

Horizons

SHTM Magazine

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

Vol 20 Issue 1, Feb 2020



- ✦ Splendid Gala Dinner
- ✦ Oberoi Group Founder Honoured
- ✦ School Graduates Future-Ready Students
- ✦ Hospitality Alumni Reflect on SHTM Strengths

14 DAYS'
FREE
ACCESS

CONTENTS

2

MESSAGE FROM
DEAN OF SCHOOL

3

A Splendid Occasion
School celebrates 40th
year with gala dinner

5

2019 SHTM Lifetime
Achievement Award
School honours Mr P. R. S.
Oberoi, ground-breaking
hotelier

6

Looking Ahead
Highlights of the 25th
PolyU Congregation
(SHTM)

8

Everything Turning Out Rosy
Graduates working together
at Rosewood Hotels speak of
their experience and the
benefits of an SHTM
education

10

Importance of Collaboration
Declared
Second One Belt, One Road,
One Tourism International
highlights regional
cooperation

12

Broader Scope Urged for
Tourism Development
UNWTO/PATA Forum on
Tourism Trends and Outlook
considers visitor dispersal,
capacity management and
rural destination development

14

Outstanding Experiences
Students in our
innovative postgraduate
programmes recall their
impact

16

Meeting Industry Needs
Highlights of Executive
Development
Programmes

RESEARCH HORIZONS

Highlights of SHTM research on anime and soft power,
measuring financial constraints in restaurant chains,
improving guest service in China's hotels, creating hotel
guest memories with scents, understanding hotel
location choice, and the dynamic patterns of the online
hotel booking decision process.

18

When Ambition is Not
Enough
Participants highlight
advantages of SHTM's
unique MicroMasters in
International Hospitality
Management programme

19

Mainland China
Programmes
Information seminar
attracts eager
participants

20

In Brief
Recent news and staff
updates

24

Student Activities
From learning about
success to achieving it

26

Food and Beverage
Activities
Recent Food and Wine
Academy activities in
the spotlight

28

Student Achievement
Awards
The best of the best
recognised

29

Alumni Association News
Highlights of recent
events, and member
updates

31

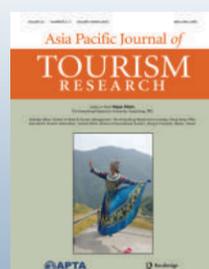
Professor-for-a-Day
Programme
Thanking our
outstanding professors
for a day

33

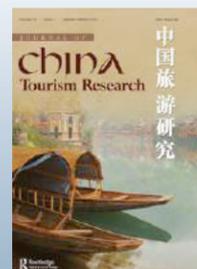
Upcoming Events
Calendar of events to
come

Discover Routledge **Tourism** Journals

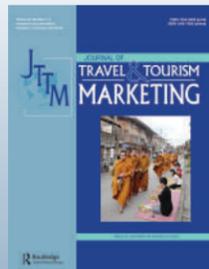
Routledge is pleased to offer you **14 days' free access*** to the past two years of content published in these journals:



Asia Pacific Journal
of Tourism Research



China Tourism
Research



Travel & Tourism
Marketing

In order to access the content, visit the following page and log in to, or register for, a free Taylor & Francis Online account:

<https://www.tandfonline.com/r/tourism-rapt-wtm-wctr>

*14 days' access from activation, to be redeemed once per person per calendar year.



Celebrating 40 years of success

Publisher: Kaye Chon | Managing Editor: Pauline Ngan | Consulting Editor: AH Editing

Design: CDMN Consultant Limited | Printer: Impact Printing & Graphics Co. Ltd.

Horizons is published by the School of Hotel and Tourism Management for friends, alumni, staff and students of the School.

Contributions from readers are welcome in the form of articles and photographs. All contributions should be sent to: Editor, Horizons, School of Hotel and Tourism Management, The Hong Kong Polytechnic University, 17 Science Museum Road, Tsim Sha Tsui East, Kowloon, Hong Kong.

The Editor reserves final editing rights on all material submitted for publication.

Telephone: (852) 3400 2634 Fax: (852) 2356 1390

Email: pauline.ngan@polyu.edu.hk Website: https://shtm.polyu.edu.hk

Horizons is issued by the School of Hotel and Tourism Management at The Hong Kong Polytechnic University. © All rights reserved.

DEAN'S MESSAGE

Impressive is not a word used in academia very often, but it does describe the SHTM's achievements over its 40-year history, and we hope that this issue of Horizons will introduce you to more. We start with coverage of our Splendid 40 Years Gala Dinner in September, where we also honoured 2019 SHTM Lifetime Achievement Award recipient, legendary Indian hotelier Mr P. R. S. Oberoi.

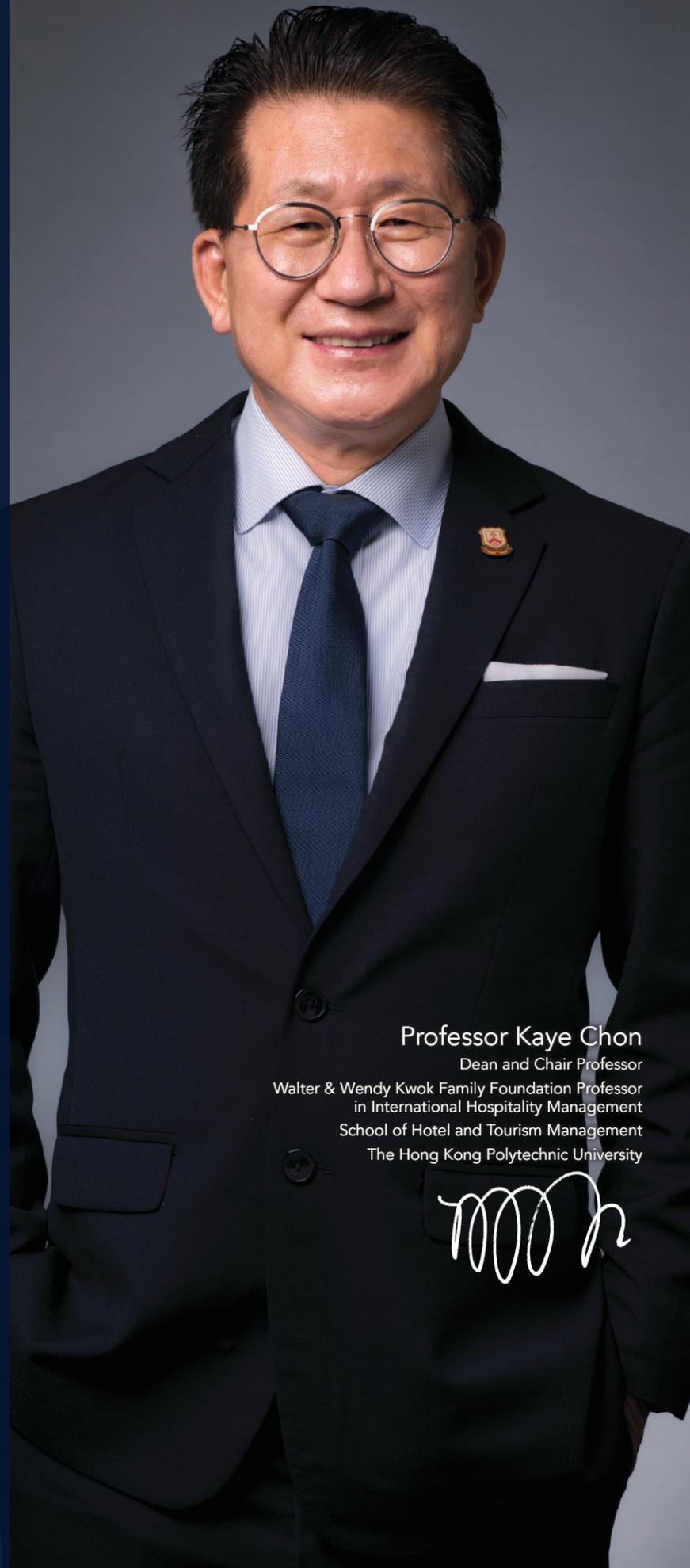
We then turn to the budding young hospitality and tourism leaders of the future with highlights of the graduation ceremonies at the 25th PolyU Congregation (SHTM), and an interview with recent hotel management graduates now establishing careers at the Rosewood Hong Kong.

Following coverage of the 2nd One Belt One Road One Tourism International Conference in Guilin during October, for which the School was a co-host and at which an important declaration on the region's tourism potential was promulgated, we look back at the 13th UNWTO/PATA Forum on Tourism Trends and Outlook, again in Guilin during October, which we co-organised.

Our attention then turns to programmes, with comments from the highly satisfied participants in our world-first online MicroMasters in International Hospitality Management programme and our ground-breaking on-campus postgraduate programmes.

Research then takes the spotlight in coverage of six recent studies conducted by our outstanding academics, after which we give details of Executive Development Programmes that have recently helped to advance the industry. We round off the issue with staff and student news and highlights of F&B activities, among other things.

With each issue of this magazine we show just how impressive the School has become, but there will always be more in the future. That's what being impressive truly means. #



Professor Kaye Chon

Dean and Chair Professor

Walter & Wendy Kwok Family Foundation Professor
in International Hospitality Management
School of Hotel and Tourism Management
The Hong Kong Polytechnic University



Professor Philip C. H. Chan (front row, 7th from left), Professor Chung-kwong Poon (front row, 6th from left), Mr Vikram Oberoi (front row, middle) and Professor Kaye Chon (front row, 7th from right) with distinguished guests in celebration of the SHTM's 40th anniversary

A Splendid Celebration

Four decades ago, an institution was founded that would rise from humble beginnings to become a school unlike any other. On 20 September this year, nearly 400 guests from around the world gathered at Hotel ICON for a sumptuous gala dinner to mark the 40th anniversary of the SHTM. Aptly themed "Splendid 40 Years", the occasion was made doubly meaningful by the presentation of the 2019 SHTM Lifetime Achievement Award, honouring another decades-long contribution to the industry.

"Our School has come a long way", said Professor Philip Chan, PolyU Deputy President and Provost, who kicked off the event with a welcome address. In 1979, it was a small diploma-conferring department of PolyU. Within just 10 years, it had established

Hong Kong's first Bachelor of Arts programme in Hospitality Management. Another decade saw links forged with the mainland and across the region, and by 2004, the department had become an independent School of the university, with an international reputation. The rest is history. "With the establishment of Hotel ICON", said Professor Chan, "the SHTM set a new standard for hospitality education".

In his opening remarks, Professor Kaye Chon, SHTM Dean, Chair Professor and Walter & Wendy Kwok Family Foundation Professor in International Hospitality Management, offered a slightly different perspective on history. "Forty years might seem like a long time", he said, "but it isn't". Hotel schools around the world are celebrating their centenaries

and beyond, making the SHTM the "new kid on the block". It is all the more remarkable, then, just how far it has come, rising through the ranks to become the world's number one school of hospitality and tourism.

"What makes the School so successful?" Dean Chon asked the audience. "The answer lies in large part with the 380 guests sitting here today." At the heart of the SHTM's success are its partnerships with the industry, the community and academia, without which the School could not have realised its motto of "Leading Hospitality and Tourism". Tremendous power comes through such synergies, explained Dean Chon. "The school has a strong spirit and culture of working hard with the same common goal: to make a difference in our field."

The Best is Yet to Come

A shining example of this mission is afforded by the recipient of the SHTM's fourth Lifetime Achievement Award, whose presentation was another high point in the evening's celebrations. Continuing its annual tradition of honouring outstanding contributions to hospitality and education in Hong Kong and beyond, the School bestowed this year's award on inspirational hotelier Mr P. R. S. Oberoi, under whose leadership the Oberoi Group has spearheaded the development of the luxury hotel sector for more than 70 years. Mr Oberoi was represented at the ceremony by his son Mr Vikram Oberoi, who spoke warmly of his father's dedication, passion and, above all, integrity. "Our commitment to excellence is well supported by distinguished individuals such as Mr Oberoi", said Dean Chon.

No less valuable are connections closer to home. The School is grateful for the tremendous support it receives from the local community

as well as the global industry. The support of its alumni, PolyU's biggest and most active alumni network, is particularly important. Fittingly, then, another feature of the evening was a dialogue with four exceptional SHTM alumni. After the first course of the gala dinner had been served, allowing guests to experience for themselves Hotel ICON's exceptional cuisine, Dr Daniel Leung – himself a three-time graduate of the SHTM – and fresh graduate Ms Jenn Kwan took the stage to welcome the four alumni back to their alma mater.

Each of the four panellists had graduated in a different decade of the School's history, and all agreed that the SHTM had been instrumental in helping them achieve personal and professional success. Since graduating in the 1990s, Ms Alison Yau, Chairman of the SHTM Alumni Association, has built on the skills and knowledge gained at the SHTM to realise "a very simple dream – to make Hong Kong travellers happy". Mr Ray Wang, a 2007 graduate and now Deputy General Manager of Fliggy, Alibaba Group's online hotel business, is grateful to the SHTM for "enabling, empowering and

encouraging students by delivering truly practical values".

Mr Wilson Lee, a 1980s graduate and now General Manager, Hyatt Regency Hong Kong, Shatin, is eager to give back through the School's mentorship scheme, "helping young people make something of their dreams in the hospitality and tourism industry". A direct beneficiary of this scheme was Ms Kristina Braun, a 2017 graduate who recently relocated to her native Germany after rising to be an assistant hotel manager in Hong Kong. "Thanks to the SHTM", she said, "I will hopefully accomplish even more in the future".

It is impossible to doubt the potential of this new generation of hospitality and tourism leaders, who are responsible for carrying forward the School's legacy into the future. As this unforgettable evening drew to a close, accompanied by music by talented SHTM student Celine Chu and her trombone quartet, the assembled guests – alumni, current students, faculty and honoured guests – bade farewell to the last 40 years and raised their glasses to the next four decades of global excellence at the SHTM. #



DIALOGUE WITH 4 PROMINENT SHTM ALUMNI

School of
Hotel & Tourism Management
酒店及旅遊管理



(From left) Professor Kaye Chon, Ms Isabella Oberoi and Mr Vikram Oberoi in the Gallery of Honour

Excellence with Integrity

Continuing a yearly tradition of honouring outstanding personalities who have contributed substantially to hospitality and tourism in Hong Kong and worldwide, the SHTM recently bestowed its fourth Lifetime Achievement Award on legendary hotelier Mr P. R. S. Oberoi. Known as "Biki" to his friends, Mr Oberoi is the Executive Chairman of EIH Limited, the flagship company of the Oberoi Group, which has spearheaded the development of the luxury hotel sector for the last seven decades.

"Anyone who has ever travelled to India and encountered an Oberoi hotel knows that it is really Biki who has made the company what it is today", said Dr K. P. Ho, Immediate Past Chairman of the SHTM Advisory Committee, who visited Delhi, India in August to present the award personally to Mr Oberoi.

"I am grateful and honoured to be receiving the Lifetime Achievement Award", said Mr Oberoi, "and would like to thank the entire team at the SHTM for this prestigious accolade".

On 20 September, the award was announced to enthusiastic applause at a gala dinner for the SHTM's 40th anniversary. The pioneering Hotel ICON was the perfect setting to celebrate a leader credited not only with redefining architectural and design standards for luxury hotels, but also with nurturing and empowering employees as stakeholders in the company.

Mr Oberoi was represented at the ceremony by his son Mr Vikram Oberoi, Managing Director and Chief Executive Officer, EIH Limited, who shared some moving insights into his father's compassionate leadership. "Invest in people", is

the motto he holds dear. "Invest in their learning, their development and their growth."

