAYEL	Partner and Chief Business Development Officer, Dayuse.com	Disruptive Innovation? A Case of Dayuse.com
Ms Mathilde GRIVOT; Mr Pierre DUROCHÉ; Mr Alex MOREAU	Winegrower, Domaine Jean Grivot; Winegrower, Domaine Duroché; Winegrower, Domaine Bernard Moreau et Fils	Discover Grand Cru Burgundy with Jeannie Cho Lee MW
Mr Michael GROLL	Director of Food and Beverage, Mandarin Oriental Hong Kong	Multi-Unit Manager: The Qualities and Competencies
Ms Eleonora GUERINI	Wine Master and Editor, Gambero Rosso	Brunello Di Montalcino
Mr Philip HAFSTAD	Chairman, Craft Beer Association Hong Kong	Tasting Beer with World-Leading Beer Expert
Mr Peter HILDEBRAND	General Manager, W Hong Kong	Backstage Access to the W Brand
Ms Catherine HUA	Assistant General Manager, Nanjing Jinling Holdings Limited	Women Leadership
Mr Tzu-yuan HUANG	Pastry Kitchen, The Excelsior	Pastry Demonstration
Mr Xiaohe HUANG	General Manager, ZTE Hotel Group	Corporate Strategy of ZTE Hotel Group
Dr Xin HUANG	CEO, Wintour Information Technology Company Ltd	Marketing and Trends in Hospitality
Mr Mason HUNG	Director, Event & Product Development, Hong Kong Tourism Board	Wine Festivals, Wine Events, Internationally and at a Local Level
Ms NaLe HWANG	Director of Revenue Management, W Hong Kong	Revenue Management in Hospitality: Hotels and Food Service
Ms NaNa HWANG	Former Manager, Corporate Operations (In-house Consulting), Samsung Corporation	Revenue Management in Hospitality: Hotels and Food Service
Mr Yoshio KAMATA	Business Development Executive, Schmidt Marketing (Consumer Products) Limited	German Wines: Current Trends and the Market in Hong Kong and China
Dr Andrew KAY	Managing Director, CP Exhibition Limited	MICE Career
Ms Lydia KONG	Senior Marketing Manager, UberEats	Innovation in Hospitality
Mr Per KREDNER	General Manager, Hyatt Regency Hong Kong, Tsim Sha Tsui	Strategic Management in Hotel Business
Ms Jennifer Kingen KUSH; Ms Jojo DU	Vice President and Executive Director, Digital Experience Institute; Digital Associate, Digital Experience Institute, Professional Convention Management Association	Devising Effective Virtual and Hybrid Events