This mission is perfectly aligned with the School's own. Warmly congratulating Mr Oberoi, Professor Kaye Chon, SHTM Dean, Chair Professor and Walter & Wendy Kwok Family Foundation Professor in International Hospitality Management, recognised the importance of such synergies, and how they help to support our commitment to excellence.

It is difficult to imagine a more well-deserving recipient of this year's Lifetime Achievement Award than Mr P. R. S. Oberoi, a leader whose lifelong pursuit of excellence with integrity continues to set an example for the whole industry. #



Celebrating New Beginnings



Graduation is a time to take stock of achievements and look forward to a bright future. This was certainly true of the 25th PolyU Congregation (SHTM) on 5 November, at which the School paid tribute to its 2019 class of graduating students. All 752 graduates now stand poised to join the ranks of the endlessly evolving hospitality and tourism industry, knowing that their time at the SHTM has prepared them to forge their own legacies as global ambassadors for Asian hospitality.

This year's Congregation saw 19 Doctor of Philosophy, 35 Doctor of Hotel and Tourism Management, 183 Master of Science, 1 Postgraduate Diploma, 483 Bachelor of Science and 31 Higher Diploma students honoured for years of hard work and dedication. The students received their awards in three sessions through the day. Fittingly for such a momentous

occasion, each session began with a rousing rendition of the national anthem.

Kicking off the first session was an energising speech by Guest of Honour, Ms Veon Tsang, founder and Managing Director of HotelsHR Limited. Ms Tsang shared warm memories of her career progression – from making tea as an intern to building her own leading hotel recruitment company – and offered some insider tips on job hunting. “You don’t have to be the best”, she said, “but you do have to try your best”. This, according to Ms Tsang, is the only “formula for success” in the competitive world of hospitality.

Trying one’s best was also the theme of a valedictory speech by graduate representative Miss Amanda Putri Wantono, who took the stage after the first batch of degrees had been conferred. As SHTM Student of the Year 2018/19 and a First Class Honours

graduate, Amanda was no stranger to success. However, she chose to highlight instead the importance of persistence, especially after failure. “Be a doer instead of a dreamer”, she urged her fellow graduates.

An alumnus who has kept this principle firmly in mind is Dr Louis Shih, Executive Director of Old Stone Hotels Company Limited, who received the Outstanding PolyU SHTM Alumni Award 2019. Dr Shih warned that working hard is not always enough. A true leader is someone who acts with integrity “in the interests of their society and community”.

Striving for Success

Speaking at the second session, Guest of Honour Dr Jennifer

Cronin, President of Wharf Hotels Management Ltd, told the assembled students how lucky they were to be graduating from the world’s highest-ranking school of hospitality and tourism management. “You are definitely the best of the best”, she assured them. However, employers today seek more than just skills.

“You must have the right attitude to bring your skills to life and make a positive difference”, she said. “Today we are looking for graduates who are willing to contribute to dialogue and collaboration in a very fast-moving industry.”

Valedictorian Miss Heeleliyana Arachchige Pavithra Senevirathne, graduate of the Bachelor of Science in Hotel Management, described the efforts made by the SHTM to prepare its students for the wider world of hospitality and tourism. She and her fellow students are now ready to make their own mark. “We have leadership qualities within us and the world is going to notice.”

Indeed, SHTM students are already gaining attention for their contributions to theory and practice. In the same session, Dr Li Lin received the Best D.HTM Thesis Award 2018/19, and the Best Ph.D. Thesis Award 2018/19 was presented to Dr Richard Qiu.

Changing the World

The third session of the day saw the year’s last batch of graduates receive their degrees, readying them to take the next step in their career journeys, and the last set of awards conferred. Miss Miki Chan received the Best Undergraduate Honours Thesis Award 2018/19, and the Best MSc Dissertation Award went to Mr Lam Yik Hei. Both studies were concerned with the sustainable side of tourism.

Equally inspiring was a speech delivered by Guest of Honour

Ms Dee Dee Chan, Director of the Seal of Love Charitable Foundation. Stressing the importance of social responsibility, Ms Chan challenged the graduates “to think about how you can use your gifts and talents to leave behind a personal legacy of radical hospitality beyond just the day-job”.

The final valedictory speech was delivered by Mr Angus Wong, a Bachelor of Science in Tourism Management graduate, who shared Ms Chan’s passion for change. Although stepping into the unknown might seem a formidable task, the whole world is waiting. “Do not be afraid of new beginnings!” he urged the assembled graduates.

To quote Dean Chon, another word for graduation is “commencement”. The School heartily congratulates the 2019 class as they commence the next chapter of their lives as future leaders of our vibrant industry. We have every confidence in their ability to make the world a better place. ■

Growing in Tandem

Given the SHTM's outstanding reputation it should come as no surprise that graduates go on to forge careers in a number of prestigious hotel companies. One such chain is the Rosewood Hotel Group, a Hong Kong headquartered hospitality group that is fast expanding internationally. Numerous graduates of the School's Bachelor of Science in Hotel Management programme work at the Rosewood Hong Kong, forging their own careers as the chain pursues its expansion stage. We asked six graduates recently about how their experiences at the School have set them up for success, and how working at the hotel is advancing their careers.

The graduates were eager to explain how their time at the SHTM had helped to prepare them for the

hospitality workforce, with most of them emphasising two key benefits: the opportunity to work with leading academics in the field, and a strong sense of community among students that lasts well after graduation.

For example, 2018 graduate Ms Lillian Tsang described the SHTM as "a place with many good leaders and mentors", where students are always able to "meet and gain support from alumni from multiple fields". Her comments were echoed by 2019 graduate Ms Pavithra Senevirathne, who added that learning from experts at the SHTM had given her the "necessary tools to understand the industry better", and that she had always felt "a sense of belonging and care among SHTM alumni".

Another prevalent theme was how the SHTM inspires its students by exposing them to an array of cultures and perspectives. 2011 graduate Mr Zelotes Lam, who enrolled at the SHTM from Canada, mentioned that he had been motivated by the "diverse subjects offered and also the location of the school".

2017 graduate Mr Pierandrea Falchi, who came all the way from Italy to enrol in the "renowned SHTM hotel management undergraduate programme", reported that after his studies he could "speak six languages, at least to a colloquial level". This, he believed, would not have been possible without "all the opportunities given to me by my school".

Local resident and 2016 graduate Mr Stephen Tai mentioned that meeting students and faculty members from diverse backgrounds at the SHTM had helped him "to adapt well into the working environment" in the Talent & Culture team at the Rosewood Hotel Group. His role, he explained, requires him to consider

"multiple cultural perspectives when planning employee engagement initiatives".

Limitless Opportunities

When asked about their reasons for joining the company, the graduates were quick to emphasise its "limitless opportunities for personal growth and development", as Lillian put it. This, according to Pavithra, was in no small part due to the brand's rapid expansion worldwide, for which it has been "looked up to and admired, especially in recent years". Going even further, 2016 graduate Ms Krusty Li called the Rosewood Hotel Group a "game changer in the hospitality industry". Stephen felt the same, describing the brand as the "best in class" in the industry. He said he was attracted to the "exciting opportunities" it offers, especially in the Asia-Pacific market.

All of the graduates agreed that certain learning experiences at the SHTM had helped to prepare them for the rigours of working at the Rosewood Hong Kong. For example, Stephen recalled that interning at Hotel ICON helped him to "visualise textbook knowledge in reality" by showing him the real-world intricacies of human resources deployment. The "all-round HR knowledge and experience" he gained from this experience, along with "both soft and technical skills", allowed him to seamlessly transition to his job after graduation.

Krusty, who had been part of the SHTM's Elite Management Programme at Hotel ICON, said that the programme is of great "benefit for undergraduates as a first step in choosing a career path". The "expertise in digital and social media" she developed at Hotel ICON has proved extremely useful at the Rosewood Hotel Group Corporate Office, where she works in the digital team.

Another invaluable aspect of the education provided at the SHTM is its strong links with other schools, such as the Lausanne Hotel School (EHL), which is the oldest hospitality school in the world. Lillian recalled that her exchange experience at the EHL helped her to embrace "a high degree of diversity" and cultivate a strong "sense of global citizenship". These attributes, she said, came in handy when interning at the Rosewood Beijing, as they helped her understand the company's core philosophy, "A Sense of Place". This exposure, in turn, paved the way for her to become one of the first employees at the Rosewood Hong Kong.

As Zelotes put it, the SHTM is "an international leader in hospitality education" and Hong Kong is "the perfect place to learn about hospitality, with its long history of iconic hotels". As the Rosewood Hotel Group expands and flourishes, its strong connection with the SHTM will undoubtedly continue to bear fruit. **H**

(From left) Mr Stephen Tai, Ms Krusty Li, Mr Pierandrea Falchi, Ms Pavithra Senevirathne, Ms Lillian Tsang and Mr Zelotes Lam



As China's Belt and Road Initiative (BRI) becomes a driving force for the global economy and social development, efforts to strengthen international cooperation on hospitality and tourism are more important than ever before. Answering this call, the 2nd One Belt One Road One Tourism (OBOROT) International Conference was held in Guilin, China on 13-

Professionals, the conference brought together more than 200 tourism educators, government officials and industry leaders from 64 countries to explore the theme of "Development, Marketing, Sustainability".

Officiating at the opening ceremony were a host of prominent figures in the hospitality and

of the Party Committee of Guilin Tourism University; Professor Cheng Daopin, President of Guilin Tourism University; Mr Jia Yucheng, Director of the Guangxi Zhuang Autonomous Region Culture and Tourism Department; and Mrs Lu Xin, President of the China Vocational and Technical Education Association and former Deputy Minister of China's Ministry of Education.

Pledging Coordinated Collaboration

15 October 2019. Hosted by the SHTM and the Guilin Tourism University (GTU) and co-organised by the Belt and Road International School at GTU, Tourism Forum, and the Guangxi Academy of Tourism

tourism industry: Professor Kaye Chon, SHTM Dean, Chair Professor and Walter & Wendy Kwok Family Foundation Professor in International Hospitality Management; Mrs Lin Na, Secretary

Dean Chon had the honour of delivering the first speech of the conference, entitled "Tourism in Asia: The Way Forward", which offered critical insights into the conference's key themes of

development, marketing and sustainability. Next, the influence of geopolitics on tourism in the region was explored in depth in speeches by Mr Xin Shunkang, Vice President of the former Chinese Diplomatic Association of the Ministry of Foreign Affairs and China's former ambassador to Namibia.

The focus shifted to tourism education and learning modes in the second plenary session. Dr Tony Tse, SHTM Professor of Practice (Industry Partnerships), spoke about experiential learning, a critical component of all of the SHTM's programmes, with a focus on the role of hands-on learning in the school's Hotel Management major.

perceptions and attitudes. All had important implications for policy making on the development of hospitality and tourism in the Belt and Road region.

The Way Forward

The conference also made history with the promulgation of the Guilin Declaration, a pledge to foster international cooperation on tourism education, the tourism economy and the integration of culture and tourism in BRI countries

as the development, marketing and sustainability of tourism rely greatly on the success of such initiatives.

At the close of the conference, overseen by Professor Chon, it was jointly agreed to communicate the details of the OBOROT Guilin Declaration. The Declaration recognises that the promotion of tourism education in the BRI region is crucial to the sustainable development of the global hospitality and tourism industry. This will depend on academic exchange between institutions, to which training forums and conferences such as OBOROT will be indispensable.

The Declaration further pledges to support international cooperation to promote the tourism economy in the BRI region to strengthen economic development and reduce poverty. The agreement concludes with a call for respect for the traditional cultures of the individual countries and regions along the Belt and Road, highlighting the need to endorse local tourism brands and products to cultivate a culture of appreciation and understanding.

Next October, the spotlight will fall on Central Asia, when the Silk Road International University of Tourism in Samarkand, Uzbekistan will host the third OBOROT International Conference. **H**



Dr Tony Tse participating in the panel discussion

The second day of the conference showcased the China-Overseas Youth Tourism Scholars Forum, which was set up to provide a platform for all sectors to discuss practical cooperation on tourism development. A series of informative presentations covered climate policy, a case study of Guilin's tourist industry, the economic growth effects of urban tourism and tourist behaviours,

and regions. The Declaration, which achieved the consensus of the SHTM, GTU, the Palembang Polytechnic of Tourism, Indonesia and the Silk Road International University of Tourism, Uzbekistan, emphasises the importance of collaboration in three key areas: education, the economy and the integration of culture and tourism. These areas also featured heavily in this year's conference programme,



Beyond Gateways

As the demand for Asia-Pacific tourism intensifies, it is becoming increasingly important to ensure that visitors can adequately access and explore every part of the region. This was the mission of the 13th UNWTO/PATA Forum on Tourism Trends and Outlook, organised by the SHTM in partnership with the World Tourism Organization (UNWTO), the Pacific Asia Travel Association (PATA), the Guilin Municipal People's Government and the Guangxi Zhuang Autonomous Region's Department of Culture and Tourism.

The Forum was held on 17-18 October at the Shangri-La Hotel in Guilin, China. The event attracted close to 200 attendees from numerous countries, including local and overseas government officials, researchers, consultants, media professionals and other major representatives of the hospitality

and tourism industry. Over two days, the attendees had the chance to share their expertise, study current industry trends and discuss the best ways to make rural destinations accessible to tourists and strengthen policy and infrastructure for more effective tourist dispersal.

At the conference's opening ceremony, Mr Manuel Butler, Executive Director of the UNWTO, said that his organisation was "full of expectations for the future of the Guilin Forum", having received unwavering support from the Guilin government over the years. He described the Forum as the ideal setting to explore and solve the various technical and technological challenges currently facing the tourism industry. Mr Trevor Weltman, Chief of Staff of PATA, agreed with Mr Butler. He expressed the firm hope that the Forum would help to provide "new

concepts, new paths and new patterns for global tourism".

In his opening remarks, Professor Kaye Chon, SHTM Dean, Chair Professor and Walter & Wendy Kwok Family Foundation Professor in International Hospitality Management, noted that the Forum has "grown into a renowned brand name" over the last 13 years, offering an invaluable platform to discuss "current issues in tourism, identify problems through analysis of trends, and define the future". He added that this year's theme, "Beyond Gateways: Dispersal Policies, Capacity Management and Rural Tourism", would help to promote a model of tourism development that emphasises sustained tourism impact and dispersal rather than merely attracting more tourists.

Mr Li Bin, Vice Chairman of the Guangxi Zhuang Autonomous Region Government, praised the Forum for promoting Guangxi's tourism development through various forms of international collaboration and exchange. Today, tourism plays a key role in Guangxi's civic, economic and ecological development. Mr Li added that the ever-increasing possibilities for international cooperation provided by the Forum will only strengthen Guangxi's implementation of sustainable tourism, as well as opening up further market opportunities.

Leading the Way

To ensure that the delegates could enjoy all of the intellectual benefits the Forum had to offer, the programme was divided into

two main parts: technical sessions on the first day, which were aimed mainly at policymakers, practitioners and academics; and larger plenary sessions on the second day, centred around building a consensus and knowledge synthesis. Both days also featured informative panel sessions and workshops on cultural and creative industries and overtourism.

Chaired by Mr Javier Ruescas, UNWTO Senior Specialist in Tourism Market Intelligence and Competitiveness, the keynote session on the first day focused on changing tourism trends in the Asia-Pacific region. Next, Dr Sangwon Park of the SHTM led a workshop exploring how big data could be used by destinations to attract more visitors. He was joined by Ms Brigette Loehl, Marketing Director of Travel Audience and Amadeus for Destinations, Mr Santi Camps, CEO of Mabrian, and Mr Alexander Rayner, CEO of Amadeus Smartdata.Travel.

Also leading a data-centric workshop on the first day was Dr Honggen Xiao, SHTM Associate Professor. The workshop looked at how analytics-based "smart tourism" could ensure efficient tourist dispersal. Accompanying Dr Xiao were four speakers: Ms Wendy Kheel, Vice President of the LA Convention and Tourism Board, Professor Dimitrios Buhalis from Bournemouth University, Dr Fuhua Song, CEO of Drove Information and Technology, and Dr Xiaodong Hai from Smart Steps Digital Technology Company Limited.

On the second day, Mr Ruescas chaired another keynote session, which focused on sustainable tourism. He was accompanied by Mr Vincent Nijs of VISITFLANDERS and the Former Chairman of the European Travel Commission's Market Intelligence Committee and Research Committee, Dr Paul Rogers, Co-Founder and Director of Planet Happiness, Mr Prasad

Jayasuriya, Director of Tourism Planning and Development at the Sri Lanka Tourism Development Authority, and finally His Excellence Thok Sokhom, Undersecretary of State in Cambodia's Ministry of Tourism.

Professor John Koldowski returned to moderate the day's second keynote session, which looked at how tourist growth can be managed. The panel also comprised Professor Haiyan Song, Associate Dean and Chair Professor of the SHTM, Professor Joseph Cheer from the Centre of Tourism Research at Wakayama University, Mr Ahmed Eiweida, Global Coordinator for Cultural Heritage and Sustainable Tourism, Social, Urban, Rural and Resilience Global Practice at the World Bank, and Dr Zhongguang Li, Vice President of China Tourism Academy, Ministry of Culture and Tourism.

At the conclusion of the Forum, Dean Chon said that the diverse discussions this year would definitely "benefit the development of global tourism". The SHTM is privileged to be at the forefront of this initiative and looks forward to next year's forum. **H**



Remarkable Experiences



Mr Guy Llewellyn



Mr Adam Gašparovič



Ms Annika Glennon



Mr Teerawut Chanyasak



Ms Lena Li



Mr Abdul Abdullah



Ms Emmanuelle Neu



Mr Joao De Melo Pires



Ms Maria Morey Poma



Ms Amber Hu



Ms Hakimeh Nasiri



Mr Zhi Ye Dai

The SHTM's postgraduate programmes attract students from around the world who are excited to experience the vibrancy of Hong Kong and the SHTM's world-leading education model. Whether from mainland China, France, Iran, Pakistan, Peru, Portugal, Slovakia, Thailand, the UK, the US or elsewhere, they are always eager to explain what makes the School special for them.

After studying for her undergraduate degree at Nankai University in China and her Master's degree at Texas Tech University in the US, Ms Amber Hu is fulfilling her dream of pursuing a doctoral degree at the SHTM, studying in the School's groundbreaking professional Doctor of Hotel and Tourism Management (D.HTM).

Apart from the professors' "impressive academic backgrounds", Amber was attracted by the world-class city

and its "beautiful natural seashore with modern skyscrapers". After completing her degree, she plans to combine her experience of running an IT company with her hotel and tourism management knowledge to promote the development of smart tourism in China and overseas.

According to fellow D.HTM student Mr Teerawut Chanyasak, from Thailand, the programme provides a "balanced theoretical and practical approach". Learning, he said, is enriched by classmates' diverse backgrounds and faculty members' extensive industry and managerial experience.

Mr Guy Llewellyn, a US citizen who is a permanent resident in Hong Kong, remarked that selecting the SHTM to undertake Doctor of Philosophy in Hotel and Tourism Management (Ph.D.) studies was "the most obvious choice", because he could "learn, meet and collaborate

with some of the top researchers in the industry". Another Ph.D. student, Ms Hakimeh Nasiri from Iran, lauded the faculty for helping her to expand her network. She also highlighted her "unique experience" of working with "peer Ph.D. students from 20 different countries of the world" that allowed her "to explore 20 different lifestyles, backgrounds, and attitudes".

This appreciation of talented staff and cross-cultural opportunities was echoed by Mr Adam Gašparovič, a Slovakian student in the tripartite MSc in Global Hospitality Business (MGH) programme, who noted that the faculty's professional experience provides a link between theory and practice that enhances graduates' employability. Students from around the world in the MGH programme benefit from the opportunity to "experience three key world regions", with a

semester each spent at a different institution – the SHTM in Hong Kong, the Lausanne Hotel School and the Conrad N. Hilton College at the University of Houston.

home to Pakistan, he aims to "continue the mission of SHTM by spreading the quality knowledge and wisdom" through the country, which he says has everything necessary for a successful tourist industry except well-trained professionals.

Ms Maria Morey Poma from Peru, who is studying in the

A particular highlight of the MGH programme for Ms Annika Glennon from the UK is the "unique insight" she gained from what she called the "incredible" business trip to Macau. With the Asian tourism market "just at the beginning of its development", Annika is also aware that exposure to different Asian cultures is an essential aspect of students' career development.

Sharing Knowledge and Wisdom

For Mr Abdul Abdullah, the MSc in International Hospitality Management (IHM) offers the "highest quality of education available". He has been inspired by the commitment and passion of the faculty and finds their willingness to continually answer students' questions an "amazing experience". Once Abdul returns

MSc in International Tourism and Convention Management (ITCM) programme, is looking to take on a management position in an Asian luxury hotel when she completes her studies. With an F&B background, Maria commented that the programme was "broadening my scope" and that she had benefited greatly from developing a worldwide network and enhancing her research skills at a School with outstanding academic staff and a "worldwide reputation".

Likewise, Portuguese student Mr Joao De Melo Pires, who is studying in the SHTM's MSc in International Wine Management (IWM) programme – the only one of its kind in a rapidly developing region for the wine sector – said that the course leaders "wake up our curiosity, encouraging passion and enthusiasm".

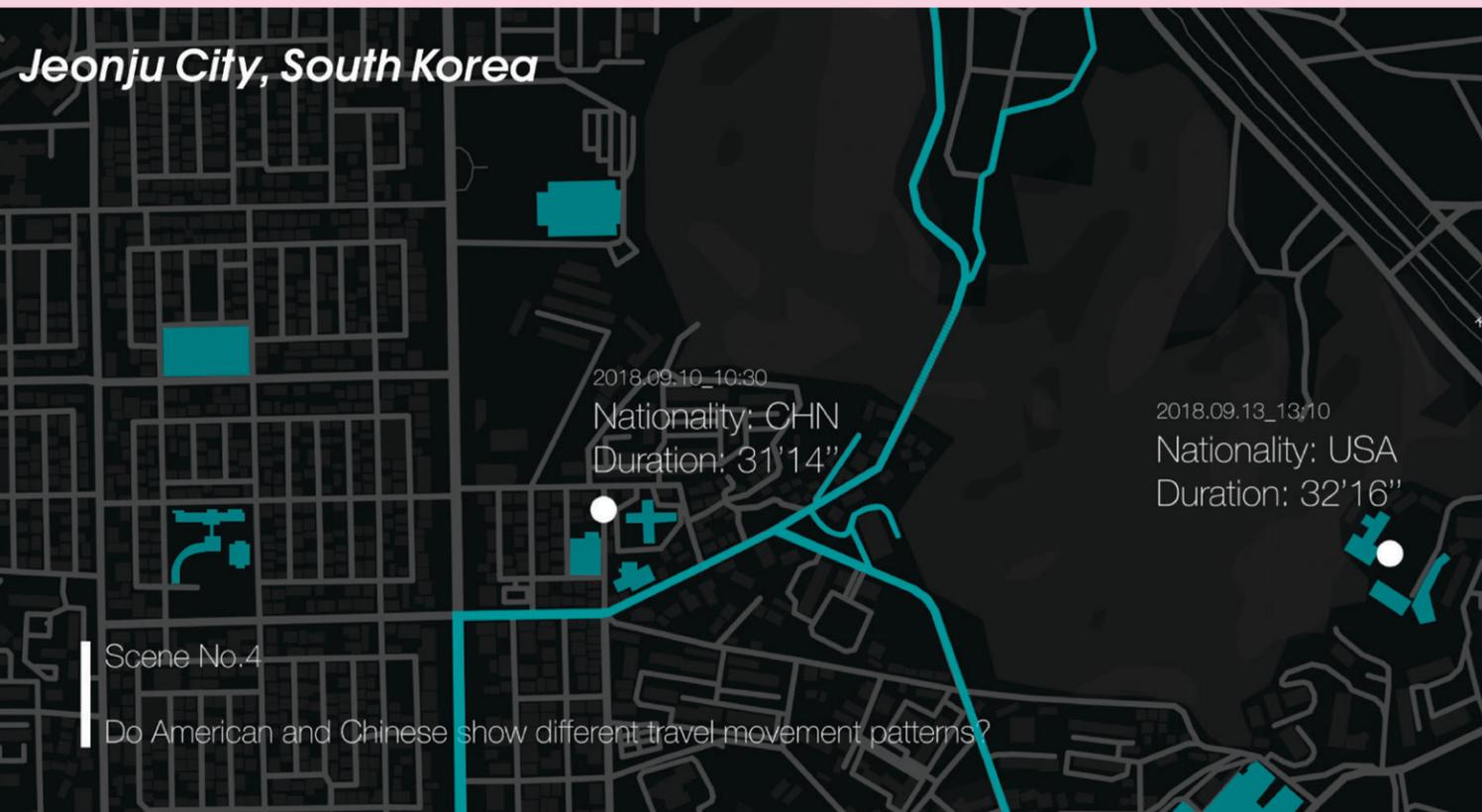
The exchange trip to Bordeaux, one of the wine capitals of the world, was a highlight of the IWM

programme for Ms Lena Li, giving her the opportunity not just to learn more about wine, but also to get to know and share personal experiences with so many people from different backgrounds. Lena advised prospective students not to miss this "experience of a lifetime".

Other students also had words of advice to inspire students who are thinking of

applying to join one of the School's postgraduate programmes. Ms Emmanuelle Neu from France, who is studying in the IHM, suggested that students should "work hard, be organised and use all the resources provided by the University". Joao agreed that hard work "always pays off", but added that students should also find their passion and live fulfilling lives.

An important tip from Mr Zhi Ye Dai from mainland China, who is studying in the MSc in ITCM programme, is to "get your language skills ready and get used to studying in English". Finally, Abdul offered the reassurance that "you will never regret selecting the SHTM for your studies" as it was the "best decision I made in my life". Are you ready to make that decision? **H**



Scene No.4

Do American and Chinese show different travel movement patterns?

Moving the Industry Forward

As part of its unswerving commitment to the hospitality and tourism industry, the SHTM is always at the forefront of providing a wide array of opportunities for industry players to hone their skills and better understand their situations, enabling them to move the industry forward. Recent highlights of these efforts include a range of regional Executive Development Programmes and an important consultancy project tailored to meet specific industry needs.

Experts from the School travelled around the region last year and early this year, engaging hotels, government bodies and educational institutions. From April to October, for instance, SHTM academics provided a series of lectures to the Grand Bay Hotel in Zhuhai, mainland China, covering everything from innovation and leadership in the hospitality sector to human resources management.

The School also teamed up with the China Outbound Tourism Research Institute in 2019 to launch the CTT

China Tourism Training online training programme that will run until 2021. Designed to aid the main industry service providers, the programme features hospitality, destinations, retail, attractions and transportation tracks.

On 1 November the SHTM began advising the Institute for Hospitality and Tourism Studies at Duy Tan University in Danang, Vietnam on how to prepare for the UNWTO TedQual certification audit, preparing documents and actions to be taken during the audit process. This project is expected to last until October this year.

As part of the Hong Kong Wine and Spirits Fair 2019, the SHTM also collaborated with the Hong Kong Trade Development Council on 7-9 November to deliver two wine courses on Cabernet Sauvignon and its relative wines based on subjects delivered as part of the School's MSc in International Wine Management programme.

Finally, a feature of the School's industry engagement in the last quarter of 2019 was the completion of an SHTM+ICON Consultancy project led by Dr Sangwon Park. Having made ground-breaking use of Big Data in a travel pattern analysis for the Korea Tourism Organisation, the team helped the Organisation identify the intra- and inter-city travel movement patterns of international travellers in South Korea.

Whether helping government bodies, fair goers, senior executives or life-long learners, the School ensures that industry players experience the cutting-edge benefits of hospitality and tourism knowledge and practice delivered by world-renowned experts. **H**



Master of Wine and SHTM Professor of Practice (Wine)
Jeannie Cho Lee delivering a course

Research Horizons

Volume 14 | Issue 1
February 2020

Softly, Softly, Anime Fans are Drawn to Japan

The popularity of anime, Japanese animated television shows and films, is motivating Hong Kong fans to visit Japan in a powerful example of cultural "soft power", argue the SHTM's Dr Wantanee Suntikul, Ms Carmen Li and a collaborator in a recently published research paper. Focusing on the reaction of Generation Y anime fans from Hong Kong to the Japanese government's promotion of anime content under the "Cool Japan" initiative, the researchers provide ground-breaking evidence of how and why promoting a country's popular culture abroad can motivate inbound tourism. Their results understandably have profound implications for destination marketers and policy makers in Japan and beyond.

Hearts and Minds

Tourists today, the researchers observe, are more sophisticated and more demanding than ever before, placing destinations under increasing pressure to find new and better ways of attracting visitors. Nowhere is this pressure felt more keenly than in the Asia-Pacific region, where growing competition has recently led to a rise in innovative strategies to entice tourists by advertising countries' unique cultural assets abroad.

This is an important part of countries' wider strategic drive to gain global influence by exercising "soft" power. The researchers explain that whereas "hard" power involves the use or threat of force, soft power "represents a more indirect way of influencing people based on the attraction of ideas and culture". It is focused on winning hearts and minds, and it works best when based on popular culture, given the enormous influence such content has on people's attitudes and values.

The researchers show that innovative soft-power strategies "can be significant tools for building positive impressions, counteracting negative impressions and gaining cultural power." Films, novels, and games, for example, "can stimulate travel to the destinations associated with them", which in turn helps to forge a positive image of the destinations overseas. The use of such tools has already had "a demonstrable effect on tourism" in the Asia-Pacific region, the researchers report, as overseas enthusiasts flood in to visit the production studios of popular films and television series.

Cool Japan

The researchers show that Japan is a shining example of the

judicious use of soft power. This is exemplified by the "Cool Japan" initiative, launched in 2012 to promote Japan through content such as animation (anime), comics, films, fashion and food. Testament to the success of this initiative, and to the government's decades-long strategy of nation branding, Japan is emerging as a cultural superpower. "The new and cooler image of Japan projected to the world", write the researchers, "has been well embraced throughout the world, and especially in the Asia-Pacific region".

Anime is one of the most convenient channels for spreading Japanese culture. "Japan's dissemination of anime as a cultural diplomacy product", the researchers explain, "has aroused the desire of people around the world to better acquaint themselves with Japanese culture". Some of its biggest fans are in Hong Kong, where Japanese popular culture has been enormously popular since the 1970s – long before Hello Kitty, icon of *kawaii* ("cute"), was appointed as ambassador to Hong Kong as part of the hugely successful "Visit Japan" campaign.

The researchers note that "the anime content of such promotional endeavours appeals primarily to younger Hong Kong citizens, the so-called 'Generation Y'". In 2017, 2 million tourists from Hong Kong,

equivalent to about 29% of the region's total population, visited Japan. Many of these visitors were members of Generation Y and anime enthusiasts, passionate about the medium's "complex storylines and engagement with often profound themes of human existence".