Speaker	Title and Company	Topic
Ms Karen KWAN	Founder and Managing Director, Delightfully Green	Ethical Consumption
Mr Philip KWOK	Human Resources Manager, Hong Kong Gold Coast Hotel	Challenges Facing Human Resources Management in Hospitality Industry
Ms Lisa LAM; Ms Patricia LAM	Co-Founders, Taboocha	Career Planning and Development in the Global Hotel Industry
Mr Andrew LAU	Corporate Director of Revenue Management, Rosewood Hotel Group	Struggles and Successes for Female Entrepreneurs in Hong Kong
Ms Christine LAU	Senior Manager, PR and Social Media, Hong Kong and Macau, Singapore Tourism Board	Revenue Manager's Schedule
Mr Stephen LAU	Executive Housekeeper, Panda Hotel	Marketing Strategy for Singapore
Mr Ian LEE	Director of Finance and Administration, Hotel ICON	Environmental Management vs Quality Management: A Hotel Manager Perspective
Mr Kelvin LEE	Specialty Asian Chef, Hotel ICON	Restaurant Finance – F&B Costing for Restaurants in Hotel ICON
Mr Jean LENOIR	Founder, Editions Jean Lenoir Company	Demonstration of Singapore Cuisines
Dr Gabriel LEPOUSEZ	Neuroscientist, Department of Neurosciences, Institut Pasteur	A Masterclass of L'École du Nez
Ms Ada LEUNG	Founder and Managing Director, Cottage Vineyards	A Masterclass of L'École du Nez
Mr Philip LEUNG	Executive Chef, Hotel ICON	Wine Trends and Emerging Styles/Regions
Ms Anne LI	Executive Director, Pico International (HK) Limited	F&B
Mr Jinquan LIU	General Manager, Hotel Management Department, Shenzhen Metro Group Company Limited	Exhibition Management
Ms Ronda LIU; Ms Ashley TAM	Operations Manager, Retail and Marketing Executive, Young Master Brewery	Hotel Management and Investment: Owners' Perspective
Ms Katrina LO	Director of Revenue Management, Grand Hyatt Hong Kong	Tasting Beer with World Beer Leading Expert
Mr Jason LOYD	Executive Chef, Prohibition Hong Kong	Industrial Insights on Revenue Management
Mr Tanner LUCAS	Head Chef, Eclipse Restaurant Group	Demonstration of cuisine of the United States
Mr Stanley LUJ	Revenue Planning Manager, Cathay Pacific Airways	Demonstration of USA and Mexico cuisines
Mr Geoff MANCHESTER	Co-founder and Director, Intrepid Travel Proprietary Limited	Airline Revenue Management and Its Challenges
Ms Natasha MARTIN	Managing Director – Asia, Bannikin Travel and Tourism Limited	Sustainable Tourism at Intrepid Travel
Mr Harry MASSOLIN	Director of Food and Beverage, Hotel ICON	How do Travel and Tourism Consultants Help Tour Operators, Destinations and Lodging Providers Achieve Their Business Goals?
Mr Ryo MIURA	Executive Housekeeper, InterContinental Hong Kong	Keys to Multi-Unit Restaurant Leadership
Mr Stanley MOK	General Manager, Macao Government Tourism Office Representative in Hong Kong	Housekeeping Management
Ms Ayuchi MOMOSE	Founder, Sake Bar GINN	The Trend of Attraction Development in Macau
Ms Wendy NARBY	Senior Lecturer, Bordeaux Wine School	Struggles and Successes for Female Entrepreneurs in Hong Kong
Ms Annie NG	Director of Human Resources, Mandarin Oriental Hong Kong	Bordeaux Wine Masterclass
Dr Joe NG	Director of Safety, Environment and Special Projects, Macau Tower	Selection – Recruitment Procedures and Interviewing Techniques
Ms Lily NG	Founder, Foodie Group Limited	Attracting and Managing Visitors at Macau Tower
Mr Nicholas NG; Ms Peggy LAI; Mr Chris CHAN; Mr Andrew LLOYD	Senior Area Manager; Director of Human Resources; Head Chef of The Pawn; Executive Chef, Classified Group	Struggles and Successes for Female Entrepreneurs in Hong Kong
Mr David NICHOLLS	Group Director of Food and Beverage, Mandarin Oriental Hotel Group	Overview of Multi-Unit Restaurant Management in Hong Kong
Mr Kyle OOSTERBERG	Senior Wine Educator and Cellar Manager, The Flying Winemaker	Development of Mandarin Oriental Hotel Group – Focusing on the Food and Beverage Department
Ms Joyce RUAN	Marketing Executive, Hong Kong Trade Development Council, Zhejiang Office	Wine Basics – Class 101
Mr Marco SACCO	Two-starred Michelin Chef, Piccolo Lago	Exhibitions Marketing
Mr Bobby SAW	Revenue Optimiser Specialist, Revenue Optimiser	Italian Food Demo by Chef Marco Sacco
Ms Nicole SIAH	Rooms and Guest Experience Executive, Hotel ICON	Revenue Management in Today's World
Ms Betty SIMPSON	General Manager, The Helena May	Service Positioning of Hotel ICON
Mr Patrick SIN	Director of Sales, Marketing and Revenue Management, Hotel ICON	Career Planning and Development in the Global Hospitality Industry
Ms Gloria SLETHAUG	Managing Director, Connexus Travel	Hotel Revenue Management
Mr Mike SONG	Senior Sales Manager, Grand Hyatt Hong Kong	Encouraging Guests to Book Direct
Mr Benson SOO	Head of Guest Experience and Room Operation, Asia Pacific, Lanson Place Hospitality Management Ltd	Challenges of Travel Agent's Business in Hong Kong
Mr Sunny SUN	New Brand Development Advisor, Wyndham Hotel Group	Innovation in Hospitality
Ms Wendy TAI; Mr Henry WU	Co-Founders, Tai Wai Beer	"Hoteliers" Think Out of Box
Ms Suwadee TALAWANICH	Lecturer, International College, Mahidol University	Service Positioning of Lanson Place
Mr Christian TALPO	Co-Founder, Pirata Group	Expatriate Management
Mr Adrian TANG	Superintendent, Major Events Planning Division, Major Incidents Bureau, Hong Kong Police Force	Struggles and Successes for Female Entrepreneurs in Hong Kong
Ms Gigi TSANG	Founder and Owner, My Little Coffee Limited	Cultures and Cuisines of Thailand
Mr Jeff TSANG	Senior Duty Manager, Hotel ICON	How to Run Multiple Restaurants
Ms Porsche TSANG	Area Quality Improvement Manager, Shangri-La Hotels and Resorts	Hotel and Events' Security Management
Mr Derek TSE	General Manager, HKTraveler.com Ltd	Security/Safety Issues in Events
Mr Ernest TSUI	Senior Partner, T.K. Tsui and Company, Solicitors	Leisure as a Profession – A Coffee Enthusiast becomes an Entrepreneur
Mr Jacques VARET	General Manager, Scarlett Cafe and Wine Bar	Five Selected Cases from Duty Manager's Log Book at Hotel ICON
Mr Hamson WAI	President, The International Live Events Association Hong Kong	Environmental Management vs Quality Management: A Hotel Manager Perspective
Mr Kai WANG	Senior Vice President, Development, Atour Hotel Group	Tai O Ecotour
Mr Ralph WANG	General Manager, OCT International Hotel Management Company Limited	Professional Ethics and Social Responsibility in Hotels
Ms Lynn Yang WOLF	Founder, Wolf Kitchen	Symbolic Consumption in a Wine Bar
		Sustainable Exhibition
		The Story of a Trendy Hotel Brand: Atour
		New Brands, New Strategies and New Development of Cultural Hotels
		The Story of Lynn Yang Wolf