It may seem no great leap to assume that anime consumption actually motivates young people in Hong Kong to travel to Japan. Surprisingly, however, very little empirical research has investigated the relationship between this pop culture medium and Generation Y's actual travel intentions and behaviour. Recognising that such insights "would be useful to destination management and marketing organizations, as well as broader soft power pop culture promotion initiatives", the researchers set out to fill this gap.

Anime Fans

To explore the real travel behaviour of Hong Kong's vast pool of young anime consumers, the researchers set out to survey Hong Kong citizens born between 1981 and 2002 who had watched anime at some point in their lives. These members of Generation Y completed a questionnaire at two large anime-related events, Comic World Hong Kong and C3 in Hong Kong.

Ultimately, the researchers were able to collect information on anime consumption and motivation to visit Japan from 208 members of Generation Y. The composition of the sample was itself interesting. A slight majority of the respondents were female, which, the researchers suggest, may reflect the recent rise of "female-centered narratives" in Asian manga. More of the female respondents had visited Japan than their male counterparts, but the male respondents generally tended to watch more anime than females.

Anime and Travel

Analysing the survey's results, the researchers found that they "affirm earlier findings that those who consume anime are motivated to travel to Japan and possess a positive image of the destination". Indeed, "animation" was the respondents' top reason for visiting Japan (to attend anime-related events, for example).

However, the picture is a little more complicated, as the researchers note that "this positive effect is dependent upon, and somewhat proportional to, the extent of one's involvement with anime in terms of time spent". They found that viewers classified as *enthusiastic* (who watched Japanese anime for three or more hours per week) exhibited a very strong desire to attend anime-related events/attractions and visit Japan as an anime destination. However, the researchers warn that "merely casual engagement with the medium is not sufficient to influence such a desire".

This finding has far-reaching implications for destination marketing organisations (DMOs), policy makers and even governments, say the researchers, as it shows that "measures that promote increased consumption of anime, as an instrument of Japanese soft power, could indeed play a role in motivating youth to desire to visit Japan". DMOs should aim to develop "anime products and events that meet the unique needs and preferences of different groups of anime fans, constituting different potential tourism subniches".

The researchers add that young people with less interest in anime may be deterred by their parents and teachers, many of whom disapprove of anime's often sexualised portrayals of romance. Perhaps, then, Japanese DMOs might also consider ways of promoting a more wholesome image of the medium among

members of Hong Kong's older generation to help maintain and grow this invaluable source market for tourism.

Beyond Japan

This study offers a striking demonstration of how travel motivation can be understood within the dynamics of soft power and provides the first empirical segmentation of anime consumers that links degrees of anime involvement with motivation to travel. "As competition among tourism destinations increases in the Asia-Pacific region", note the researchers, "understanding these nuances can provide a valuable marketing advantage". But the implications extend beyond tourism to geopolitics, and from Japan to the global stage, as any country that wields soft power has a better chance of attracting investment, exporting its products and getting its own way in foreign policy.

POINTS TO NOTE

- Attracting tourists is an increasingly important part of states' "soft power" initiatives.
- Japan is very successful in promoting its culture overseas, especially through anime content.
- Young people in Hong Kong who consume lots of anime are more likely to travel to Japan.
- Japan could introduce measures to encourage high levels of anime consumption overseas to further stimulate tourism to Japan.

Elizabeth Agyeiwaah, Wantanee Suntikul and Li Yee Shan Carmen (2019). "Cool Japan': Anime, Soft Power and Hong Kong Generation Y Travel to Japan". *Journal of China Tourism Research*, Vol. 15, Issue 2, pp. 127-148.

Food for Thought for the World's Restaurateurs

Restaurateurs will for the first time have a highly accurate way to measure their financial constraints, thanks to a pioneering index recently developed by the SHTM's Dr Sung Gyun Mun and his co-researcher. Although the restaurant industry is a vital driver of economic growth around the globe, restaurant firms are still subject to financial constraints that can pose a severe threat to their survival. Until now, little effort has been made to explore the financial pressure facing firms in the specific context of the restaurant industry. In their ground-breaking new study, the researchers offer restaurant managers a unique tool for measuring and mitigating these constraints, based on the financial and operational characteristics of the restaurants themselves.

Growth Brings Challenges

The restaurant sector is experiencing phenomenal growth. In the US alone, the number of restaurant employees has reached 14.4 million, representing 10% of all US workers. Americans today are spending close to half of their food budget on eating out, and this trend shows no sign of slowing down. Restaurant sales are just as positive in Europe and Asia, where hospitality is a key driver of job creation and thus economic growth.

Nevertheless, challenges abound. Despite the sector's progress, the researchers note, "restaurant managers are not free from business obstacles, such as financial

difficulties, policy instability, severe market competition and a lack of resources, knowledge or competence". Financial constraints pose a particular threat to businesses' survival and success. During the 2008 financial crisis, for example, financially constrained US firms were forced to cancel their investments and even to sell profitable assets to secure cash. This dramatically reduced employment, technology expenditure and capital investment, with devastating consequences for the US economy.

Clearly, given the major contribution made by the restaurant sector to economies worldwide, it is vital to help restaurant managers accurately identify the financial constraints facing their businesses. This will enable them not only to avoid financial risks in the short term, but also to promote sustainable business growth in the long run. However, research in this area is surprisingly scarce. "Only a few studies have investigated financial constraints in hospitality academia", write the researchers. To make matters worse, previous studies have tended to use roundabout ways of measuring financial constraints, as such constraints are not always directly observable.

Restaurants Under Pressure

Recognising the urgent need to directly measure the financial constraints faced by the restaurant sector, the researchers set out to develop "a new index that could reflect restaurant firms'

unique financial constraint characteristics". The best way to do this, they decided, was to investigate the particular strengths and weaknesses of restaurant firms. Any truly effective index of financial constraints would need to accommodate multiple criteria, improving on the single-criterion measures used in previous studies.

The researchers' first task was to thoroughly review the literature to identify "the most distinctive features of financially constrained firms" in the restaurant industry. Six important characteristics emerged. The first was operating profit. They hypothesised that the more profit a restaurant makes from its operations, the less financially constrained it will be. Other positive features were asset tangibility – the number of physical assets a restaurant possesses – and employee number, because the restaurant industry is labour-intensive and "salary expenses account for a significant portion of overall operating costs". Pulling this information together, the researchers hypothesised that restaurants with higher profits, more tangible assets (such as property) and more staff suffer from fewer financial constraints.

On the other side, the researchers identified three characteristics of restaurant firms likely to increase their financial constraints. The first was accounts payable, the money owed by a restaurant to its suppliers. Another important debt-related variable was financial leverage, or a restaurant's ability to use its debt to acquire more assets. Finally, the researchers observed that selling assets "could be a financing source of last resort

for firms with financial difficulties". They thus proposed that "as a restaurant firm's sale of fixed assets increases, it is more likely to be financially constrained".

Real Restaurants

Having identified these potential indicators of firms' financial constraints, the researchers needed to test their hypotheses with real data from the restaurant industry. In the US, job growth in the restaurant industry has outpaced the average, and restaurant firms continue to be among the key economic drivers through job creation. The US was thus the ideal setting to investigate real restaurants. The researchers selected more than 4,000 US restaurants for analysis and tracked their performance over half a century, from 1963 to 2014.

To find out which characteristics of restaurants make them particularly vulnerable to financial pressure, the researchers first divided the restaurants into two groups – more and less financially constrained than the industry average – to examine the six proposed indicators. To ensure that their model was as strong as possible, they also included several criteria used in past studies to measure financial constraints.

The next step was perhaps the most important of all. "When a new index is developed", the researchers observe, "it also needs to be validated". Not only was the index found to be suitable for restaurant firms, but compared with previous indexes, it also "better reflects conventional business characteristics in the restaurant industry".

Pioneering Index

A series of rigorous statistical analyses yielded critical insights into the factors predicting financial constraints in the restaurant industry.

An important early finding was that the money a restaurant owes to its suppliers does not significantly affect the restaurant's likelihood of being financially constrained. Therefore, this variable could be excluded from the analysis. The other five indicators, however, were just as important as predicted. In sum, the researchers reveal, "a restaurant firm's operating profit, financial leverage, asset tangibility, sale of fixed assets and percentage change in number of employees are critical indicators for identifying financial constraints".

This novel index provides a practical and readily adjustable method of assessing the financial constraints faced by any restaurant, as it is tailored to the unique characteristics of the restaurant industry. That is not only a groundbreaking departure from past research, but is also practically meaningful. "An appropriate understanding of a firm's level of financial constraint", explain the researchers, will help restaurant managers both avoid short-term budgetary risks and capitalise on opportunities for long-term growth.

Using this important new tool, explain the researchers, "restaurant firms' financial constraints can be estimated with more accuracy, and thus, actions taken to address financial constraints can be more effective". Imagine a restaurant under severe financial constraints – that is, scoring high in the new index. To overcome this weakness, the index tells us, the restaurant's manager need merely focus on securing and retaining liquid assets (such as cash) rather than fixed assets (such as property) to avoid unexpected cash shortfalls.

Future Potential

As if these findings were not promising enough, the index can be readily extended to hotels and other tourism businesses. Although external financing is critical to the operation of most hotels, note the researchers, studies to date have neglected the effects of financial constraints on hotel performance. Their newly developed index offers the perfect solution, benefiting not only restaurants and hotels but also their myriad stakeholders. Those wanting to invest in restaurant and hotel firms will now have a highly accurate way of establishing credit policies. Given the major contribution made by the hospitality sector to economies across the world, the implications are far-reaching.

POINTS TO NOTE

- Restaurants make vital contributions to job creation and economic growth worldwide.
- Restaurant firms are subject to financial constraints that threaten their survival and success.
- The researchers developed a highly accurate index measuring the financial constraints of restaurant firms.
- The index will help restaurants avoid financial risks and secure sustainable growth.

Sung Gyun Mun and SooCheong (Shawn) Jang. (2019). "Indicating Restaurant Firms' Financial Constraints: A New Composite Index". *International Journal of Contemporary Hospitality Management*, Vol. 31, Issue 4, pp. 2014-2031.

Making China's Hotels Great

As China and its hotel industry gain prominence on the global stage, more and more foreign investors are turning their attention to this huge and extremely promising market. Chinese hotels are in desperate need of strategies to compete with the high-quality service and facilities offered by Western hotel chains. Thanks to a pioneering study by the SHTM's Dr Markus Schuckert, Professor Rob Law and their co-authors, they now have the perfect solution. Based on painstaking analysis of a huge new dataset of TripAdvisor reviews, the researchers show Chinese hotel managers exactly how their hotels are falling short of international standards, and what they can do to close the gap.

Fierce Competition

China's tourism industry is flourishing. The researchers note that the last few decades have seen not only rocketing demand, with inbound tourism increasing by 75 times since 1978, but also rapid growth in supply. In 2013, there were over 13,000 star-rated hotels in China, compared with fewer than 3,000 in 1994, and this figure continues to rise. Yet, domestic hotel companies are not the only beneficiaries. As the tourism industry becomes an ever more important driver of economic growth, its success spells good news for China as a whole.

However, the researchers are careful to point out that this phenomenal progress inevitably brings challenges. Chinese hotels still lag behind those in developed countries in the West. "Since the 1980s", they write, "the Chinese hospitality industry has been suffering from overcapacity,

quality issues, low efficiency and decreasing operational scale".

Foreign hotel companies have been quick to fill this gap, bringing their flagship brands to China to deliver the high-quality amenities and excellent service demanded by foreign tourists and, increasingly, by Chinese consumers themselves. Competition is particularly fierce in the luxury segment, the researchers comment, where Chinese hotel companies are being edged out by international brands such as Marriott, Hyatt and the InterContinental Hotels Group.

Differences in Quality

To make matters worse, the gap in quality between domestic and international hotels is increasingly visible with the rise of social media and e-commerce. According to the researchers, dissatisfied guests can now post reviews, photos and even videos showing exactly how and why Chinese hotels are failing to live up to expectations. Service, property maintenance, reservations and sanitation are all in need of attention.

"It is vital", stress the researchers, "for domestic Chinese hotels to detect and eliminate gaps in hardware and/or service quality between themselves and foreign competitors". Only then will they be equipped to meet the rising expectations of local consumers as well as foreign tourists.

A Way Forward

In today's era of e-commerce, the researchers tell us, the best – and cheapest – way for hotels to identify

and address their shortcomings is through online reputation management. By responding in a timely and conciliatory way to guest complaints on TripAdvisor, for example, managers can improve "consumer satisfaction, hotel ratings, the volume of positive reviews, and hotel performance".

Yet here, too, Chinese firms are at a disadvantage. Due to "a lack of budget, training, and technology as well as prevailing cultural factors", explain the researchers, "local Chinese hotel managers are less likely to use such strategies than managers of global hotel chains". For example, they may be inexperienced in dealing with complaints due to China's collectivist culture, which makes guests "more likely to control their emotions and save face for others".

Still, most studies of the service-quality gap in China's hotel sector have paid little attention to such differences in management response strategies between hotel types. And neither have they attempted to analyse online ratings, despite the overwhelming popularity of online booking in today's ultra-connected age. The researchers knew that to help Chinese hotel firms meet guests' expectations and compete with foreign brands in the future, they would need to break new ground.

Cutting-edge Dataset

As "one of the world's largest travel sites", TripAdvisor (and its official Chinese website DaoDao) offered the researchers the ideal setting to gather a comprehensive and novel set of online reviews on domestic and international hotels in China. They collected 84,997 reviews on

443 hotel chains in China's three biggest (and most international) cities: Beijing, Shanghai and Guangzhou.

All of the hotels were in the luxury segment, where domestic hotels face the greatest threat from their international rivals. About half were operated by mainland Chinese brands, and the other half were run by American, European or other Asian companies. This allowed the researchers to rigorously compare domestic and international standards from the perspective of real guests, taking into account cultural differences between China and the West.

The next step was to analyse the hotels in light of a few carefully chosen hypotheses. For example, the researchers expected management response strategies (such as empathy, an apology or even compensation) to be more effective for domestic than international hotels. Guests at Chinese hotels generally expect poorer service than those staying at international hotels, so when Chinese managers do respond swiftly to complaints, they have a good chance of surpassing guests' expectations.

Closing the Gap

A series of rigorous statistical analyses yielded some important findings. First, the researchers discovered that tourists in Beijing, Guangzhou and Shanghai "have more confidence in and prefer to stay at luxury hotels belonging to international hotel chains" than domestic firms. The next step was to figure out how and why international luxury hotels are outclassing their Chinese counterparts, and what can be done to close the gap.

In their online evaluations, guests expressed particular satisfaction

with the quiet and clean conditions offered by international hotel brands. They found it harder to sleep in Chinese hotels, and were dissatisfied with their level of hygiene. Service was also poorer in domestic hotels. The implications for the local hotel sector are clear. As the researchers note, the managers of Chinese luxury hotels should now focus on "improving their service quality, cleanliness, and sleep environment" to satisfy more guests.

International luxury hotel chains were also found to take consumer feedback more seriously than their Chinese counterparts did. More than half of the Chinese hotels never responded to guests' online reviews, whereas most of the international chains implemented management response strategies. This, explain the researchers, "indicates that international hotel chains have a better understanding of guest requirements and are also more likely to budget for service recovery and online review-management strategies".

To meet the standards offered by their foreign competitors, domestic hotel managers should take action to identify and meet the needs of their guests by carefully considering and responding to online feedback. The more detailed their responses, the better. But making guests happy is not the only reason for domestic hotels to adopt more positive management response strategies, suggest the researchers. "Managers can also learn a lot about how to further improve their services from the complaints and suggestions they receive."

China and Beyond

This ground-breaking study shows Chinese hotel brands precisely where they fall short of international standards, and offers the perfect solution. As the researchers note,

"management response is a fact-based, cost-saving, and more effective method than allocating resources to improve product and quality standards without listening to consumers' needs". Given the rapid growth of China's tourism industry as a major contributor to the economy, closing the service-quality gap between domestic and international hotel chains will ultimately enhance China's overall economic development. However, the value of the findings is not limited to China. The researchers also offer some sage advice for international hotel managers with mature response strategies: write more! Responding to guests' online reviews with more detailed feedback is an excellent way to improve their satisfaction – an insight of value to hotels worldwide.

POINTS TO NOTE

- Hotels make vital contributions to tourism and economic growth in China.
- However, Chinese hotels offer poorer service and facilities than their international counterparts.
- Chinese hotel managers must fill specific gaps to meet international standards.
- Responding swiftly and appropriately to guests' feedback is a highly effective way of improving their satisfaction.

Markus Schuckert, Sai Liang, Rob Law and Wenjun Sun. (2019). "How Do Domestic and International High-End Hotel Brands Receive and Manage Customer Feedback?" *International Journal of Hospitality Management*, Vol. 77, pp. 528-537.

Fragrant Memories in the Making

Hotels that use scent aim to capitalise on its ability to "cue memories and conjure up emotions", according to the SHTM's Dr Basak Denizci Guillet, Dr Deniz Kucukusta and a co-researcher, yet little is known about how guests respond to the diffusion of various scents throughout hotels. The researchers thus explored customers' responses to scent and how hotels can best make use of it to create positive experiences and build brand loyalty. They found that scent was indeed conducive to guest enjoyment, but only when not overused.

Power of Scent

Of all of our senses, the researchers argue, the sense of smell evokes the most powerful emotional reactions and can often be a "powerful memory trigger". Smell is, they write, closely connected to the brain's limbic system, where emotional processing takes place. It should be no surprise then that many hotels around the world have in recent years sought to harness the power of smell by creating their own signature scents that "represent their identity".

Major hotel chains such as Mandarin Oriental, Le Meridien, Langham and Shangri-La have created signature scents, the researchers note, that are used as ambient aromas throughout their hotels, delivered through "heating and cooling systems, via discreet atomizers or by way of ingenious diffusers in the lighting". Taking the idea further, some hotels even offer products featuring their signature scent, such as home fragrances and candles, which guests can purchase for their own use.

The researchers suggest that by creating their own unique fragrances, hotels aim to produce an emotional reaction from consumers. Because scent is so strongly linked to memory, using the same scent across different locations can also evoke the same pleasant memories among guests. Nevertheless, despite the strong rationale for using scent branding, there has been little or no research on how hotel guests actually respond to it. Without such knowledge, it is difficult for hotel companies to make the best use of scent, prompting the researchers' claim that it is an "overlooked subject in hospitality and tourism research".

Sense of Place

To address this lack of understanding, the researchers surveyed customers of a luxury international hotel chain in Hong Kong. The chain has developed its own scent, a "combination of ginger flower, peace lily, tuberose, lemongrass, and vanilla", which is piped into lobbies and reception areas through the air-conditioning systems. The same scent is used in all of the company's hotels around the world, and guests can take it home with them by purchasing a room spray, essential oil or candle from the hotel gift shop.

According to the hotel management, the company wanted to create a signature scent that would increase brand loyalty by giving customers a "sense of place". Customers should be able to instantly recognise that they are in the hotel, regardless of where in the world they happen to be.

The researchers set out to "identify the feelings elicited by odors" among the guests at one of the chain's hotels, who were asked to complete a questionnaire that measured emotions described as happiness/delight, sensuality/desire, energy, soothing/peacefulness, hunger/thirst, interest, nostalgia, unpleasant feelings, and spirituality. Further questions asked guests how they felt about the use of scent in various locations in the hotel – such as the lobby and reception area, restaurant and bar, restrooms, guest rooms and the spa and fitness centre – and about their satisfaction, loyalty and likelihood of revisiting the hotel.

Of 326 guests surveyed in the hotel lobby, the majority were middle aged, of Asian origin and with high levels of education. The main reason they travelled was for pleasure followed by business, and the average length of stay was 3.26 days. Although 40% had never stayed at the hotel before, 15% had stayed two or three times and 15% had stayed at least four times.

Happiness and Delight

More than 90% of the guests confirmed they had noticed the scent in the hotel. When the researchers reviewed which individual emotions were evoked by the scent, "refreshed" received the highest score of 5.85 out of 10, while "happy", "relaxed" and "comfort" all scored over 5.5. The lowest scores were for negative emotions such as "sadness", which scored less than 2. Further analysis of these emotions showed that they could be grouped into four categories, which the researchers named Happiness and Delight,

Sensuality, Stimuli of Hunger and Memories, and Unpleasant Feelings. These categories made it possible to explore the relationships among the emotions and other variables such as guests' loyalty to the hotel brand and their intention to revisit.

The emotions in the happiness and delight category, followed by the sensuality category, were the "most dominant emotions evoked by the hotel scent", according to the researchers. Guests who strongly endorsed these positive emotions were also likely to express greater satisfaction with their stay at the hotel and greater motivation to visit the hotel again.

These guests also had a slightly stronger sense of loyalty to the brand and were more likely to purchase the scent to take home with them, although the researchers note that these associations with scent were not particularly strong. Although many of the guests reported that the scent evoked feelings of hunger and memories, these emotions did not seem to influence their satisfaction with the hotel or its overall atmosphere.

Not for Everyone

The guests were also given the opportunity to write their thoughts about the scent in their own words. Most of them described their feelings as "strong", "refreshing" and "intense" and were positive about the use of scent in the hotel, with around 10% indicating that they intended to buy it to use "as a home or office fragrance". One guest wrote that entering the hotel lobby reminded her of a previous stay at the same hotel chain in London, describing the memory as a "very pleasant and welcoming feeling".

A few, however, found the intensity of the scent off-putting. It gave some people headaches and some guests who were allergic mentioned that they did not like "the hotel-scent trend". Even among those who liked the scent, the majority preferred it to be used only in some parts of the hotel, particularly public areas such as the hotel lobby, restrooms and corridors. In contrast, "hotels should refrain from diffusing scent" in guest rooms, function spaces and restaurants. These findings led the researchers to caution that hotels should be careful in the way they pipe scent through their central air-conditioning systems because it can become overwhelming to the senses and negatively influence guests' overall hotel experience.

Experiential Tourism

Today's consumers are increasingly seeking pleasurable and memorable experiences, which the researchers note has given rise to a new term "experiential marketing". In the tourism field, experiential marketers seek to create "direct and valuable connections between organisations and their guests", for instance by providing sensory experiences that trigger positive emotions. The findings of the study thus suggest that using ambient scent may be a way for hotels to create "memorable experiences for guests" while also building brand loyalty and stimulating positive word-of-mouth. At the same time, hoteliers should be cautious in the use of powerful aromas that could be off-putting to those who find them unpleasant or overpowering, presumably creating rather less pleasant memorable experiences.

POINTS TO NOTE

- Scent may be the most powerful of all the senses for evoking emotions and memories.
- Hotels are increasingly using ambient scent to create emotional experiences.
- For most guests, a hotel's scent evokes happiness and sensuality and increases their satisfaction.
- Over-use of scent in some areas of a hotel can be overpowering and create negative experiences.

Basak Denizci Guillet, Metin Kozak and Deniz Kucukusta. (2019). "It's in the Air: Aroma Marketing and Affective Response in the Hotel World". *International Journal of Hospitality & Tourism Administration*, Vol. 21, Issue 1, pp. 1-14.

Right Location? That Depends . . .

The factors that determine the importance of hotel location differ according to regions in a city, show the SHTM's Dr Hengyun Li, Dr Mimi Li and their co-researcher in study published recently. Drawing on a Hong Kong case study, the researchers show that factors normally considered universally important when determining a locations, such as traffic and transport, may not be as significant in some tourist destinations as in others. Their findings have obvious implications for hotel brands and their investors, among other players in the hospitality and tourism industry.

Location is Key

Surely one of the most important decisions for prospective hotel owners must be where to locate their premises. While other aspects can be changed if necessary, the researchers correctly note that it is "almost impossible to relocate a hotel after it has opened". Unlike manufacturing and other industries, service industries rely heavily on their location choices to attract customers.

Hotel customers in particular want to be in the most convenient location for the purpose of their visit – they may be looking for easy accessibility to attractions, business areas, proximity to the airport or convenient transport and parking. Hotels that offer the best locations therefore tend to have higher occupancy rates, revenue per available room, and profitability.

Although the effects of these characteristics on hotel location choices have been extensively explored, the researchers highlight two factors that have been largely

neglected. First, they suggest that hotel location is closely correlated with the type of local development – the urban structure and type of development. In a residential area, for instance, hotels must "compete with residents for many spaces and services" and with other services for "resources such as labour and land".

A complementary effect may also exist, the researchers continue, whereby an area that is "devoted primarily to shopping and other businesses" will also attract hotels that aim to cater for customers of these businesses. Nevertheless, despite its seeming importance, the influence of land use type on hotel location choice has rarely been studied.

Second, the researchers note, methods used to predict hotel location choice assume that potential influencing factors have a uniform effect across the area under study. However, they suspect that this assumption may be incorrect because "location, price, services, and other features may have closer spatial associations that cannot be ignored". In other words, whereas previous researchers have taken a global perspective in examining how different factors influence hotel location across a region, the researchers consider the influence of these factors at a smaller spatial scale.

Hong Kong Case Study

The researchers chose Hong Kong as the focus of their study because the city has what they describe as a "mature hotel industry" following decades of tourism development. The city's urban area traditionally covered the northern part of Hong

Kong Island and the Tsim Sha Tsui area, but constraints on land use have created a unique spatial pattern of urban development. Consequently, in the past couple of decades, hotel development has continued in the central business district, while also expanding into the surrounding suburban districts.

Taking into account this unique spatial pattern, in the first part of their study the researchers plotted the locations of hotels in Hong Kong that opened before the end of 2010 onto maps, using the location information from the hotels' websites. The maps also included the distributions of factors such as metro stations and tourist attractions.

The map revealed what the researchers describe as "extremely high" concentration of hotels around the Kowloon-Hong Kong Island area, and relatively high concentrations around Tsuen Wan and Lantau Island. The high number of hotels close to commercial and business areas is a particular feature of Hong Kong, which is lacking in major historical and heritage sites and landmarks compared with tourist destinations in Europe and mainland China. The region thus relies heavily on "business travellers, tourists visiting friends and relatives and tourists who tourists who come to take advantage of the shopping facilities", according to the researchers.

The concentration of hotels in the centre also suggests that the choice of location is influenced by what the researchers call "agglomeration effects", whereby hotels gain a significant advantage from being located close together as they benefit from "spillover effects" from their neighbours.

City Centre versus Suburbs

In the second part of the study, the researchers examined the factors that influenced hotel location. When considering hotel location decisions across the whole region, the factors that had the greatest positive influence were the proportion of land used for traffic, population density and tourist attraction accessibility, whereas the proportion of green land had a small negative influence. However, this global model “may not tell the whole story” about hotel location choice, the researchers emphasise, because it ignores differences in the spatial relationships that might occur from one district to another.

To overcome this limitation, the researchers aggregated the distribution of the hotels at the tertiary planning unit level, dividing the region into 287 units for “planning population census purposes”. Analysis of the influencing factors at this local level revealed a rather different picture from that portrayed by the global model. Overall, the researchers observed a “core-periphery structure”, whereby the influencing factors seemed to have little effect in the urban centre but gradually increased in the peripheral regions. They describe this as a “poached egg” pattern of development.

Across the suburban areas, the researchers found that hotels were primarily located in areas with a high proportion of land used for traffic purposes and with good access to metro stations. This, they reason, suggests that when deciding to locate a hotel further away from the urban centre, the most important deciding factor is ease of transportation.

Conversely, the researchers found that the effects of transport were comparatively weak in more central areas. They note that this

suggests hoteliers “can consider other factors” when deciding on the best location for a hotel in the city centre because all areas have good transport facilities that appeal to tourists.

When considering green space and residential areas, the researchers found the opposite pattern. These factors had little effect on hotel location in most areas of Hong Kong, but a negative influence on hotels in the city centre. The researchers attribute that influence to “land policy and land use competition”, whereby newly build city-centre hotels occupy what was formerly green space and residential land.

Access to tourist attractions and population density exerted positive influences on hotel location choice in all regions, the researchers found. This, they note, is not surprising given that the “function of a hotel is to provide services for tourists and residents”. A more unexpected finding was that residents’ incomes had a negative effect on hotel density in the centre. Hotels normally tend to be built in “upmarket communities”, but in Hong Kong, with its high real estate prices, hoteliers may be more concerned with acquiring less costly land in low income districts.

Implications for Investors

The study is important because it reveals the limitations of previous research that has considered hotel location choice at a much broader level. By examining how various factors exert their influence differently at a smaller spatial scale, the researchers reveal some unexpected patterns that “can inform decision making when choosing appropriate locations for new hotels”.

In particular, investors considering a central location need not be too concerned about “conventional factors” such as transport accessibility. Rather, argue the researchers, they should focus on the agglomeration effect and choose locations that already have high densities of hotels. In the suburbs, however, transport and other factors should be considered carefully.

POINTS TO NOTE

- Location is the key factor in hotel development.
- Yet, the defining factors of hotel location across areas are not clear
- In Hong Kong, land use patterns have different effects on different areas, transport access is not an issue in the city centre and suburban hotels are more affected by a range of factors.
- Investors need to take heed of these differences to choose appropriate hotel locations

Lei Fang, Hengyun Li and Mimi Li. (2019). “Does Hotel Location Tell a True Story? Evidence from Geographically Weighted Regression Analysis of Hotels in Hong Kong”. *Tourism Management*, Vol. 72, pp. 78-91.

How to Pick the Perfect Hotel

Online travel agencies should be able to better predict their customers’ decision making and meet their needs, suggest SHTM’s Dr Sangwon Park and his co-researchers in a ground-breaking study published recently. Through identifying a simple typology of decision-making styles, the researchers offer unprecedented insights into precisely how and why Internet users decide which travel products to buy. As the online share of travel revenue increases in the Asia-Pacific region and beyond, their findings have far-reaching implications not only for online hotel marketing but also for the global tourism economy.

Online Travel Agencies

According to the researchers, the Internet has revolutionised the way we travel. With the rise of e-commerce and the near-ubiquity of mobile handsets, it is now possible to compare a variety of travel options at the touch of a button, and to book a whole holiday in a matter of hours or even minutes. Yet the benefits for travellers go beyond mere convenience: the Internet is levelling the playing field in terms of access to information. “The advent of online travel agencies (OTAs)”, write the researchers, “has contributed substantially to reducing information asymmetry between consumers and service providers by offering not only useful and up-to-date information but also price transparency”.

It is no surprise, then, that OTAs have recorded phenomenal growth in the last decade – and this trend shows no sign of slowing. The researchers note that the value of the global online travel market is

expected to reach an astonishing US\$1,091 billion by 2022, with the greatest growth predicted in the Asia-Pacific region. As disposable income increases worldwide and more people in emerging markets gain access to high-speed Internet connectivity, OTAs are likely to eclipse their offline counterparts.