Speaker	Title and Company	Topic
Mr Darren WONG	Chairman, Hotel Controllers and Accountants Association of Hong Kong	Introduction to the Uniform System of Accounts for Lodging Industry Hotel Financial Management – An Operational Perspective
Mr Timothy WONG	Learning and Development Manager, Sino Hotels	Contemporary Training Practices in Sino Hotels
Mr Alex XU	Chairman and CEO, Green Tree Hospitality Group, Incorporated	Zero to One: The IPO of Green Tree Hospitality Group at NYSE
Mr Raymond YAP	Senior Director of International Premium and Mass Market Development, Galaxy Entertainment Group	Insight into the Gaming Industry and Its Opportunities and Challenges in Macau. Hospitality Management vs Gaming Management, Commonalities and Differentiation
Ms Alison YAU	Chairman, SHTM Alumni Association	Professional Development and Career Planning in the Global Hospitality Industry Women Leadership – Mini Seminar
Mr Manin YEOM; Ms Nicoletta SCRENCI	Chief Operating Officer; General Manager, Classified Group	Overview of Multi-Unit Restaurant Management in Hong Kong
Mr Paul YIP	Housekeeping Manager, Hong Kong Convention and Exhibition Centre (Management) Limited	Housekeeping Inventory and Control
Mr Tony YIP	Senior Manager, E-Commerce and Information Technology System, Jetour Travel Limited	Leverage Between Online and Offline Arenas: The Case of Jetour Travel
Ms Vivian YU	Information Technology System Manager, Jetour Travel Limited	Leverage Between Online and Offline Arenas: The Case of Jetour Travel
Mr Wing-kit YU	Manager, HKSAR Leisure and Cultural Services Department	Event-hosting Roles of Hong Kong Leisure and Cultural Services Department
Ms Maria YUE	General Manager, Hyatt Place Shenzhen Dongmen	Women Leadership – Mini Seminar Conflict Management in the Hotel Industry
Mr Calvin YUEN	Shang Palace Manager, Kowloon Shangri-La, Hong Kong	Chinese Restaurant Management
Professor Guojun ZENG	Assistant Dean, School of Tourism Management, Sun Yat-Sen University	Authenticity and Standardisation: A Paradox of Strategic Management
Ms Athena ZOU	Business Development Manager and Economist, AECOM	Economic Impact of Theme Parks