However, the researchers warn that this growth creates challenges as well as opportunities for travellers and OTAs. As travel options proliferate online, consumers may experience information overload, and OTAs may struggle to differentiate themselves in an increasingly saturated market. How consumers make their travel purchases online – such as the flights or hotels they book – has thus become a hot topic of research in recent years. As the researchers note, understanding travellers’ decision-making behaviours is critical “not only for academics but also for practitioners”.

Complex Decision Making

Purchasing travel products, explain the researchers, is a high-risk activity, “a complex process that requires an extensive decision-making strategy due to high cost and involvement”. Generally, the researchers suggest, a traveller first forms an “awareness set”, which contains all of the products – such as hotels – that they know about or have experienced. Next, they funnel down this vast range of travel options to “products that they are considering for purchase”. In the final stage, they make a decision.

Yet this process is far from simple, the researchers suggest, as

“consumers do not always take homogenous sequential steps to reach their final decisions”. Many factors may affect people’s online booking behaviour. A convenient, easy to navigate OTA website offering swift price comparison enables travellers to book a hotel in just a few clicks. But the OTA must also provide the right kinds of information, combining the advantages of text and pictures. Last but not least, note the researchers, people booking hotels online are likely to be influenced by their individual characteristics, “such as demographics, product knowledge, online experiences, personality and shopping orientations”.

Clearly, given the contribution made by tourism to economies worldwide, it is crucial to help OTAs determine precisely how these factors influence consumers when booking holidays online. This may help them to tailor their marketing strategies to better match travellers with hotels, yielding greater customer satisfaction. Yet research in this area has some surprising gaps. Although online hotel decision-making behaviour is a “dynamic process that encompasses various strategies”, write the researchers, most studies have taken a static approach. To make matters worse, studies have generally focused on whether consumers are likely to purchase travel products, not whether they actually do.

Real Behavioural Data

The researchers thus set out “to understand the entire online booking process by analysing actual behavioural data”. To do this, they needed to use multiple

methods: screen capture software, which allowed them to observe the entire process of online hotel decision making “in action”, and surveys, to collect the participants’ cognitive responses.

They distributed flyers on the campuses of two universities in London and the southeast of England, inviting students and staff to participate. They first asked the 44 respondents to complete a survey on their personal characteristics, Internet usage and past experience of travel. Next, the researchers report, “each respondent was asked to plan an imaginary week-long holiday during the winter to visit Paris”.

A wealth of options was available. The accommodation within the participants’ budget ranged from low-end to luxury hotels, and they were instructed to plan their holidays using Booking.com, one of the world’s largest and most user-friendly OTAs. Paris was chosen as a destination because it offers a huge variety of hotels, meeting the needs of diverse travellers. This, write the researchers, made the city “an ideal test ground to address the purposes of this research”.

Customising Travel Options

The next step was to meticulously analyse the videos of the participants’ online decision making – down to their mouse clicks and cursor movements. The results were striking. The researchers identified three distinct patterns of decision making when booking online hotels. “Arbitrary” decision makers chose their hotels directly from the vast array of options available to them. “Standard” decision makers created a “wish list” of hotels before making their final decision. “Comprehensive” decision makers “appeared to use

a more sophisticated process of decision-making”.

Not surprisingly, arbitrary decision making took the least time. Compared with the other two groups, travellers in this group were younger, earned less and were more likely to be male. Their main concern when choosing a hotel was price. This was also true of the standard decision makers. At first, they were swayed by hotel location, but when making the final decision, they focused on room rates. However, things were rather different for the comprehensive decision makers. They were “more likely to deliberate the types of services on offer”, write the researchers, “whereas the other types of decision makers were largely concerned with room prices”.

This typology, explain the researchers, suggests that “the way a traveller behaves online reflects different traveller characteristics”, and that different factors – such as hotel price or location – matter more than others at different points in the online booking process. This knowledge will undoubtedly help OTAs to customise their marketing strategies to meet the needs of different categories of traveller. For example, argue the researchers, “streamlined online interfaces could be made to suit the fast-paced decision making of arbitrary decision makers”. Comprehensive decision makers would benefit more from tools such as wish lists or comparison features.

Future Tourism

As the researchers note, their novel typology will help OTAs to stand out from their competitors by “understanding travellers’ heterogeneous information needs” and creating tailor-made approaches to meet them. But

OTAs are not the only beneficiaries of this timely research. Travellers will have better and more targeted information at their fingertips, enabling them to pick the perfect hotel with minimal fuss, and hoteliers will have more satisfied customers. As the volume of online bookings continues to grow, and tourism makes an increasingly critical contribution to economic development in the Asia-Pacific region and beyond, this can only spell good news for societies worldwide.

POINTS TO NOTE

- More and more people are going online to book their holidays.
- However, travellers’ online decision making remains poorly understood.
- There are, in fact, three main patterns of decision making, ranging from “arbitrary” to “comprehensive”.
- Online travel agencies can tailor their marketing strategies to suit different types of traveller and their approaches to decision making.

Sangwon Park, Yizhen Yin and Byung-Gak Son (2019). “Understanding of Online Hotel Booking Process: A Multiple Method Approach”. *Journal of Vacation Marketing*, Vol. 25, Issue 3, pp. 334-348.



PolyUx MicroMasters in International Hospitality Management

Accelerate your Master's degree with an innovative programme to advance your career!

FREE ACCESS
for Audit Learners

Learn Anytime, Anywhere with Any Device!

The School of Hotel and Tourism Management’s (SHTM) MicroMasters in International Hospitality Management, a unique and highly successful Master’s level Programme on the world-renowned edX online learning platform, offers a new way of nurturing talents for the dynamic global hospitality industry. The learners will learn through a blend of strategic perspectives and pragmatic implementation, problem identification and decision-making, as well as interdisciplinary theories and management applications.

HTM533x
Managing Human Resources in the Hospitality and Tourism Industry

HTM534x
Managing Marketing in the Hospitality and Tourism Industry

HTM540x
Hospitality and Tourism Technology and Innovation

HTM541x
Luxury Management

The 2020 schedule is as follows:

Schedule	Course	Start Date	End Date
Spring run	HTM533x Managing Human Resources in the Hospitality and Tourism Industry HTM534x Managing Marketing in the Hospitality and Tourism Industry HTM540x Hospitality and Tourism Technology and Innovation HTM541x Luxury Management	10 Jan 2020	4 Apr 2020
Summer run	HTM533x Managing Human Resources in the Hospitality and Tourism Industry HTM534x Managing Marketing in the Hospitality and Tourism Industry HTM540x Hospitality and Tourism Technology and Innovation HTM541x Luxury Management	1 May 2020	25 Jul 2020
Autumn run	HTM533x Managing Human Resources in the Hospitality and Tourism Industry HTM534x Managing Marketing in the Hospitality and Tourism Industry HTM540x Hospitality and Tourism Technology and Innovation HTM541x Luxury Management	28 Aug 2020	21 Nov 2020

Enquiries

Professor Cathy Hsu
+852 3400-2323
cathy.hsu@polyu.edu.hk

Ms Regina Wang
+852 3400-2191
regina.wang@polyu.edu.hk



New World of Knowledge

MicroMasters in International Hospitality Management

The SHTM's MicroMasters in International Hospitality Management, the first of its kind in the world and delivered exclusively on the edX online platform, started its spring run in January. Having already attracted more than 63,000 students from over 205 countries, the free Master's level programme is providing career advancement opportunities to a new batch of students through four innovative courses: Managing Human Resources in the Hospitality and Tourism Industry, Managing Marketing in the Hospitality and Tourism Industry, Hospitality and Tourism Technology and Innovation, and Luxury Management.

Students join the programme because they recognise that ambition is not enough to move ahead. Ms Thalia Pligoropoulou, a Greek project manager working in the US, explained that she took to the MicroMasters "potential, motivation and enthusiasm" that the SHTM built on with "guidance, expertise and highly interactive courses". These benefits, she said, would ensure that her career became "a successful endeavour".

A common theme of change also drives the students. Mr Chiang Yu Hsuan, a business administration graduate working in room-service

at the Regent Taipei, remarked that through "interesting and amazing" interactions with classmates and professors, he was able to gain a deep understanding of the hospitality sector. He plans to use the credits gained from the MicroMasters when applying for a position in the SHTM's on-campus MSc in International Hospitality Management programme.

Other participants appreciate how the courses help them hone existing knowledge. Ms Larisa Kunchenko from Russia commented how the Luxury Management course made her aware of the "numerous tiny details" to be kept in mind when working with clients. By discovering how to be a "brilliant manager", she was able to build on her MBA background.

At a deeper level, Mr Domenico Gandolfi, a digital manager from Italy, explained that while he came from a country where history is everywhere, through the MicroMasters' "carefully crafted courses" he developed up-to-date skills and learned new principles and processes that would help him

to promote international hospitality at home.

Wherever in the world you are, the SHTM's MicroMasters in International Hospitality Management will suit you. Individual spring courses are still open for enrolment and the programme's summer run will commence in May before an autumn run begins in August.

For more information and enrolments, just visit <https://www.edx.org/micromasters/hkpolyux-international-hospitality-management>. A new world of knowledge awaits. #



Sharing Our Success

The School's commitment to advancing the hospitality and tourism industry in mainland China is never more apparent than when graduates share their thoughts. An elite group of graduates had such an opportunity on 23 November at the Sheraton Guangzhou Hotel at a highly informative Admissions Seminar and Forum.

Attracting more than 60 industry attendees eager to learn about the School's postgraduate programmes, the event featured explanations of what makes an SHTM education

Professor, highlighted the School's rise to the top of global academic rankings, outlined its programmes, and detailed the Master of Science in Hotel and Tourism Management (MSc in HTM), for which she is Programme Leader.

Dr Qu Xiao, SHTM Associate Professor, then spoke about the benefits of the ground-breaking Doctor of Hotel and Tourism Management (D.HTM) programme for which he is the mainland Programme Leader. Highlighting the combination of theoretical focus

Led by Dr Truman Huang (Huang Xin), D.HTM graduate and Chairman of the Wintour Technology and Education Group, the panel featured D.HTM student Mr Arthur Lau (Lau Siu Fung), General Manager of the Westin Pazhou; MSc in HTM graduates and current D.HTM students Mr Zhou Qiaqiang, Assistant President of Aoyuan Cultural Tourism Group, and Ms Zhang Xiaohua, General Manager of the Guangzhou Evergrande Hotel



Dr Qu Xiao introducing the D.HTM programme

and the Zengcheng Evergrande Hotel; and MSc in HTM graduates Ms Sissie Gui (Gui Jiuli), Director of Hotel Management at KWG Group Holdings, and Ms Zoe Chen (Chen Zilin), Cluster Director of Revenue Strategy, South China, Marriott International Inc.

Discussing why students should choose the SHTM, how to balance study, work and life, and how the course helped improve their careers, the speakers were highly enthusiastic. They all agreed that the programmes were very practical and helped them to enhance their networks. Mr Zhou, in particular, said he had been promoted twice since he began his studies.

The event culminated with a Q&A session that allowed the audience to gain even more insights from the speakers. The School looks forward to again highlighting the benefits of its programmes in another informative and thought-provoking seminar to be held in Beijing during March. #



compelling and a panel discussion on "Self Improvement in Career Development".

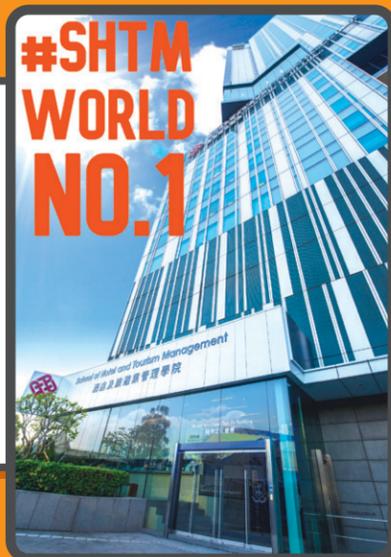
Delivering her welcome speech, Dr Dan Wang, SHTM Associate

and practical case studies in the professional D.HTM, along with the broad range of positions graduates fill, Dr Xiao readied the audience for an invigorating panel discussion.

In Brief . . .

Leadership Reconfirmed

The SHTM again ranked **First** in the “**Commerce, Management, Tourism and Services**” subject category in the **University Ranking by Academic Performance (URAP) 2018/2019** report issued by the URAP Research Laboratory. This re-affirmation of our academic excellence is testament to the diligence of everyone in the School. Together we are continuing to scale new heights and living up to our motto, “**Leading Hospitality and Tourism**”!



Travel Industry Appointments

Professor Cathy Hsu, Dr Barry Mak and SHTM alumni Mr Jason Wong and Dr Priscilla Poon have been appointed as **members of the Travel Industry Authority** for two years with effect from 1 January 2020.

Excellence Rewarded

Two SHTM faculty members were recently rewarded for excellent performance in their fields.

Dr Pearl Lin received an **SHTM Teaching Excellence Award** for her impressive effort of integrating theoretical and practical approaches in each course she teaches and inspiring students in their learning and career development.

Dr Ksenia Kirillova, who has authored and co-authored 24 refereed articles in high impact journals, received an **SHTM Research Excellence Award**.



United in Orange

In celebration of **World Tourism Day** each year, the SHTM organises its own **Dress Orange Day**. On 24 September staff and students wore the School's colour to show their united support for the tourism sector in Hong Kong and foster awareness of the annual event. The day featured the annual **Best Dressed competition**. Standing out were joint winners **Ms Kimberly Peterkin** and **Ms Hakimeh Nasiri**, both Ph.D. students.

Selfie Success

To mark the 40th anniversary of the SHTM, students and staff, including current Hotel ICON staff members, were invited to take part in a **Selfie Photo Contest**. For 40 days, from 2 September to 11 October, participants took selfies capturing an image or pattern related to the number 40 and shared them on social media. The First Prize went to **Ms Hakimeh Nasiri**. Taking second and third places were **Ms Isabelle Zhu** and **Ms Nafiseh Rezaei**.



Well Deserved Scholarships

The **Padma and Hari Harilela Scholarship 2018/19** has been awarded to SHTM students **Mr Barry Ng** and **Mr Noppadol Manosuthi**. The bursary, given to outstanding students around the globe, was established in 2011 by Dr Hari N. Harilela, head of the Harilela Group, an international hospitality group that plays a significant role in the professional development of the hotel industry worldwide.



Sub-Alliance Established

The SHTM has joined forces with **Xian Jiaotong University** in mainland China, **Al-Farabi Kazakh National University** in Kazakhstan and **Mae Fah Luang University** in Thailand to establish a landmark sub-alliance for tourism along the Silk Road. The **Tourism Sub-Alliance under the University Alliance of the Silk Road (UASR)** was launched in Xian, China on 19 September. It is envisaged that stronger cooperation between universities along the Silk Road will accelerate sustainability in tourism as a key stimulus for economic development. This alliance will provide a platform for such

collaboration, along with promoting innovation in tourism, education and research. The alliance secretariat will be housed at the SHTM.

Dual Ph.D. Agreement Signed

On 17 October, the SHTM and the **School of Hospitality and Tourism Management of the UK's University of Surrey** signed an agreement on a new dual Ph.D. programme to be jointly offered by the institutions. Officiating at the signing ceremony were Professor Jin-Guang Teng, President of PolyU, and Professor G. Q. Max Lu, President and Vice-Chancellor of the University of Surrey.



Students admitted to the joint programme will be registered at both PolyU and Surrey, reaping the benefits of the intellectual environments of two of the top schools in the field. The truly international experience offered by the programme will broaden the students' knowledge of hotel and tourism management enabling them to see the entire industry from different perspectives.

Bangkok Forum



The Westin Grande Sukhumvit in Bangkok was the setting on 2 November for this year's **Annual SHTM Forum**, preceded by the **SHTM Alumni Reunion Brunch** for graduates now working in Thailand. The Forum, hosted by **Professor Kaye Chon, SHTM Dean, Chair Professor and Walter & Wendy Kwok Family Foundation Professor of International Hospitality Management**, featured a Sharing Session, during which prominent SHTM alumni, including **Dr James Mabey,**

Dr Walanchalee Wattanacharoensil and **Ms Roongnapa Sandusadee**, recounted their journeys at the SHTM. Attendees also had the chance to learn more about the School's postgraduate programmes at the ever-popular Information Session.

Hotel ICON Lauded

Hotel ICON has been ranked second in the **Hong Kong Best Hotel Award 2019** organised by the travel site KAYAK. The placing was based on guests' star-ratings and reviews collected by KAYAK and its collaborators. Congratulations to the team!



Annual Seminar Hosted

On 29 November the SHTM and HKECIA co-hosted the **HKECIA Annual Seminar**, which culminated in a Christmas Cocktail Reception. Following welcoming remarks by **Mr Stuart Bailey**, Chairman of HKECIA, the speakers, **Mr Nelson Chow** from Ernst & Young Advisory Services, **Ms Mandy Queen**, Founder of Cred Communications and **Mr Pete Morgan**, leadership, communication and crisis management consultant delivered presentations around the theme "Dealing with Crisis and Change in Uncertain Times". The ensuing panel session saw representatives from major organisers share their experiences of arranging exhibitions in difficult circumstances.



Conference Scholarships

Ms Megan Jacques and **Ms Jeong Habin, Jules**, students in the BSc(Hons) in Hotel Management programme, each received a **2019 Club Managers' Association Scholarship**. The scholarships will provide funding for them to attend the CMAA 93rd World Conference and Club Business Expo in Grapevine, Texas, USA on 8-12 February 2020.



Staff Updates



Mr Katsuto Sandifer joined the SHTM on 9 September 2019 as an Instructor.



Mr Delap Lui was promoted to Restaurant Manager with effect from 1 October 2019.



Mr Patrick Yeung, former CEO of Dragonair, was appointed Professor of Practice (Tourism Marketing) with effect from 1 October 2019.



Dr Denis Tolkach left his Assistant Professor role at the SHTM on 17 January 2020.

Learning From the Best



Doctor of Hotel and Tourism Management students during their residential workshop in Bangkok

At the heart of the SHTM's success are the rich connections it has forged with outstanding individuals and institutions around the globe. Our students have unrivalled opportunities to profit from these connections by learning from leading practitioners and scholars in the hospitality and tourism industry. The last few months have seen students travel far afield to take part in a convention in Sydney, Australia, a global competition in New York and a residential workshop in

Bangkok, as well as gaining insights into entrepreneurship at home.

Ambassadors Overseas

During autumn, the School demonstrated its commitment

to providing once-in-a-lifetime learning opportunities by partially funding four students to attend the 46th Annual Overseas Convention of the Hong Kong Association of Travel Agents in Sydney, Australia. On 25 September, BSc in Tourism and Events Management students Ms Lee Yun, Ms Keung Yu Hang, Ms Adelina Wong and Ms Yap Wei Yi arrived in Sydney ready to learn from the foremost practitioners in the field in a city famed for its tourism attractions.

The theme of the convention was "The New Luxury Travel – Road to Business Diversification". In the Internet age, traditional travel agencies are in decline. One way in which they can regain their significance in an increasingly competitive market is providing luxury travel, which today means more than just first-class flights and five-star hotels. The new paradigm of luxury tourism was explored in depth during one of the highlights of the event, keynote speeches delivered by four distinguished guests from around the globe.

One of the speakers was the School's own Dr Tony Tse, SHTM Professor of Practice. With more than 30 journal articles, book chapters and conference papers to his name, along with numerous high-level consultancy projects and government appointments, Dr Tse was able to provide a wealth of insights into the motivations for luxury travel, such as uniqueness and novelty.

The SHTM student representatives learned much from all four keynote speakers, and from the chance to network with and gain career advice from major industry players. The plentiful opportunities for sightseeing – from the world-famous Opera House to the spectacular Blue Mountains – also enabled them to explore a city with an international reputation for tourism. Thanking the School for this "truly fruitful and amazing learning experience", the students said that "the tourism offerings in Sydney inspired us to think about

what Hong Kong has to offer to compete with other destinations".

More Enriching Opportunities

Learning from overseas experience was also the theme of a student activity held in summer 2019, when students of the Doctor of Hotel and Tourism Management programme, led by Dean Kaye Chon, visited Bangkok to enrich their understanding of Asian hospitality management. On 31 July, 17 students from 7 countries and regions travelled to Bangkok for a four-night residential workshop. Informative hotel tours, seminars and Professor for a Day lectures ensured that the students learned much about the paradigm of Thai hospitality, but just as important were the opportunities to explore this vibrant city and experience its cuisine and tourism for themselves.

Local insights are equally crucial. On 25 September, the SHTM hosted a panel discussion featuring Hong Kong entrepreneurs Mr Brian Hui, co-founder of transportation app Pokeguide; Ms Michelle Lau, founder of the consultancy and communications company Nutrilicious; Mr Eric Lai, founder of Flow Entertainment Limited with its Flow Hotel Booking app; Mr Kevin Tam, founder of Vietnamese restaurant Fuhn Noodles; Mr Kelvin Ho, founder of Mexican restaurant 11 Westside; Mr Wesley Tang, founder of guesthouse Koala Beds; and Ms Natalie Evie, founder and Director of the Sino Trade Group.

The students in the audience relished the chance to learn from these world-class entrepreneurs, and had the opportunity to network with the speakers and ask them questions after the event. One student, Mr Suraj Hemnani, described the panel as "very insightful", and was looking forward to "applying some of their sharing when I open or run my own business one day". Ms Marina Diaz Puerto said that she had "really enjoyed the seminar, especially the interaction the guest speakers had with the audience".

Our students' eagerness to take the initiative and learn from experience was demonstrated again in early November, when two three-person student teams from the SHTM – undergraduate and postgraduate – travelled to New York to enter the 2019 STR Student Market Study Competition. This prestigious annual event attracts teams from hotel schools all over the world, such as École hôtelière de Lausanne and Boston University's School of Hospitality Administration. Each team is assigned a city and asked to conduct and present a market study based on hotel data for that location. The School's participating teams thus had the chance to apply their already impressive hotel analysis skills and knowledge in practice.

Opportunities like this to learn from experience and gain global exposure are at the heart of the School's world-leading approach to education, nurturing graduates with the expertise, experience and confidence to excel as professionals in the industry. **H**



Students attending a panel discussion on entrepreneurship

Food and Wine

A key feature of the SHTM's food and beverage activities is the Food and Wine Academy it offer to students, industry players and a whole range of enthusiasts from the general public. A joint initiative of the School and its world renowned teaching and research hotel, Hotel ICON, the Academy has attracted acclaim from various media outlets for its innovative and highly internationalised approach to imparting food and beverage knowledge and skills.

Recent events hosted by the Academy began with the Voyage through the Medoc Masterclass, held in the Vinoteca Lab, co-organised with Medoc Wine and featuring Ms Wendy Narby, Senior Lecturer at the Bordeaux Wine School. Ms Narby drew on her extensive knowledge and skills to take participants on a sensory

journey of the French region's geology, geography and eight appellations, helping them to compare the different characteristics of the wines.

Attention then turned to mainland China on 12 September when Hotel ICON invited Guest Chef Zeng Jieliang to deliver the Savour the Taste of Shunde Masterclass at the School's Western Food Lab. Chef Zhen, a native of Shunde – which has been named a Creative City of Gastronomy by UNESCO – highlighted the preparation techniques and careful balance of tastes and textures in what is considered the cradle of Cantonese cooking.

20 September saw the Academy return to French wine at the Vinoteca Lab with the help of co-organiser the One Red Dot Fine

Wines Group for the Champagne Moutard Masterclass delivered by Mr Jean-Benoit Hery. Mr Hery, Export Manager of Champagne Moutard, shared his in-depth knowledge of the Champagne region, offering participants the chance to taste Champagne made with forgotten varieties, some of which are rare in the market.

It was then on to the Languedoc region of France on 17 October when Mr Jérôme d'Hurlabord, Export Director Asia and Americas, Château de Pennautier, delivered the Wine from the South of France Masterclass, co-organised by Ponti Trading Limited. Mr d'Hurlabord enlightened participants on the major types of wine in the region and their characteristics.

At Home and Away

Attention turned from French wine to Japanese sake with a local element on 24 October, when Ms Bowie Man, International Kikisakeshi and the first Miss Sake Hong Kong, delivered a workshop entitled A Taste of Sake Made of Flower Yeast, co-organised by Cru Magazine. Ms Man highlighted for participants the sake brewed from rice harvested in the fertile Saga Plain, mild river-bed water from the Sefuri-Tensan areas and new flower yeast.

New Zealand was then in focus on 28 October when the Academy co-organised the Classic Wines of Marlborough Workshop with Kerry Wines Limited. Delivered by Ms Belinda Jackson, Group Marketing Manager of Lawson's Dry Hills, the

event introduced eager participants to a range of wines from the region.

This was followed on 6 November by another workshop co-organised with Ponti Trading Limited, entitled Siduri: Pinot Noir, Oregon Vs California. Delivered by Mr Pierre Marie Pattieu, Export Manager at Siduri Wines, the workshop guided participants through the differing characteristics of Pinot Noir from the two US States. Mr Pattieu highlighted the effects of weather and soils, and how different winemaker mindsets influenced the flavours experienced by the participants.

Most recently, the SHTM's Executive Chef Simone Nabbs greeted participants in the Western Food Lab on 23 January with a festive workshop entitled Welcoming the Year of the Rat, co-organised with Enoteca Hong Kong, in which she explained how to pair wine with dumplings. And on

7 February, Chef Nabbs delivered another very well received food and wine pairing workshop, organised with Schmidt Vinothek Hong Kong, on The Perfect Match – macarons and sweet wine.

As always, the Food and Wine Academy, the School's premier F&B training engagement with the industry and the general public, will reach out into the world of flavours. More information about upcoming events and highlights of previous workshops is available at <https://shtm.polyu.edu.hk/shtm/the-food-and-wine-academy/events-and-activities/> and www.facebook.com/FoodAndWineAcademy. #



Academy Excels



Chef Zeng Jieliang (left) guiding a student during a cooking masterclass

Outstanding Performance Recognised



Undergraduate students with outstanding Grade Point Averages in semesters two and three 2018/19 gathered in the School's premises on 6 November to receive Academic Achievement Awards for their highly commendable efforts. Also in the spotlight were SHTM Student Ambassadors, who were presented with certificates of recognition for their hard work.

Followed by a Dean's Reception in the School's Foyer, the event attracted SHTM staff, postgraduate students and proud family members.

The School congratulates the following students for their commitment to academic excellence. #

BROAD DISCIPLINE OF HOTEL AND TOURISM MANAGEMENT

HU Qian
LI Xiaoran
WAT Cheuk Ying
YOUN Sung Bin
YU Chenxi

LEE Sin Man
LEUNG Tsz Yu
LIN Hanlu
LIU Qiyang
MAK Ngar Wing
MAK Rainbow
NI Xinyue
RIETBERG Wiebe
SEAH Xin Yi
SENEVIRATHNE Heeleliyana
Arachchige Pavithra
SZE Man Chi
TSE Yu Kwan
TSENG Yu Hui
WANG Yuchen
WANG Zhuoli
WANG Zijie
WANTONO Amanda Putri
WONG Hei Ching
WU Jerry
WU Jinnuo
WU Yining
XING Yifeng
YICK Yan Yee Melissa
ZHU Ziwei

BACHELOR OF SCIENCE (HONOURS) IN HOTEL MANAGEMENT

CHAN Hiu Fung
CHAN Uen Tung
CHAN Wing Lam
CHENG Hoi Ling
FU Lun
HA Tae-hoon
HONG Jinsun
KONG Hoi Ting Sabrina
KONGKWANYUEN Panyatree
LAM Men Ka
LAU Ka Yu
LEE Dongchan

BACHELOR OF SCIENCE (HONOURS) IN TOURISM MANAGEMENT

CHAN Yi Tak
FUNG Ka Yiu
LEE Lok Yi
LEUNG Hoi Wan
LI Wing Man
LUI Wing Kwan
PYO Seulgi
WAN Yui Hang

BACHELOR OF SCIENCE (HONOURS) IN TOURISM AND EVENTS MANAGEMENT

DONG Xiaolin
HUANG Yina
LIU Xinying



For more than 25 years, the SHTM Alumni Association has tirelessly sought to forge links between the School, its alumni and the community for the benefit of all. This mission – very much in line with the first of the Association's core values, synergy – has been amply demonstrated in recent months, with carefully organised activities providing opportunities for Association members to learn more about the industry and each other.

Synergy was certainly the theme when the Association renewed its cooperation with the Hong Kong Trade Development Council (HKTDC) to allow members to attend the Hong Kong Food Expo free of charge on 17 August. Participants spent part of a Saturday morning on an exclusive Buyer Guided Tour of the event at the Hong Kong Convention and Exhibition Centre, being led to highlighted zones before they had the chance to take in all stalls.

Featuring food retailers, wholesalers, distributors, buying offices and more, the Expo appealed not only to gourmets

among the participating members, but also to those looking for business opportunities. For the latter, the HKTDC offered a complimentary Business Matching Service along with free invitations to official functions such as the cocktail reception and seminars.

Association members returned to the Convention and Exhibition Centre on 9 November for the

Mutually Enriching Connections

Hong Kong International Wine and Spirits Fair, when they again enjoyed free admission and a special member visit programme organised by the HKTDC. Their Saturday afternoon kicked off with a tour of the major wine pavilions among the truly astonishing array of 759 stalls.

Afterwards, members had the opportunity to refresh their oenological knowledge by sampling a huge range of wines from every part of the world. Beer, whisky and even olive oil were also in plentiful supply for those with different tastes, as were the types of food suitable for pairing with many different beverages. A great deal was learned, and all members in attendance enjoyed themselves thoroughly.

The SHTM Alumni Association is truly going from strength to strength. For the chance to be part of this exciting journey, simply download the registration form or contact Rachel Wu. For details, visit <https://shtm.polyu.edu.hk/industry-alumni/shtm-alumni-association/registration/>. #



Alum-notes

2000s

Mr Henry Law
BA(Hons) in Hotel and Catering Management 2004 is Director of Event Sales, New World Millennium Hong Kong.

Ms Meris Lam
BSc(Hons) in Hotel Management 2006 is Director of Sales at the Auberge Discovery Bay Hong Kong.

Ms Mandy Wong
BSc(Hons) in Hotel Management 2006 is Business Development Manager, East Asia at City & Guilds.

2010s

Dr Rosanna Leung
Ph.D. in Hotel and Tourism Management 2012 is Associate Professor and Chair of Department of International Tourism and Hospitality at I-Shou University.

Dr Jimmy Chiang
Doctor of Hotel and Tourism Management 2013 is Associate Director-General at Invest Hong Kong.

Dr Eerang Park
Doctor of Hotel and Tourism Management 2013 is Vice Chancellor's Research Fellow at Edith Cowan University.