Upcoming Events

2018

22-24 November

Event: "One Belt, One Road, One Tourism" International Conference, Palembang, Indonesia
 Organisers: SHTM, King Abdulaziz University Faculty of Tourism, and Bandung Institute of Tourism, Indonesia
 Contact: Flora Ng
 Email: flora.ng-ps@polyu.edu.hk
 Website: <http://oborot2018.poltekpar-palembang.ac.id/>

2019

22-25 May

Event: 2019 APacCHRIE & EuroCHRIE Joint Conference cum 4th Global Tourism and Hospitality Conference, Hong Kong
 Organiser: SHTM
 Email: chrie.hk2019@polyu.edu.hk
 Website: <http://www.chriehk2019.com/>

2-5 June

Event: International Conference on "Wine, Market and Cultures of Consumption", Hong Kong
 Organisers: SHTM, and the UNESCO Chair of University of Burgundy
 Contact: (Programme) Professor Haiyan Song / (Administration) Ms Leslie Fung
 Email: haiyan.song@polyu.edu.hk / leslie.fung@polyu.edu.hk

20 September

Event: SHTM Lifetime Achievement Award
 Organiser: SHTM
 Contact: Dr Barry Mak
 Email: barry.mak@polyu.edu.hk

Dr James Mabey
(D.HTM 2013)
Chief International
Business Officer,
Head of Asia
and Middle East
Standard
International, LLC

Dr Bona Kim
(Ph.D. 2016)
Assistant Professor
Mount Saint
Vincent
University

Mr Robben Luo
(MSc 2017)
Brand
Ambassador
China
HINE Cognac

**Dr Matias Thuen
Jørgensen**
(Ph.D. 2018)
Assistant Professor
Roskilde University

DO YOU KNOW US?

You might see some familiar faces because we're all graduates of the School of Hotel and Tourism Management (SHTM) at The Hong Kong Polytechnic University.

Rated No. 1 in the world in the "Hospitality and Tourism Management" category according to ShanghaiRanking's Global Ranking of Academic Subjects 2017/2018, placed No. 1 in the world in the "Hospitality, Leisure, Sport & Tourism" subject area by the CWUR Rankings by Subject 2017 and ranked among the top 3 "Hospitality and Leisure Management" institutions globally in the QS World University Rankings by Subject 2017/2018, the SHTM ensured that we would gain international recognition for the calibre of our learning. Over the years, we've put the knowledge and skills we gained into practice as proud professionals in the hotel, travel and tourism fields. The cosmopolitan mix of our classes – with participants hailing from Denmark, Hong Kong, Korea, Mainland China, Peru and the USA – is further testament to the SHTM's well-earned international reputation.

We invite you to advance your career in a dynamic global industry by enrolling in one of the SHTM's highly tailored programmes, led by a faculty of 75 talented academics from 22 countries and regions. The various programmes in hotel and tourism management lead to Doctor of Philosophy, Doctor of Hotel and Tourism Management, and Master of Science degrees.

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