Ms Chloe Zhou
MSc in International Hospitality Management 2013 is Client Development Manager, Fendi Hong Kong.

Dr Daisy Fan
Ph.D. in Hotel and Tourism Management 2016 is Senior Lecturer at the Bournemouth University.

Mr Robben Luo
MSc in International Wine Management 2017 is Greater China Sales & Brand Ambassador at HINE Cognac.

Mr Pierandrea Falchi
BSc(Hons) in Hotel Management 2017 is Guest Service Supervisor at the Rosewood Hong Kong.

Ms Susan Ho
BSc(Hons) in Hotel Management 2017 is Sales Manager at the Auberge Discovery Bay Hong Kong.

Ms Angel Wong
BSc(Hons) in Hotel Management 2017 is Sales Executive at the Auberge Discovery Bay Hong Kong.

Dr Tom Bu
Doctor of Hotel and Tourism Management 2018 is Associate Dean, School of Business, Shandong University, Weihai.

Dr Francis Ling
Doctor of Hotel and Tourism Management 2018 is Vice President – Finance, Hotel Division, Sun Hung Kai Real Estate Agency Limited.

Ms Diana Liu
MSc in Global Hospitality Business 2018 is Operations Executive, Langham Hospitality Group.

Ms Yoojin Lim
MSc in Global Hospitality Business 2019, BSc in Hotel Management 2017 is Research Analyst, PKF hotelexperts.

Miss Pavithra Senevirathne
BSc(Hons) in Hotel Management 2019 is Server, Wolfhill Steakhouse, Rosewood Hong Kong.

Miss Amanda Wantono
BSc(Hons) in Hotel Management 2019 is Associate, Strategy Consulting at AlphaSights.

Mr Angus Wong
BSc(Hons) in Tourism Management 2019 is Executive Trainee, Milton Exhibits Group.

Professors for a Day Shine

The School would like to thank the outstanding industry professionals who recently served as professors for a day.

Speaker	Title and Company	Topic
Chef Luis AGUILAR	Chef, Safari Restaurant	Nixtamalization – Mexican Cooking Workshop
Mr Nacho ANDRÉS; Ms Elena GARCÍA	Export Director, External Relations, Emilio Moro	Residential Study Trip
Mr Pedro ARAGONESÉS; Mr David MONTES	Director, Sales Manager, Bodegas Pago de Carraovejas	Residential Study Trip
Mr Javier ARIZCUREN	Owner, Arizcuren	Residential Study Trip
Ms Nopparat AUMPA	Senior Assistant Vice President/General Manager, Banyan Tree Bangkok	Banyan Tree's Asian Hospitality: Differences from Western Approaches
Ms Natalia BERMEJO; Ms Ana San JUAN	PR Manager; Enologist, CVNE	Residential Study Trip
Ms Celia CARDERO	Wine Tourism Consultant, Sensus Rioja Tours	Residential Study Trip
Ms Belarmina CASADO	Public Relations, Rioja Alta (Haro)	Residential Study Trip
Ms Alisa CHAN	Cabin Crew Manager, TAG Aviation Asia	Inflight Service Management of Private Jet
Mr Lawrence CHAN	Professor of Practice (Hospitality Asset Management), SHTM	Challenges Faced in Maintaining a Quality Owner-Operator Relationships in Operating Hotels in Hong Kong
Mr Hing CHAO	Founder, Hong Kong Hakka Heritage Society	Hakka Heritage
Mr Philip CHEN	Non-Executive Director, Hang Lung Properties	Change
Ms Ting CHIU	JV Director, Marriot	From a Tourism Degree to Marriott Director (Joint Venture) – The Story of Her Journey
Mr Vallois CHOI	Director of Digital Marketing Strategy, Hotel ICON	E-Marketing Strategies of Hotel ICON
Mr Joseph CHONG	Area Vice-President & Managing Director, The Peninsula Hong Kong & The Peninsula Shanghai	Asian Paradigm in Hospitality Management
Mr Nixon CHUNG	Managing Director, Camloy International Limited	HRM Profession and Cross-Industry Ability
Mr Wilson CHUNG	General Manager, Jianshi Boyu Advertising Limited Company	Wine Tasting with Wine Investor
Dr Jennifer CRONIN	President, Wharf Hotels Management Limited	Hotel and Tourism Senior Executive Seminars
Ms Laura Velasco DE DIOS	Account Manager, ICEX	Residential Study Trip
Mr Jérôme D'HURLBORDE	Export Director Asia and Americas, L'orgeril	Wine from South of France
Mr Gonzalo DÍAZ	Oenotourism Department, Bodegas Portia	Residential Study Trip
Mr Dean DIMITRIOU	Hotel Manager, The Murray	The Remaking of an Iconic Landmark into a Luxury Hotel
Mr Nick DOWNING	General Manager, The Siam Hotel	Asian Paradigm in Hospitality Management
Professor Guoqing DU	Professor, College of Tourism, Department of Tourism and Hospitality Management, Rikkyo University	Conservation and Tourism Development of Traditional Japanese Blocks: Take Oedo Kawagoe as an Example.
Mr Alfonso EMANUELE	Vice President and General Manager, Aveda APAC	Beyond Marketing
Ms Natalie EVIE	Founder and Director, Sino Trade Group	Challenges and Pleasures of Starting One's Own Business – An Entrepreneurial Discussion
Mr Franky FONG	In-Charge, University and College YMCA Department, Chinese YMCA of Hong Kong	The Leisure and Recreation Policy and Development in Hong Kong
Dr Lawrence FONG	Assistant Professor, University of Macau	Hotel and Tourism Management Research Seminar
Mr Alejandro GARCÍA	Wine Tourism Manager, Bodega Condado de Haza, Grupo Pesquera	Residential Study Trip
Mr Miguel Ángel GARCÍA	Direct Sale Representative, Abadía Retuerta	Residential Study Trip
Ms Vanessa GUÉBELS	Wine School Director, Ecole V Château de Pommard	An Aromatic Journey through Burgundy
Ms Arantxa HERRANZ	Marketing, Aalto Bodegas y Viñedos	Residential Study Trip
Mr Jean-Benoit HERY	Export Manager, Champagne Moutard	Champagne Moutard Masterclass – Understanding Cote des Bar and Champagne's Forgotten Varieties
Mr Kelvin HO	Founder, 1 Westside	Challenges and Pleasures of Starting Ones' Own Business – An Entrepreneurial Discussion
Ms Pauline HO	Director of Revenue and Marketing, Kew Green Hotel Wanchai Hong Kong	Strategic Distribution Channels Management: The Case of Kew Green Hotel Wanchai Hong Kong
Mr Ren Hua HO	CEO, Thai Wah Public Company Ltd	Asian Paradigm in Hospitality Management
Mr Raphael HOLZER	Owner, Fernet Hunter	Liqueur and Different Herbal Alcohols – The Story of a Family Business, Fernet Hunter
Ms Ching-Hsiu HUANG	Wine Advisor, Asia Château de Pommard	An Aromatic Journey through Burgundy
Mr Truman HUANG	Founder and CEO, Wintour	Career Development and Life Long Learning
Mr Brian HUI	Founding Partner, Pokeguide Ltd	Challenges and Pleasures of Starting Ones' Own Business – An Entrepreneurial Discussion
Ms Alice JENKIS	Director Marketing Upper SE and NEA, Accor Hotels	Asian Paradigm in Hospitality Management
Ms Carolin KLÖCKNER	The 70th German Wine Queen	Overview of German Wine
Mr Mamoru KOBORI	Senior Advisor, Japan National Tourism Organization	Tourism Development in Japan – Trends and Issues
Dr Edward KOH	Executive Director, Singapore Exhibition and Convention Bureau	Singapore – A World-Class Business Events Destination
Mr Eric LAI	Founder, Flow Entertainment Ltd	Challenges and Pleasures of Starting One's Own Business – An Entrepreneurial Discussion
Mr Joe LAI; Ms Vicky WONG	Events and Entertainment Project Manager; Senior Events and Entertainment Manager, Ocean Park	Development of Attractions: The Case of Ocean Park Halloween Fest

Speaker	Title and Company	Topic
Mr José Luis LAPUENTE Ms Michelle LAU	General Manager, Rioja Wines Regulatory Council Founder and Principal Dietitian, Nutrilicious	Residential Study Trip Challenges and Pleasures of Starting One's Own Business – An Entrepreneurial Discussion Food and Nutrition
Ms Nathalie LEBOEUF Ms Monica LEE-MÜLLER	Export Manager, Finca Allende Managing Director, Hong Kong Convention and Exhibition Centre	Residential Study Trip Sustaining Excellence in the Convention and Events Sector: (Personal) Reflections on Leadership
Professor Gang LI Mr Johnny LI Mr Simon LI Mr Wesley LING Professor Raymond LOI	Associate Professor, Deakin University Managing Director, Gateway Group Ltd Executive Director, ConceptComs Director of Talent and Culture, Rosewood Hotel Group Programme Director, Doctor of Business Administration and Professor in Management, University of Macau	Hotel and Tourism Management Research Seminar Story of His Career Journey – Study of a Managing Director Exhibition Management Creating a Persuasive Employer Brand and Culture Contemporary Leadership and Managing Diversity
Ms Sandy LOU	Managing Director and CEO, PLUS Hotel Asset Management	Women Leadership HRM PLUS 2018 Report
Dr Gemma LUO Ms Bowie MAN Ms Isabel Clavero MAÑUECO Mrs Nadia MARTINS Mr Jeremy MCCARTHY Mr Salvador MONTENEGRO Ms Wendy NARBY Ms María Eugenia Fuentes PÉREZ Mr Claus RAASTED Mr Juan Carlos SANCHA Ms Marta SÁNCHEZ Ms María SANTOLAYA; Mr Victor CHARCÁN Mr Thomas SCHMITT-GLAESER Mr Alexander SHEPPARD Mr Kevin TAM	Lecturer, Department of Tourism, East China Normal University International Kiki-sakeshi and The first Miss Sake Hong Kong Territorial Director of Commerce and Director, ICEX in Castilla y León Director, Training Design & Development, Marriott Group Director of Spa and Wellness, Mandarin Oriental Hotel Group Export Sales Manager, Marqués de Cáceres Senior Lecturer, Bordeaux Wine School Territorial Director of Commerce and Director, ICEX in La Rioja Director, College of Extraordinary Experiences Owner, Bodegas Juan Carlos Sancha Supervisor of Public Relations, B. Marqués de Riscal (El Ciego) Export Director, Sales Director, Roda General Manager, Sukhothai Bangkok Hotel Manager, Banyan Tree Bangkok Founder, Fuhn Noodles	Leisure Gaming and Gaming Tourism in China A Taste of Sake Made of Flower Yeast Residential Study Trip Training and Developing Yourself Resort and Spa Hotel Development in Mandarin Oriental Hotel Group Residential Study Trip A Voyage Through the Medoc Residential Study Trip Business Events Experience Design Residential Study Trip Residential Study Trip Residential Study Trip Asian Paradigm in Hospitality Management Asian Paradigm in Hospitality Management Challenges and Pleasures of Starting Ones' Own Business – An Entrepreneurial Discussion
Mr Ming TANG Mr Wesley TANG	Vice President, Shimao Group, and CEO, Shimao Star Hotels Group Founder, Koala Beds	Development of Domestic Hotel Brands in China Challenges and Pleasures of Starting Ones' Own Business – An Entrepreneurial Discussion
Mr Chris TONG Mr Jorge TRUJILLO Ms Lisa TSANG Mr Alberto Tobes VELASCO Dr Quan VU Mr Ralph WANG Dr Sha WANG	Senior Financial Consultant, Prudential Hong Kong Sales Area Manager, MUGA Head Venue Operations, Performing Arts, West Kowloon Cultural District Testing and Experimentation Director, Regulatory Council of Ribera del Duero Senior Lecturer, Deakin University General Manager, OCT International Hotel Management Co., Ltd Lecturer, Department of Tourism, Fudan University	Managing Personal Finance Residential Study Trip West Kowloon Cultural District as a Cultural Tourism Destination Residential Study Trip Social Media Analytics in Tourism Research Asset Management and HRM Challenges Motivations for Entrepreneurship in the Tourism and Hospitality Sector: A Social Cognitive Theory Perspective
Mr Philip WEI Ms Ada WONG; Ms Vanessa PANG; Mr Vincent LIU Professor Anthony WONG Mr James YAP	Managing Director, BTL Hospitality China Director of Human Resources; Senior Human Resources Officer; Talent Training Manager, Conrad Hotel Hong Kong Professor, School of Tourism Management, Sun Yat-Sen University Resident Manager, Marriott Hong Kong Ocean Park	Leading Through Branding Yourself: The Case of WEI The Success of Conrad When and Where to Travel? A Study of Destination Choice Human Resources Strategies in Extremely Low Season and Role of Technologies
Dr Ben YE Dr Shun YE	Assistant Professor, Sun Yat-Sen University Research Fellow, Department of Tourism and Hotel Management, Zhejiang University	Hotel and Tourism Management Research Seminar Small Accommodation Business Growth in Rural China: Patterns, Antecedents and Outcomes
Ms Camelia YEUNG Chef Jieliang ZENG Mr Zack ZHOU	Senior Project Manager, Hong Kong Arts Festival Head Chef and 2014 Canton-Hong Kong-Macau Top Chef Project Director, PLUS Hotel Asset Management	Business Event Risk Management Savour the Taste of Shunde HR Issues Survey Results

Upcoming Events

2020

4-8 March

Event: SHTM @ITB Berlin
Organiser: Messe Berlin
Website: <https://www.itb-berlin.com/>

20 March

Event: Career Day 2020
Organiser: SHTM
Contact: Mr Chris Luk
Email: chris.luk@polyu.edu.hk

22 May

Event: IMPACT2020 Conference: Crisis Management and Recovery Strategies, Hong Kong
Organiser: SHTM
Contact: Conference Organising Committee
Email: impact2020.info@polyu.edu.hk

27-30 May

Event: APacCHRIE 2020 Conference, Kaohsiung, Taiwan
Organiser: National Kaohsiung University of Hospitality and Tourism
Website: <https://apacchrie2020.com>

14-16 June

Event: 19th Asia Pacific Forum for Graduate Students Research in Tourism, Danang, Vietnam
Organisers: Duy Tan University and SHTM
Contact: Dr Estelle Hyo Dan Cho
Email: hyodancho@dtu.edu.vn

1-4 July

Event: 26th Asia Pacific Tourism Association Annual Conference, Chiang Mai, Thailand
Organisers: Asia Pacific Tourism Association and Chiang Mai University
Contact: Dr SooCheong (Shawn) Jang
Email: jang12@purdue.edu
Website: <https://www.apta2020.org/>



**Dr Alexander
Grunewald**
(Ph.D. 2010)
Senior Manager
Accenture

Dr Daisy Fan
(Ph.D. 2016)
Senior Lecturer
Bournemouth
University

**Dr Edward
Roekaert**
(D.HTM 2014)
Rector
Peruvian University
of Applied Sciences

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

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 2019, placed No. 1 globally in the "Commerce, Management, Tourism and Services" category in the University Ranking by Academic Performance in 2018/2019 and ranked No. 1 in the world in the "Hospitality, Leisure, Sport & Tourism" subject area by the CWUR Rankings by Subject 2017, 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, Korea, mainland China, Peru, Romania 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 more than 70 talented academics from 21 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.

Find out more about this world-class hotel and tourism school by visiting <https://shtm.polyu.edu.hk>.

You too can be recognised!

#PolyUSHTM



Follow us:

