

# Horizons

## SHTM Magazine

Official Magazine of the School of Hotel and Tourism Management, The Hong Kong Polytechnic University Vol 22 Issue 2, Sep 2022

*Innovation · Research · Education*



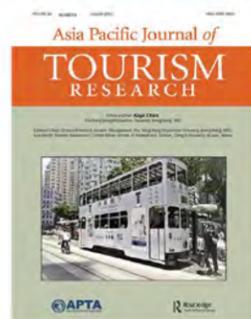
- ✦ SHTM Students Organise Global Conference
- ✦ New Partnerships, New Programmes
- ✦ Forecasting Tourism in the Asia-Pacific
- ✦ Students Share Secrets to Success at the SHTM

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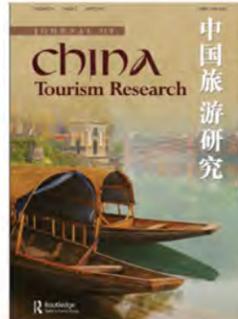
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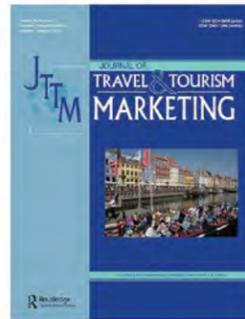
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# CONTENTS

**2**

Message from  
Dean of School

**3**

A Conference Unlike  
Any Other

5th Global Tourism and  
Hospitality Conference  
hosted by the SHTM

**5**

Embracing the Power  
of Technology

We welcome a  
state-of-the-art service robot  
called Mirae

**6**

Future-Proofing the Industry

"Asia Pacific Visitor Forecasts  
2022-2024" published by the  
SHTM and PATA

**8**

Coming Together, Ever  
Stronger

New "2+2" dual degree  
programmes offered in  
partnership with overseas  
universities

**10**

Learning Without Borders

The School joins hands with IE  
University, Spain to develop  
new online courses

**12**

Ever Growing through  
Collaboration

Another year of fruitful  
partnerships with the industry

**13**

Showcasing Professional  
Opportunities

2022 Career Day helps students  
plan for the future

**14**

Inaugural Event Connects  
Hoteliers and Students

Students learn from seasoned  
industry practitioners at first  
ever "Rosewood Day"

**15**

First Hand Perspectives

Students share their  
experiences of the School's  
postgraduate programmes

## RESEARCH HORIZONS

Highlights of recent SHTM research, exploring customers' acceptance of drone technologies for food delivery; how to improve the well-being of airline employees amidst the crisis caused by COVID-19; the damage done by "jastaycationers" in hotels during the pandemic; travellers' readiness for contactless hotels; how to install "green atmospherics" in hotels for the benefit of guests and staff; and the challenges posed by service failure in an ever more connected world.

**17**

Alumni Paying it Forward

A host of alumni events and  
mainland China programme  
activities

**19**

In Brief

A snapshot of the  
SHTM's latest  
successes and  
update on staff  
activities

**22**

A Busy Year for  
Students

A stimulating and  
innovative events  
calendar for  
students in 2022

**24**

Celebrating Greek  
Gastronomy

Food and beverage  
activities with an  
international flavour

**26**

Head and Shoulders  
Above the Crowd

Congratulations to this  
year's winners of the  
Student Achievement  
Award

**27**

Learning from the Best

Students matched with  
mentors from leading  
hospitality and tourism  
organisations

**29**

Honouring  
Outstanding Alumni

Keeping up with  
alumni news

**30**

Alumni Notes

The latest news on  
the alumni community

**31**

Role Models for Success

The School thanks industry  
experts for serving as  
professors for a day

**33**

Upcoming Events

What lies ahead  
for the SHTM



## Innovation for Excellence

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## DEAN'S MESSAGE

As its name suggests, *Horizons* magazine has always celebrated the forward-thinking, globally minded achievements of the School's students, faculty and staff. The magazine's September 2022 issue is no exception, with its cover story showcasing a global conference hosted at Hotel ICON and organised entirely by SHTM students.

The next story brings the future even closer, as we welcome Mirae the Pepper Robot to her new home at the School. This state-of-the-art service robot will help us take the next step in research and development for a safer and more sustainable industry.

Steering hospitality and tourism out of troubled waters and into success is also the goal of the School's decade-long partnership with PATA to produce the industry's most authoritative annual forecasts of visitor numbers in the Asia-Pacific region. Their latest report offers governments, destinations and businesses a crucial toolkit for reviving tourism in 2022–2024.

This issue of *Horizons* celebrates partnerships both old and new. As readers will discover, the SHTM has joined hands with leading universities in Korea and Thailand this year to offer a new series of "2+2" dual degree programmes. The issue also covers a memorandum of understanding with IE University, Spain to develop a series of innovative wholly online courses. These will accompany the School's entirely new MSc in Hospitality Business Innovation, launched in 2022–2023.

Industry partnerships have been equally fruitful this year, as the issue shows. Students brainstormed the future of the industry with experienced hoteliers at the inaugural Rosewood Day; connected with future employers at the 2022 Career Day; and gained invaluable guidance from SHTMers through alumni events and the Professor-for-a-Day scheme.

Indeed, students have had a hugely successful year so far. Readers of this issue will learn about 2022's vibrant roster of student activities, as well as the various competitions entered and awards won by exceptional individuals. We hear from students themselves in a story on what it's like to pursue postgraduate studies at the SHTM.

As this issue shows, hope is very much on the horizon in the wake of the COVID-19 pandemic. The SHTM will continue to drive forward progress in teaching, research and education for the benefit of the industry and beyond. #



**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

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# A Conference Unlike Any Other

Eighty-five years ago, history was made with the founding of the institution known today as The Hong Kong Polytechnic University (PolyU). Fittingly, the hospitality and tourism industry has also celebrated a milestone achievement in 2022, with the SHTM at the helm. On 13–14 June, the School was honoured to host the 5th Global Tourism and Hospitality Conference at its ground-breaking teaching and research hotel, Hotel ICON.

The conference was a resounding success, thanks to the hard work and dedication of 14 fourth-year students in the Special Event Class of the Tourism and Event Management programme, who organised every aspect of the event from start to finish. "They are committed to creating an unlike-any-other experience for

our international delegates", said Professor Kaye Chon, SHTM Dean, Chair Professor and Walter and Wendy Kwok Family Foundation Professor in International Hospitality Management.

In the capable hands of these future ambassadors for the SHTM, the conference brought together educators, researchers, industry practitioners and students from across the world to discuss the theme of "Innovation, Research, Education". Whether attending online or in person, the participants enjoyed rich opportunities to learn from others and share their insights into the latest trends, opportunities and challenges in the global tourism and hospitality industry.

## *Spearheading Change*

On 13 June, the conference was officially opened by Professor Jin-Guang Teng, PolyU President. "It is time to redouble our efforts to excel in world-class education and research", said Professor Teng. Such efforts were showcased in a plenary session moderated by SHTM Ph.D. student Ms Nancy Grace Baah later that day. Professor M. Joseph Sirgy of North-West University, South Africa explained that "wellness feeds into tourists' satisfaction, quality of life, and general well-being". Another speaker, Professor Arch G. Woodside of Boston College, challenged the session's attendees to reflect on "bad practices" that are "widespread in hospitality and tourism research".

The first day of the conference ended with a lively panel discussion entitled "Tourism and Hospitality Research: Vision 2030". This was chaired by Professor Dimitrios Buhalis, SHTM Visiting Professor and Professor at Bournemouth University, and Professor Cathy Hsu, SHTM Chair Professor. The panellists were eager to tackle major barriers to change in the industry. Several highlighted publication pressure and insufficient funding as ongoing problems. Professor Peter Kim of the Auckland University of Technology urged journal editors to emphasise the precision of findings rather than their statistical significance. "We focus too much on rankings and impact factors", agreed Dr Fevzi Okumus of the University of Central Florida.

Also emerging from the panel discussion were insights into the industry in the digital era. "We need to improve the use of technology and make sure it's ethical", noted Professor Marina Novelli of the University of Brighton. "What may be fine for tourism may not be good for the planet", added Professor Michael Hall of the University of Canterbury, New Zealand. "We must try to meet the needs of society instead of the industry". Rising to this challenge, Professor Carlos Costa of the University of Aveiro called on researchers to think about destinations as networks, thus extending the benefits of tourism to a wider area.

On day 2 of the conference, the impact of COVID-19 was highlighted in a plenary session moderated by SHTM Ph.D. student Ms Thanakarn (Bella) Vongvisitsin. Pre-pandemic development projects have not been altogether abandoned, said Mr Steve Hood, Senior VP of Research and Founding Director of the SHARE Center. "Investors understand that it will just take time", he explained.

"The markets are going to be different, but much development will unfold in 2022 and 2023".

According to Khun Suphaje Suthumpun, Group Chief Executive Officer of Dusit International, COVID-19 has made sustainability a priority. "Hospitality providers need to embed sustainability into their processes", said Khun Suphaje, "and engage customers in their sustainability programmes". This emphasis on a sustainable future was echoed by the session's final speaker, Ms Sarah Wang, Regional Director, World Travel & Tourism Council.

## Recognising Research Excellence

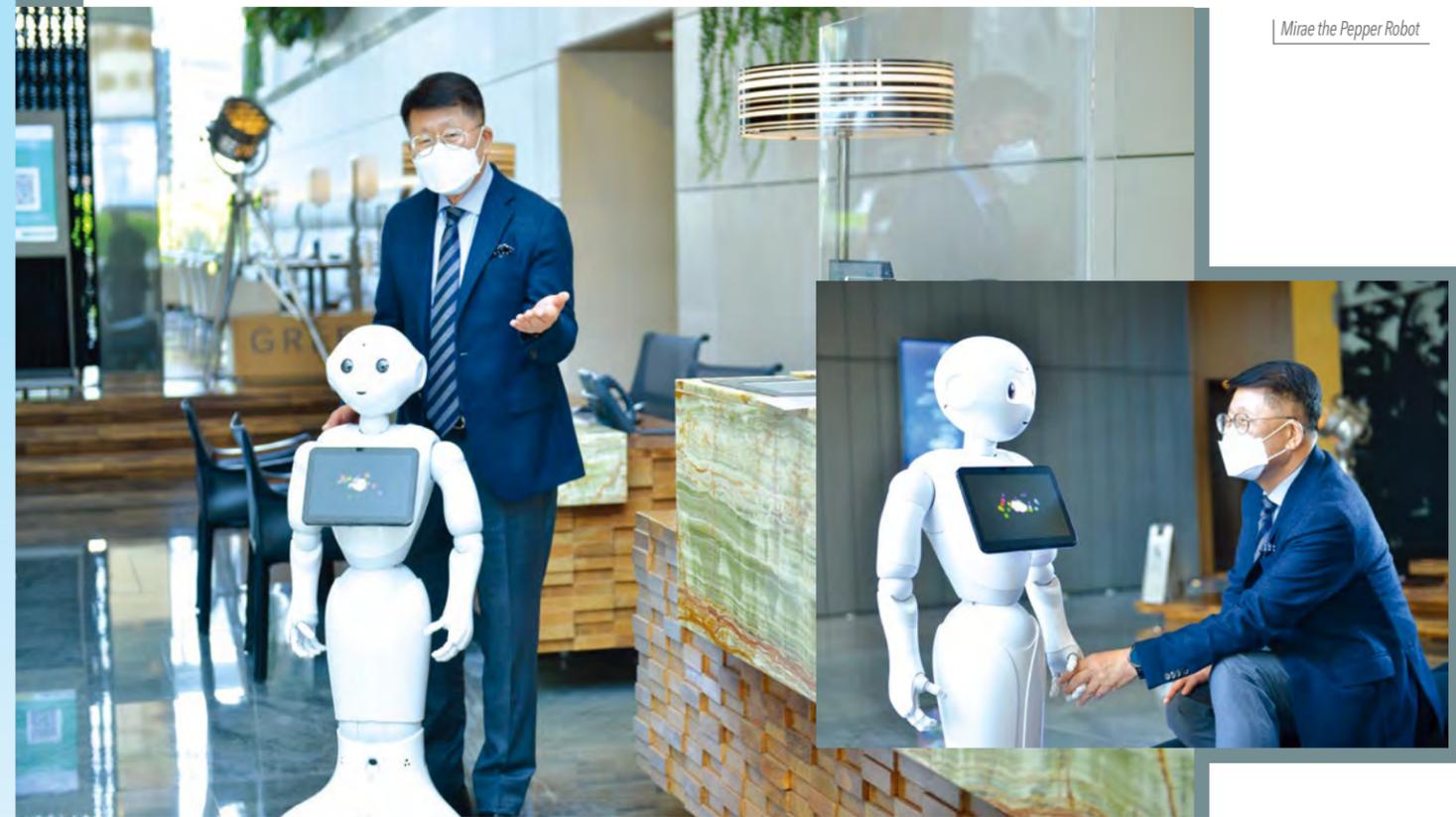
Papers presented by students, early-career researchers and experts from all over the world were meticulously assessed over the two days of the conference. The Best Paper Award went to Ke Mai, Yang Xu, Sangwon Park and Anthony Chen for a study entitled "Understanding and Modelling Tourist Intra-City Destination Choice Using Mobile Phone Data".



Undergraduates studying hospitality and tourism at universities worldwide had their chance to shine in the Undergraduate Student Research Competition. Joint first place went to the SHTM's Ms Julie Yang and a team from Southeast University. The winners were each offered a full scholarship to complete one of the SHTM's MSc programmes.

SHTM students excelled again in the "Rediscovering Hong Kong" Video Competition. Best Video Awards were given to Charlotte Yu, Angel Lau and Karen Sung, BSc in Tourism and Events Management students; Cicily Xing, who is enrolled in the MSc in International Tourism & Convention Management programme; and Liz Xu and June Zhao, MSc in International Hospitality Management students.

The SHTM is confident that this landmark conference has inspired dialogue and collaboration that will pave the way for innovation in hospitality and tourism education and research in the post-COVID-19 world. "This is a time for us to look back with pride and forward in confidence", said Dean Chon. #



## Embracing the Power of Technology

In the last few decades, technology has played an ever bigger role in hospitality and tourism, with artificial intelligence increasingly adopted to improve guests' customer experiences and make businesses smarter. Spurred by COVID-19, hotels have upped their efforts to innovate and implement technologies for a safe, smooth and contact-free service experience. Touchless service procedures can incorporate voice control, motion sensing, facial recognition, and mobile control and combine self-service, robotic service, and IoT-based technologies.

The SHTM is at the cutting edge of research and development for a safer and more sustainable industry. Hotel ICON, the School's groundbreaking teaching and research hotel, is a "test bed" for the development of new technologies and other innovations

in hospitality and tourism. The latest and quite remarkable subject of the School's ongoing endeavours to drive progress is a chatty humanoid robot called Mirae.

This April, the SHTM was overjoyed to welcome Mirae the Pepper Robot, manufactured by SoftBank Robotics, to Hong Kong. Mirae had travelled all the way from her "birthplace" in Europe, with a short stopover in Shanghai for quarantine. On 7 April, "she finally made it to her home at PolyU's SHTM", said Professor Kaye Chon, SHTM Dean, Chair Professor and Walter and Wendy Kwok Family Foundation Professor in International Hospitality Management.

Mirae is a petite (121 cm tall) humanoid robot designed to interact with people. Fluent in 15 languages, Mirae can engage in

both vocal conversation and text-based communication. She can also interact with her environment. These skills make her suited for various roles in the hospitality and tourism industry – as receptionist, concierge, tour guide, or employee trainer, for instance.

At the SHTM, Mirae will play a major role in cutting-edge research on human and robot interactions in the hospitality sector, working with a team led by Dean Chon and Assistant Professor Dr Faye Hao. "Mirae is currently being prepared to engage with SHTM researchers, students, and hotel customers", explained Dean Chon. With her help, students and researchers will conduct field experiments on the use of robotic services in real-world scenarios and develop their robotic programming skills. This research will also shed light on ways to enhance efficiency in hospitality operations.

"Welcome home, Mirae!" said Dean Chon, speaking for us all at the SHTM. #

Never have reliable forecasts been so important to the hospitality and tourism industry, which has been dealt a devastating blow by the COVID-19 pandemic. In 2022, with recovery on the horizon, the SHTM has again joined hands with the Pacific Asia Travel Association (PATA) to produce the latest in its series of annual PATA Visitor Forecasts Reports. This long-standing partnership with PATA is testament

to 39 destinations in the Americas, Asia and the Pacific, the report offers indispensable insights and tools for reviving regional tourism post-pandemic.

The 2022–2024 report is based on research conducted by the School's Hospitality and Tourism Resource Centre, a world leader and pioneer in tourism demand modelling and forecasting. Members of the Centre

Tourist destinations across the world have seen drastic declines in their visitor numbers and revenue since the outbreak of COVID-19. In the Asia-Pacific region, there was an 82% drop in visitor numbers from 2019 to 2020, and 2021 saw the lowest levels in several decades. Can we expect to see some semblance of recovery in the months and years ahead?

# FUTURE- PROOFING THE INDUSTRY

to the School's unwavering commitment to producing research that truly matters to the industry.

The value of this collaboration is perfectly captured by Professor Kaye Chon, SHTM Dean, Chair Professor and Walter and Wendy Kwok Family Foundation Professor in International Hospitality Management. "We are delighted to be part of the PATA forecasting initiative", he says, "as transferring our knowledge to practice is high on the School's research agenda".

For 10 years, the targeted forecasts provided in the PATA Visitor Forecasts Reports have helped researchers and practitioners steer the region's tourism industry through uncertain waters towards a smarter and more sustainable future. The 10th report in the series, "Asia Pacific Visitor Forecasts 2022–2024", is no exception. With its authoritative and meticulously researched forecasts of anticipated visitor numbers and trends across

routinely publish high-quality research in leading academic journals and provide consultancy services for national and regional tourism organisations.

The team of researchers responsible for producing the 2022–2024 report was headed by Professor Haiyan Song, SHTM Associate Dean, Chair Professor and Mr and Mrs Chan Chak Fu Professor in International Tourism. The international team included Dr Anyu Liu and Ms Yanting Cai of the SHTM; Professor Gang Li of the University of Surrey; Dr Vera Sanshan Lin of Zhejiang University; Dr Richard Tianran Qiu of the University of Macau; and Dr Long Wen of the University of Nottingham Ningbo China.

*Predicting the Unpredictable*

The results of the 2022–2024 report offer some reassurance. "Looking forward, there is optimism," writes Ms Liz Ortiguera, CEO of PATA, "with very strong annual growth rates in 2022 and beyond". By 2024, aggregate visitor numbers in the Asia-Pacific region may have returned to 2019's levels. Visitor volume may even be experiencing growth.

Despite these welcome findings, the recovery of tourism will be contingent on factors that are difficult to foresee. "Whilst the overall trends in these latest forecasts are positive," warns Professor Song, "recovery will depend on both the containment of the global pandemic and economic growth, which will create the conditions for tourism to pick up".

To help account for these uncertainties, the team systematically modelled and predicted quarterly and annual international visitor arrivals to 39

## ASIA PACIFIC VISITOR FORECASTS 2022-2024

FULL REPORT

PATA  
Pacific Asia Travel Association  
RESEARCH



destinations in three possible scenarios, distinguished by the seriousness of the impact of COVID-19: mild, moderate or severe. In the best-case (mild) scenario, arrival numbers were predicted not only to recover but also to grow, rising from 129.4 million in 2020 to 817.7 million in 2024 – a recovery rate of 116.2%. In the moderate and severe scenarios, the predicted recovery rates were 99.8% and 71.3%, respectively.

Projected recovery rates also differed between regional and sub-regional destinations. At the regional level, for example, South Asia was the destination with the highest predicted recovery rate in the mild scenario, reaching 123.3% of its 2019 level in 2024. At the sub-regional level, however, Hong Kong was expected to show the strongest recovery in the same scenario, reaching 138.7% of its 2019 level. Importantly, the researchers note, the recovery of Hong Kong's inbound tourism will hinge on its

ability to establish and maintain travel bubbles with Macao and mainland China.

In the medium and severe scenarios, visitor numbers were projected to increase most quickly in the Americas and the Pacific. The report explains that the relatively simple market structure in these two regions should help them to control the spread of the pandemic. Moreover, most Pacific destinations are islands, making it easier for them to form travel bubbles to stimulate their recovery. In all three scenarios, the regions expected to recover most slowly were Northeast Asia, South Asia and West Asia.

*Knowledge is Power*

Although the world has not yet emerged from the pandemic,

the path to recovery is now more clear, thanks to the latest research produced by the SHTM and PATA. Armed with these rigorously researched forecasts for 2022–2024, destinations across the world will be able to make informed and effective decisions on rebuilding tourism in the next two years. "With the new landscape of tourism becoming very different in the post-pandemic era," notes Professor Song, "these forecasts provide crucial insights for the global industry to develop better recovery strategies". The SHTM will continue to leverage its forecasting expertise and nourish its ever-fruitful partnership with PATA to support the long-awaited revival of the industry. **H**

# 2+2 Dual Degree Programmes with



경희대학교 호텔관광대학  
COLLEGE OF HOTEL & TOURISM MANAGEMENT  
KYUNG HEE UNIVERSITY



Mahidol University  
International College

PSU  
FACULTY OF HOSPITALITY  
AND TOURISM  
PRINCE OF SONGKLA UNIVERSITY



## Coming Together, Ever Stronger

Dual degree programmes offer students rich and varied learning experiences. Recognising the value of this growing interinstitutional trend, the SHTM has joined hands with three universities in Korea and Thailand to offer a new series of “2+2” dual degree programmes. As a global leader in hospitality and tourism management education, the School is thrilled to have partnered with these high-calibre institutions, which share its goals of enriching student learning and celebrating diversity.

In spring 2022, the School signed memoranda of understanding with Kyung Hee University in Korea,

Mahidol University in Thailand, and Prince of Songkla University, Phuket Campus, also in Thailand. Professor Kaye Chon, SHTM Dean, Chair Professor and Walter and Wendy Kwok Family Foundation Professor in International Hospitality Management, represented the School at all three virtual signing ceremonies.

The SHTM–Kyung Hee University signing ceremony took place on 25 February. Professor Namho Chung, Dean and Fellow Professor, College of Hotel and Tourism Management, represented Kyung Hee University. “I am very happy to sign this MoU with the world’s number one university”, said Professor Chung. “I

believe that this agreement will be a great help to both institutions”.

On 9 March, the SHTM officially partnered with Mahidol University International College, which was represented by its Dean, Professor Chulathida Chomchai, M.D. “It is a great honour to enter into a partnership with The Hong Kong Polytechnic University”, said Professor Chomchai. “This is a great opportunity for students to further their international and global interest in management”.

The SHTM–Prince of Songkla University signing ceremony was held on 21 March. “We are delighted to formalise our collaboration with the leader in hospitality and tourism education and research”, said Dr Pornpisanu Promsivapallop, Dean and Assistant Professor, Faculty of Hospitality and Tourism, Prince of Songkla University, Phuket Campus.

The SHTM takes pride in its collaborative spirit and its many fruitful partnerships, which stretch across the world. The three sets of programmes established by these memoranda of understanding represent important milestones for the School and demonstrate its willingness to share and exchange resources with other esteemed universities across the world.

### *Seizing International Opportunities*

As the landscape of tourism changes, so too does the value of international academic experience and exposure. The SHTM’s 2+2 programmes represent a worthwhile investment not only in the future of students in Hong Kong, Thailand

and Korea, but also in the future of the industry itself. In the wake of the COVID-19 pandemic, future graduates need to be prepared for the many challenges ahead.

Students enrolled in the new dual degree programmes will enjoy an enhanced learning experience that broadens their international horizons. They will learn how the industry works in various cosmopolitan cities and acquire the know-how needed to flourish in the post-pandemic world of hospitality and tourism. As well as strengthening students’ professional skills, the new 2+2 programmes will help them to develop cross-cultural appreciation, which is essential in this sector.

Through the three new multidisciplinary 2+2 programmes, undergraduates studying at the School’s partner universities will have the opportunity to spend years 3 and 4 of their degrees at the SHTM. The programmes will provide thorough training in hotel, food service, tourism and events management, and the expert-led courses will combine both theory and practice, with scope for speedy progression to management level positions after graduation.

SHTM students already enjoy diverse opportunities to gain hands-on, practical experience. For instance, students intern at the School’s ground-breaking teaching and research hotel, Hotel ICON, to supplement their classroom learning. The new dual degree programmes will extend these opportunities even further. “Students of the 2+2 programmes also have the chance to be accepted for an internship at Hotel ICON”, said Dean Chon.

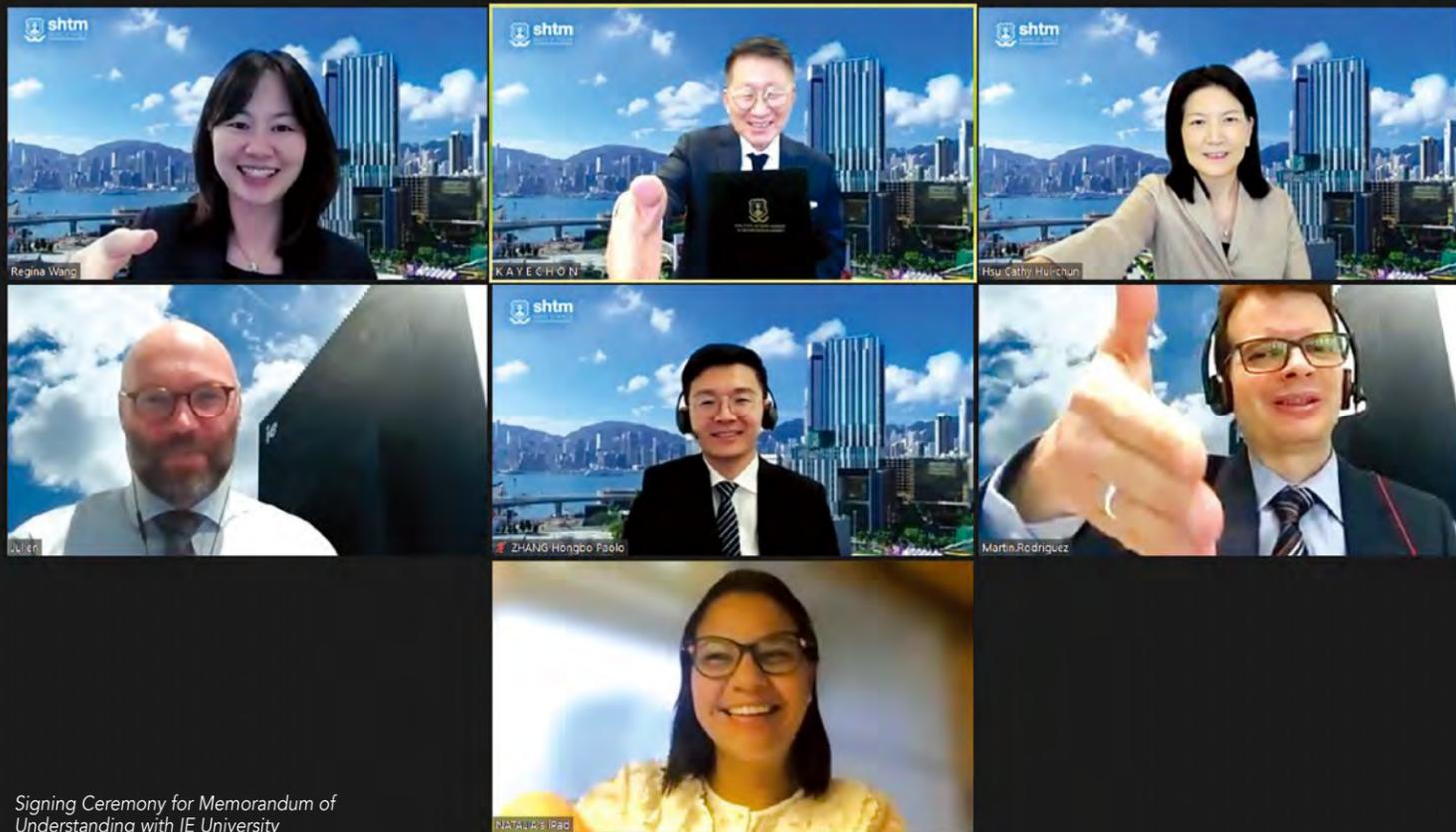
Upon graduation, every 2+2 programme student will be awarded degrees from two prominent universities – both their home university and PolyU. The students

will also benefit from expanding their professional horizons. “For example, they will be able to join alumni networks for both their home and host institutions”, noted Dean Chon.

Another advantage is the unique immigration opportunity available to those who have completed studies in Hong Kong. All graduates of the 2+2 programmes will be eligible to benefit from the Hong Kong government’s Immigration Arrangements for Non-local Graduates, a scheme that helps non-local graduates to stay and work in Hong Kong without necessarily having secured an employment offer.

The SHTM is overjoyed to have created yet more opportunities for students to gain academic and practical experience around the world this year. The School firmly believes that these kinds of broad learning experiences equip students with the skills to thrive in the ever-evolving and competitive hospitality and tourism industry – even in the wake of the pandemic. “We are looking forward to welcoming the first batch of students this September”, said Dean Chon. #

# Learning Without Borders



Signing Ceremony for Memorandum of Understanding with IE University

Moving with the times is essential in the rapidly evolving hospitality and tourism industry, and education is no exception. Already a pioneer in hybrid and remote learning in Asia, the SHTM embraced the “pivot to the virtual” under COVID-19-related travel restrictions. This year, combining its pursuit of digital learning innovation with its cultivation of international partnerships, the School joined hands with IE University, Spain to develop a series of courses to be hosted on the innovative online Tourism Online Academy platform. On 28 March 2022, a memorandum of understanding was signed by Professor Kaye Chon, SHTM Dean, Chair Professor and

Walter and Wendy Kwok Family Foundation Professor in International Hospitality Management.

Developed by IE University’s Business School and the United Nations World Tourism Organization, the Tourism Online Academy hosts 100% online courses on tourism-related subjects from some of the world’s finest universities. The courses’ flexibility helps learners to balance their studies with their personal lives and professional endeavours, catering to those seeking to swiftly improve or supplement their skillsets to remain competitive in the volatile tourism setting.

The Academy hosts two main types of training programmes – Massive Open Online Courses (MOOCs) and Online Certificate Programs (OCPs). Its MOOCs are packed with high-quality multimedia content. As well as enjoying free access to videos and textual materials, MOOC students can access fee-based content such as assignments and feedback from instructors. Students who successfully complete an 8- to 10-hour MOOC receive an MOOC Completion Certificate, after which they become eligible to enrol in an OCP.

The Academy’s OCPs are more comprehensive than its MOOCs. An OCP is typically completed in 30–40 hours and guides students through a rich and varied catalogue of content, ranging from customer value creation to digital marketing. Students have access to a vast range of learning materials, including videos, articles, presentations and podcasts, as well as assignments and feedback. On passing a final test, OCP students receive a Tourism Online Academy Certificate.

Led by Professor Cathy Hsu, SHTM Chair Professor, the programme provides up-to-the-minute training that enables students to accelerate their careers in a swiftly changing industry. In the words of Ms Wimindra Jangnin, founder of Hotelintel.co and Head of Thailand for NFQ Thailand, “it is adapted to suit the needs of industry professionals, academics and students who want to be equipped or refresh themselves with in-depth knowledge and the latest trends in the industry.” As Ms Jangnin also notes, the programme instructors are experts in their fields “who interweave their research findings and practical experiences into the courses they teach”. Students are lucky enough to enjoy “great video content, well-designed assignments and continuous interaction with peers, tutors and instructors”.

Industry Advisory Committee. “The MSc degree in Hospitality Business Innovation offered by the SHTM gives you the flexibility and benefits of online learning while balancing your work schedule or pursuing a second degree.”

Emphasising high-quality participant-centred teaching and diverse learning modes, such as experiential exercises, seminars, lectures and group work, the programme offers rich opportunities for professional training, career development and personal growth. “Students can be truly satisfied with the interactive and engaging learning experience”, says Dr Cronin, “by mastering new skills and specific know-how in hospitality innovation and technology, artificial intelligence and data analytics”.

As these pioneering programmes show, the SHTM never rests on its laurels when it comes to educational innovation. By forging international partnerships and embracing the latest online technologies and trends, the School provides e-learning opportunities that truly transcend borders, preparing graduates to excel in their further studies, careers and beyond. With the support of its local and international partners, the School strives to nurture the next generation of talented, passionate professionals to shape the future of the global hospitality industry – both online and offline. #

## Another New Platform for Excellence

## Mastering Hospitality Online

The MSc in Hospitality Business Innovation, led by Professor Basak Denizci Guillet, is the SHTM’s latest MSc programme, commencing in the academic year 2022/23. Delivered fully online, the programme caters to experienced hospitality professionals who wish to continue working while studying. Executives with particularly busy schedules can opt to complete the MSc part-time.

The Tourism Online Academy is now also host to one of the four courses comprising the SHTM’s best-known and most prestigious online offering – the MicroMasters in International Hospitality Management. This ground-breaking programme – the world’s first online hospitality and tourism MicroMasters – has enrolled more than 102,000 students from almost 200 countries and regions to date.

“All you need to do is simply start the learning journey wherever you want and gain valuable knowledge at your own pace”, says Dr Jennifer Cronin, Immediate Past President of Wharf Hotels Management Ltd and Chairman of the SHTM’s



The team of SHTM+ICON consultants:  
 (front row from left) Dr Sebastian Filep, Dr Catherine Cheung,  
 Dr Tony Tse and Mr Ian Lee;  
 (back row from left) Prof Haiyan Song, Prof Basak Denizci Guillet,  
 Prof Kaye Chon, Prof Cathy Hsu,  
 Dr Deniz Kucukusta and Dr Qu Xiao

## Ever Growing through Collaboration

The constantly changing nature of the hospitality and tourism industry means that organisations must learn continuously to remain up to speed with the latest challenges, ideas and innovations. Through its multiple industry partnerships, the SHTM is proud to have hosted some first-rate programmes and industry engagement events this year, benefiting both students and professionals.

Three SHTM+ICON Consultancy events bear special mention as 2022 milestones in the School's continuing efforts to nurture the career development of current and future industry experts and inspire research collaboration.

From 25 April to 27 May 2022, the SHTM coordinated an event with FERRANDI Paris, one of France's leading culinary arts training schools, to advance MSc students' hospitality management skills. The two major modules were "Tourism Development in Asia", taught by Dr Vincent Tung, and "Entrepreneurship and Innovation in the Hospitality and Tourism Industry", taught by Dr Qu Xiao.

Also in April, phase two of the SHTM's Executive Development Programme (EDP) designed specifically for Wanda Hotels & Resorts was initiated. The courses of this tailor-made EDP promote leadership initiative and ideas generation – which will play a crucial role in the industry's emergence from COVID-19 – among Wanda hotel executives. On 26 and 27 April, Professor Kaye Chon, SHTM Dean, Chair Professor and Walter and Wendy Kwok Family Foundation Professor in International Hospitality Management, taught the first of four modules, entitled "Innovation and Leadership in Hospitality". This year's participants were 57 General Managers of Wanda hotels and resorts.

Another noteworthy example of industry engagement in 2022, initiated by SHTM+ICON Consultancy, was the second in the tourism-focused Think Tank series. This series was established in October 2021 under the Tourism Sub-Alliance with the University Alliance of the Silk Road. An online Think Tank workshop in March 2022, led by Professor Haiyan Song, SHTM Associate Dean, Chair Professor and Mr and Mrs Chan Chak Fu Professor in International Tourism, brought together international experts to share their latest insights into tourism. The online workshop also assisted the quest for worthy research projects to

be conducted in Silk Road regions. A new batch of studies based on its findings will be published by the end of 2022.

A final highlight of industry engagement in 2022 was the annual Certified Hospitality Educator Workshop, which is a product of the long-standing partnership between the SHTM and the American Hotel and Lodging Educational Institute. Held on 3–7 January, the workshop was geared towards educators with a strong industry background and focused on interactive teaching skills. Seventeen SHTM and Hotel ICON affiliates attended five 3.5-hour sessions led by Dr Fred Mayo, with successful participants attaining the prestigious Certified Hospitality Educator certification.

As a staunch supporter of collaboration to benefit both students and practitioners, the SHTM is proud of having hosted yet another year of fruitful industry engagement. The School will continue its efforts to drive forward the hospitality and tourism industry by learning from and nurturing skilled professionals. **H**



## Showcasing Professional Opportunities



On 20 May, the School hosted its 2022 Career Day, providing opportunities for graduate and undergraduate students to explore potential career paths in hospitality and tourism. Exhibition booths were set up by 25 employers, including both local organisations and international chains in the hospitality, catering and tourism sectors. The School also offered students and employers attending this year's Career Day the opportunity to have their portraits professionally taken for free.

The SHTM is grateful to the following organisations for helping to cultivate our students' career aspirations. **H**

## 2022 Employers

- |  |  |
|--|--|
| AsiaWorld-Expo Management Ltd.             | Marriott International                   |
| Black Sheep Restaurants                    | ONYX Hospitality Group                   |
| Butterfly Hospitality Group                | Regent Hong Kong                         |
| Cordis, Hong Kong                          | Shangri-La Group                         |
| Harbour Plaza Hotels & Resorts             | Swire Hotels                             |
| Hong Kong Convention and Exhibition Centre | The China Club                           |
| Hotel ICON                                 | The Fullerton Ocean Park Hotel Hong Kong |
| Hyatt Hotels Hong Kong                     | The Hong Kong Jockey Club                |
| Informa Markets                            | The Langham Hong Kong                    |
| InterContinental Hotels Group              | The Park Lane Hong Kong, a Pullman Hotel |
| Jardine Aviation Services                  | The Peninsula Hong Kong                  |
| Kew Green Hotel Wanchai Hong Kong          | The Royal Garden                         |
| Mandarin Oriental Hotel Group              |  |

# ROSEWOOD DAY



## Inaugural Event Connects Hoteliers and Students

With the COVID-19 pandemic continuing to threaten the survival of hotels around the world, it has never been so important to breathe new life into this weakened sector. This is the mission of Rosewood Hong Kong, a member of the Hong Kong headquartered Rosewood Hotel Group, which is fast expanding internationally. Rosewood Hong Kong has risen to this challenge by redefining its business strategies to connect with locals by creating hedonistic “staycation” experiences. Recognising a kindred innovative spirit, the SHTM was proud to partner with Rosewood Hong Kong to co-host the first ever “Rosewood Day” on 9 June 2022.

Looking to the future of hospitality, this inaugural event connected SHTM students, faculty and alumni with hotel professionals to share novel and creative ways of thinking to drive industry growth. The day began with inspiring speeches from Professor Kaye Chon, SHTM Dean, Chair Professor, and Walter and Wendy Kwok Family Foundation Professor in International Hospitality Management, and Mr Hoss Vetry, Regional Vice President and Managing Director of Rosewood Hong Kong.

Next was a panel discussion moderated by SHTM Assistant Dean Dr Michael Lin and Dr Hailey Shin, which featured senior executives and SHTM alumni from Rosewood Hotel Group, namely Mr Hoss Vetry; Mr Simon Gilkes, Regional Director of Sales and Marketing; and Mr Dennis Wong, Director of Talent and Culture. A breakout session gave students the chance to network with these seasoned industry practitioners. “SHTM students were privileged to be able to benefit from the insightful sharing by experienced hoteliers from Rosewood Hong Kong”, said Dean Chon, “and network with them for their own professional development”.

The afternoon ended with a presentation by the winners of the 2022 Rosewood Innovation Challenge, which had tasked SHTM students with devising a business strategy to attract guests to Rosewood and increase its revenue. The hotel had even promised to consider implementing the winning proposal in its summer season. First place went to a talented team of MSc in International Hospitality Management students, Mr Richard Cai, Ms Kate Ng, Ms

Beatrice Woo and Ms Lexi Xie, who presented their proposal for a hotel staycation offer to other SHTM students.

At the end of the day, the winning team received certificates and prizes from Dean Chon and Mr Hoss Vetry, including a one-night stay with breakfast for two at Rosewood Hong Kong. “Congratulations and well done SHTMers”, said Dean Chon. Certificates and Rosewood dining vouchers and patisserie prizes were also presented to the finalist and other deserving teams by SHTM faculty members and senior executives from Rosewood Hong Kong.

The SHTM thanks Rosewood Hong Kong for its partnership and support for this important inaugural event. “Your commitment to nurturing the next generation of hospitality leaders is very much appreciated”, said Dean Chon. With many more Rosewood Days planned for the future, this continued cooperation will help the industry to recover and thrive following the turbulence of the pandemic. **H**



As a vibrant city enjoyed by both business and pleasure travellers, what better place to embark on a learning journey in tourism than Hong Kong? Every year, students from around the world flock to Hong Kong to enrol in the School's exceptional postgraduate programmes. To find out first hand what it is like to pursue postgraduate studies at the SHTM, the School invited students to share

some of their most memorable experiences. Many of them highlighted the programmes' outstanding teaching quality. Ms Surarak (Sierra) Wichupankul from Thailand, a full-time Doctor of Hotel and Tourism Management (D.HTM) student, is grateful for the School's “highly motivating” learning environment, with “abundant learning resources

and supportive administration”. In addition, teaching staff take genuine interest in each student's success. “They provide insight and guidance using an innovative approach”, said Ms Aileen Lo, an MSc student in International Tourism and Convention Management from Taiwan. Classroom interactions are also actively encouraged, which

impressed Mr Iven Yuen from Hong Kong. Mr Yuen is studying for the MSc in International Hospitality Management (IHM). "In-classroom lectures enable fruitful discussions", he said. "Most enjoyable is studying with students from different countries and backgrounds".

Such diversity is key to the postgraduate learning experience. Another MSc in IHM student, Ms Maria de Fatima Guinea Higuera from Peru, said that studying with peers from around the globe provides "different points of views that broaden my knowledge about different cultures and backgrounds". This helps to develop "flexible ways of thinking", she added.

The thirst to experience new cultures and places is common to most students and professionals in the hospitality and tourism industry. For international students, experiencing a new way of life can nurture essential soft skills, such as resilience and empathy, as well as professional connections. This is certainly true for Ms Katarina Holecova from Slovakia, an MSc in Global Hospitality Business student, who is pursuing her dream of one day managing a boutique hotel business. She explained how the "once-in-a-lifetime opportunity" afforded by the SHTM has allowed her "to build a strong communication network of friends and industry leaders".

The SHTM is always overjoyed to welcome back former undergraduate students. After completing his bachelor's degree at the SHTM, Mr Charlie Chung from Korea embarked on the MSc in International Tourism and Convention Management. "This is an exclusive, well-structured programme led by experienced faculty members from different cultural backgrounds," he said, "which motivated me to come back to my alma mater".

## Preparing for the Future

Many students, such as Ms Nicole Yang from mainland China, who is enrolled in the MSc in Global Hospitality Business programme, emphasised the value of postgraduate learning based on their own professional experience. "From working in a luxury chain hotel as a GM assistant," said Ms Yang, "I realised the importance of pursuing a post-graduate level education to gain a deeper understanding of the hospitality and tourism industry".

As well as in-depth theoretical insights, the School's postgraduate programmes offer a wealth of industry experience. Ms Natalie Lee from Hong Kong, an MSc student in International Wine Management, was dazzled by the range of field trips, workshops, practical wine-making activities and competitions available. "The course put what I have learned into actual practice", she said. "I have never been so proud of myself".

Another MSc student in International Wine Management, Ms Yingying Dong from mainland China, has "immersed" herself in learning about the global wine business. "Combining theories with the real business in the Chinese market made learning and practising a better package", she said. The programme has also given Ms Dong more confidence in her future career choices. "I'd love to pursue a Ph.D. and contribute to the wine industry".

An MSc student in IHM, Mr Edward Kong from mainland China, recognised that his course is equipping him with "the specialised business knowledge to become a top leader in today's complex business environment". D.HM student Mr Jason Kelly from

Canada said that his "inspirational" learning experiences at the SHTM have massively propelled his career development. "Research, teaching, or even returning to the industry are all viable and realistic avenues", he noted.

## Expanding Our Postgraduate Offering

Given the key role of postgraduate studies in helping hospitality professionals adapt to the ever-evolving industry, the SHTM is delighted to announce the launch of a new postgraduate programme in September 2022 – the MSc in Hospitality Business Innovation. Led by Professor Basak Denizci Guillet, this 100% online programme has flexible 3-year and 1.5–2 year options, allowing students to learn while remaining in the workforce. The programme focuses on innovation, creativity and hospitality leadership, crucial attributes in the post-pandemic world, with a fast-track option for learners of the MicroMasters in International Hospitality Management.

The SHTM never ceases to be amazed by the calibre of its students at every stage of their studies, from bachelor's to Ph.D. level, and is committed to enlarging and enriching its offering to help more passionate graduates achieve their goals. As students themselves testify, the School's postgraduate programmes provide an ideal foundation for those who want to make their mark in the local, regional and global hospitality industry. #

# Research Horizons

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## Drone Food Delivery is Taking Off

Food delivery sales are expected to reach a remarkable US\$365 billion worldwide by 2030. The growth of food delivery services has been accelerated by technological advances, including the emergence of drone technology. A major potential advantage of drone-based food delivery is that drones are eco-friendly, in line with calls to promote sustainability in the food service industry. To commercialise drone food delivery, companies first need to know who is most likely to use these services, and why. Rising to this challenge, Professor Jin-Soo Lee of the SHTM and colleagues investigated the influence of environmental responsibility and emotions on consumers' intention to use drone food delivery services. Their novel findings offer guidance for the design of drone delivery marketing strategies to target four major groups: green consumers, activists, advocates and recyclers.

### Buying into Drone Delivery

As drone food delivery services have yet to be widely commercialised, strategies for marketing these services currently rely on what we already know about consumer preferences. For example, the business-to-business drone delivery company Manna emphasises zero carbon emissions, a well-established customer preference, as a selling point for its electrically powered drones. As well as reducing the time, effort and cost of food delivery (reportedly halving the unit cost of traditional food delivery services), drone food delivery is indeed eco-friendly. "Drones could play an initiating and central role in the

advancement of sustainability in the context of food delivery services", say the authors. Focusing on sustainability may help companies to target consumers who are most likely to use drone food delivery services.

A potential predictor of whether a consumer will use an eco-friendly service is the degree to which they believe that their individual behaviour directly affects the environment, or their perceived control over environmental outcomes. This is known as the "internal environmental locus of control" (INELOC). Research has shown that people with higher levels of INELOC tend to exhibit more environmentally responsible behaviour, making INELOC a salient indicator of customers' pro-environmental behavioural intentions. However, this relationship is underexplored – especially for emerging eco-friendly technologies such as drones. "Understanding how INELOC is linked to customer responses in an eco-friendly manner in drone food delivery services is a worthy undertaking", say the researchers.

### An Emotional Business

Emotions are a major driver of consumer behaviours. The intention to engage in eco-friendly behaviours, for instance, is shaped by one's emotional state. A key role is played by "anticipated emotions" – the emotions that we expect upcoming decisions to evoke. "People generally predict the emotional consequences of their future decisions prior to making decisions", say the authors. In general, they make decisions that are likely to make them feel good and avoid decisions that will make them feel bad.

We already know that anticipated emotions influence eco-friendly behaviours and behavioural intentions, such as consumer adoption of pro-environmental products, technology adoption and the intention to work with robots. However, the factors driving anticipated emotions remain unclear. The researchers explored the possibility that consumers' perceived control over environmental outcomes, captured by INELOC, shapes their positive anticipated emotions (such as delight, happiness and pride) and negative anticipated emotions (such as disappointment, guilt and discomfort).

To more thoroughly explore the relationship between anticipated emotions and decision making, the researchers also examined the influence of anticipated emotions on "intention to use", which is a strong predictor of actual behaviour in the context of sustainability and technology adoption. They built on previous research demonstrating "that anticipated regret affected customer adoption of innovative technology" and that positive and negative anticipated emotions affected consumers' behavioural intention regarding green hotels. The researchers hypothesised that anticipated emotions influence consumers' intention to use eco-friendly drone food delivery services.

### A Comprehensive Consumer Survey

The researchers designed and administered an innovative survey to explore the relationships between INELOC, anticipated emotions and intention to use eco-friendly drone

food delivery services. They collected survey data from 405 restaurant customers in South Korea who had used food delivery services within the last 6 months. Before completing the online survey, the participants read a short newspaper article explaining the environmental advantages of drone-based food delivery services compared with currently available services.

The survey was composed of three multiple-item scales. The first distinguished between four groups of consumers: green consumers, activists, advocates and recyclers. The second measured anticipated negative and positive emotions in relation to drone food delivery services. The third scale assessed intention to use drone food delivery services. The participants indicated the level of their agreement with each item on a sliding 7-point scale. After the survey had been completed, the authors conducted a series of rigorous statistical analyses to examine the relationships between the three constructs.

### **The Power of Feeling Good**

As predicted, both positive and negative anticipated emotions shaped the participants' intention to use drone food delivery services. When the participants expected to experience positive emotions, such as excitement and delight, when using drone food delivery services, they expressed a greater intention to use these services. Anticipated negative emotions, in contrast, reduced their intention to use these services. The authors suggest that drone food service companies could capitalise on these insights by developing strategies to promote customers' positive anticipated emotions in relation to drone delivery, such as "acquiring certifications to formalise the environmental roles of drones in food delivery services".

The effects of anticipated emotions on intention to use drone delivery services were also influenced by the INELOC profile of the participants. Among the participants classified

as green consumers, the prospect of using drone-based food delivery services increased positive anticipated emotions and decreased negative anticipated emotions. "Using an eco-friendly delivery method, namely drone food delivery services, should be the norm among green consumers", say the researchers. This offers important insights for marketers. For instance, mobile applications could be designed with a default drone delivery option, with additional charges for using less eco-friendly delivery modes.

The same influence of anticipated emotions on intention to use was found for advocates. To cater to advocates' desire to inspire environmentally responsible behaviours in others, practitioners could implement "a reward program for advocates who post influential stories or videos on their social networking sites", propose the researchers.

Activist consumers reported only anticipated positive emotions regarding drone food delivery services; they did not anticipate experiencing negative emotions. This could be because activists are committed to influencing people at large, making them "insensitive to the direct negative consequences of relatively small actions", speculate the authors. Organising campaigns likely to appeal to activists, such as raising awareness of the environmental advantages of drones as a food delivery service, could be an effective way to increase activists' intention to use such services.

Similarly, recyclers reported only anticipated positive emotions regarding the use of drone food delivery services, perhaps because such services are not directly linked to recycling behaviours. Nonetheless, drone delivery companies could try to maximise recyclers' anticipated positive emotions regarding and thus intention to use drone services by informing them that their "routine participation in drone food delivery services is part of the effort to protect the environment", suggest the authors.

### **Tailor-made Marketing**

Food delivery services have already changed the landscape of food consumption, and drones may represent the future of food delivery, especially given their potential to reduce CO2 emissions and ultimately alleviate global warming. Based on rigorous theoretical and empirical analysis, this forward-thinking study provides nuanced insights for drone delivery companies into creating strategies to engage consumers with different environment-related beliefs and values, especially by fostering their anticipated positive emotions. "Food service companies should understand the different propensities of consumers", say the authors, "and establish differentiated marketing strategies depending on various segments". These findings will help researchers and practitioners to take the next step towards a greener future through the widespread commercialisation of drone food delivery services.

#### **POINTS TO NOTE**

- Drones are emerging as an eco-friendly logistics option for the growing food delivery market.
- Commercialising drone food delivery will depend on reaching consumers who believe that their choices make a difference.
- Environmentally aware consumers and advocates are influenced by both positive and negative anticipated emotions associated with drone food delivery use.
- Segmented marketing strategies are needed to encourage different categories of consumer to use drone food delivery services.

Hwang, Jinsoo, Lee, Jin-Soo, Kim, Jinkyung Jenny, and Sial, Muhammad Safdar (2021). Application of Internal Environmental Locus of Control to the Context of Eco-Friendly Drone Food Delivery Services. *Journal of Sustainable Tourism*, Vol. 29, Issue 7, pp. 1098-1116.

## **Airline Industry in Crisis**

Cancelled flights and complicated travel protocols have become all too common amidst the chaos of the COVID-19 pandemic, whose outbreak all but grounded the global airline industry. However, we still know little about how these new job stressors actually affect airline workers. Shedding light on this important issue, Professor Sam Kim of the SHTM and colleagues identified the major pandemic-related stressors that have emerged for airline workers and explored their effects on workers' mental health and job-related outcomes such as satisfaction, motivation and performance. The authors' findings offer invaluable practical guidance for alleviating the worrying knock-on effects of the pandemic on the well-being of airline employees and the growth of the airline industry as a whole.

### **New Stressors, New Stress**

Irregular schedules, night shifts, physical exertion and time zone changes are part of life for airline workers. Since the outbreak of COVID-19, however, employees have faced a horde of fresh difficulties. With planes grounded across the world, mass redundancies and restructuring have profoundly increased job insecurity. Safety-related stressors such as sanitisation and mask wearing requirements, along with strict and time-consuming immigration procedures, hotel quarantine and fear of contracting the virus, are now also part of employees' new routine. "The new types of stressors resulting from the pandemic, as well as traditional stressors, will have many job-related consequences", warn the researchers.

More exposure to stressors means more job-related stress. Studies have found that such stress explains the high prevalence of physical and mental health problems in flight attendants and triggers emotional exhaustion, burnout, depersonalisation and depression in hotel employees. Protecting employees' mental health – which has been damaged by the COVID-19 pandemic – is not only a major public health issue but also critical to business success. Yet "studies that scrutinise the antecedents of mental health problems and their consequences in the hospitality and tourism industry are still limited", say the authors. Recognising this, they set out to pinpoint what the major new stressors are for airline workers and how and to what extent they impact mental health and job outcomes.

### **Knock-On Effects for Job Outcomes?**

The effects of mental health on job outcomes – such as job satisfaction and job performance – in the hospitality and tourism industry are understudied. Perhaps unsurprisingly, research in other contexts has shown that an unhealthy working environment and work stress decrease job satisfaction. Poor mental health may also worsen job performance. This may in turn generate significant costs for employers, state the researchers, "such as increases in work-related injuries, reduced productivity, absenteeism, presenteeism, and employee compensation claims". Mental health could also influence employees' perception of company image, which reflects workplace morale, pride and motivation. People with poor mental health

also tend to have "a reduced responsiveness to others' needs", which creates obvious problems in the service sector.

The researchers also examined the possibility that job satisfaction in turn influences job performance, company images and prosocial behaviour. Job satisfaction has been found to enhance job performance in flight attendants, and to predict more positive perceptions of company image in airline employees. More generally, job satisfaction is thought to increase an individual's willingness to contribute to the community in the form of pro-social behaviours. But how has job satisfaction affected these work outcomes in airline workers during the COVID-19 pandemic?

Also of interest was whether sociodemographic and job-related characteristics alter the relationships between job-related stress, mental health, and job outcomes. For example, during crises like the pandemic, "age may determine contract renewal, layoff, or fringe benefit provision", say the researchers.

### **Airline Employee Questionnaire**

The questionnaire used in this study was developed in several careful stages, the first being in-depth interviews with 15 airline employees to better glimpse working conditions before and during the crisis. Insights were used for subsequent creation of the questionnaire. Its 40 items assessed job stressors—including traditional and new stressors—job satisfaction, organisational commitment, perceived company image, job performance and

pro-social behaviour. As a final preparatory step, the questionnaire was piloted with 100 Hong Kong airline employees to doublecheck its validity and reliability.

After tweaking, the questionnaire was distributed to 374 Hong Kong airline employees between 15 July and 30 December 2020. Over half of the participants were men (63%), and most were in their 20s or 30s. The vast majority worked for full-service carriers in Hong Kong. More than 75% worked in flight operation departments and 20.9% worked in ground operation departments. Almost half had worked in the airline industry for 10 years or more. With regard to their positions in the airline industry, 46% were at supervisory level, followed by entry-level (43.8%) and managerial level or above (10.2%). The questionnaire responses were analysed to examine the structural relationships between the variables.

### **Reducing Safety Concerns is Key**

Passenger arrivals at Hong Kong International airport decreased by 98.5% between October 2019 and October 2020. This simple fact could account for the study's first finding – that traditional job-related stressors did not affect airline employees' mental health after the COVID-19 outbreak. "When airline employees can perform few of their normal duties, physical exhaustion, schedule conflicts and demanding workloads cannot affect mental health status", explain the authors. Nevertheless, the pandemic brought with it three significant new stressors: hygiene requirements, safety concerns, and job instability. Of these, safety concerns and job instability significantly impacted mental health.

The researchers found that more intense safety concerns were detrimental to mental health. As the researchers note, airline employees' mental health "is important to enable them to consistently provide

high quality service to passengers". Therefore, overcoming safety concerns could be a decisive strategy. Airlines could follow the example set by Emirates Airline, which has distributed "hygiene kits", organised individual hotel rooms in outport destinations, and enforced a 14-day quarantine for its employees. More transparency about confirmed cases on specific flights and providing information about safety measures in risky destinations could also reduce concerns.

Quite unexpectedly, job instability was associated with better mental health. On the face of it, this is mystifying, at odds with pre-pandemic reports that job uncertainty worsens mental health. "Airline crew seemed to feel grateful to retain their jobs in an economic crisis", infer the authors. Cost-saving measures implemented by an airline could also signal its efforts to ride out hardship "together with its employees", thus generating positive mental health effects.

This important study shed light not only on the factors shaping mental health but also on its consequences: good mental health was found to enhance job satisfaction, job performance, perceived company image, and prosocial behaviours. Job satisfaction also improved job performance, perceived company image and prosocial behaviours. These findings underscore the potentially far-reaching benefits of fostering a healthy working environment and promoting employee satisfaction.

Airlines wishing to support their employees' mental health should also note that perceived stressors and their effects differ according to age, sex, job position, and working experience. "Mental health programmes are required to be differently applied according to employees' career or demographic characteristics", conclude the authors.

### **Creating Stable Working Conditions**

Shedding new light on mental health in airline workers, this work suggests that airlines should eradicate safety concerns as much as possible. Surprisingly, job instability was found to improve workers' mental health. However, airlines and governments should by no means use this finding as an excuse to overlook the issue, not least because job instability and unemployment are serious problems in Hong Kong. "Cabin crew who have worked for their airline for a long time should be helped to upgrade their skills and know-how to dissipate job stressors during the present unstable business environment in the airline industry", conclude the researchers.

#### **POINTS TO NOTE**

- For airline workers, mental health is sensitive to job stress and in turn influences job satisfaction and performance.
- Traditional job stressors have barely affected airline workers during the pandemic, with flights grounded, but safety and job instability concerns have risen.
- Airlines should proactively assuage workers' safety concerns by providing practical help and information transparency.
- Job instability concerns are positively associated with mental health in the airline industry, perhaps due to company solidarity.

Kim, Seongseop (Sam), Wong, Antony King Fung, Han, Heesup, and Yeung, Man Wah (Vanessa) (2022). How Does the COVID-19 Pandemic Influence Travel Industry Employees in Hong Kong? Structural Relationships Among Airline Crew's Job-Related Stressors, Mental Health and Other Consequences. *Asia Pacific Journal of Tourism Research*, Vol. 27, Issue 1, pp. 69-85.

## **Staycationers Behaving Badly**

COVID-19 has changed how we holiday: out with crowding into airports to fly to distant resorts; in with staying close to home. Although this might seem an effective way to support local tourism while containing the virus, research by Mr Wai Ching Wilson Au, Dr Nelson K. F. Tsang and Dr Clare Fung of the SHTM reveals a downside of "staycationing". In Hong Kong, many holidaymakers confined to local hotels during the pandemic have begun to behave badly, taking a toll on staff's mental health. This timely study highlights the need for hotels to remove incentives for staycationers to cause trouble and create an environment that brings out the best in guests.

### **Holidaying Close to Home**

Even before the outbreak of COVID-19, staycationing was a growing trend. "Since the early 1900s," the authors note, "many Americans have taken short trips to enjoy summer vacations within their usual place of residence". Once ignored by tourism researchers, staycationing is now recognised as an important market segment. Framing a short-distance trip as a special kind of vacation can help people see familiar places in a new light. Moreover, in uncertain times, holidaying in your hometown is less vulnerable to disruption and more environmentally sustainable than travelling abroad.

As in the West, staycationing has surged in Hong Kong since 2020 because of pandemic-related restrictions on travel and leisure. However, the researchers warn of a dark side to the tourism industry's home-grown pandemic solution. Focusing on the Hong Kong hotel sector, they

explored the interaction between the recent staycation boom and an old problem in hospitality: "jaycustomer" behaviour.

"The term 'jaycustomer' is a customer-specific form of 'jaywalker'", the researchers explain. It refers to customers who act antisocially in service settings such as hotels, bars, and airports, making life difficult for staff. Jaycustomer behaviour ranges from the boorish to the criminal, encompassing everything from breaking rules, rudeness to staff, and refusing to settle the bill to theft and even vandalism. Hotels are especially vulnerable to jaycustomer behaviour, say the researchers, because they are "characterised by a close but short-term service provider-customer relationship".

### **Problem Staycationers**

Combine a jaycustomer and a staycationer and you get a toxic visitor whom the researchers dub a "jaystaycationer". While staying at hotels in their own cities, jaystaycationers abuse the hospitality of their hosts and cause physical and/or emotional damage. The SHTM team was inspired by a local example of disorderly guests in 2020. "One large group of staycationers held what was described as 'a wild birthday party' at the Peninsula Hong Kong," report the researchers, "with stains on every electric device in the room".

Jaycustomer issues have intensified during the pandemic, partly because travel restrictions have put businesses in a perilous position. Those who continue to patronise local establishments may feel like saviours, giving them the sense of a licence to misbehave. "With such strong perceived bargaining power in the marketplace," say the

researchers, "individuals are less likely to comply with organisational regulations and social norms, which stimulates their jaycustomer behaviors". Recognising the harm that such hotel guests can cause to other customers, staff and business operations, the researchers set out to classify jaystaycationer problems and identify their causes and how staff react.

### **Hearing from Hotel Staff**

The authors conducted individual telephone interviews with 10 staff members from four- and five-star hotels in Hong Kong. Had they experienced trouble with staycationers? Under COVID-19 restrictions, the city's luxury hotels have seen a surge in bookings from Hong Kongers unable or unwilling to travel abroad. However, whilst a foreign guest in normal times would spend most of their time roaming the city, pandemic staycationers are confined to their hotels almost 24/7. Had staff noticed anything unusually demanding about these guests, the researchers asked, and if so, what did they think of it?

Staff responses to guest behaviours are subjective and dependent on the individual. Hence, the authors were concerned with capturing both their interviewees' unique personal experiences and the broader context of social disruption in which these events occurred. Their approach needed to be objective and rooted in established theory. To meet these demands, they settled on constructivist grounded theory, a popular framework for obtaining qualitative insights in tourism studies. This approach enabled them to "highlight the existence of multiple realities and elicit the views of each participant's 'subjective world'".

## **Types of Jaystaycationer Behaviour**

Analysis of the interviews revealed four types of jaystaycationer. “Attention seekers” and “benefit seekers” were defined by their underlying need to get something from hotel staff. Attention seekers attempted to meet intangible emotional needs by, for example, emphasising how virtuous it was for them to support local hotels despite the risk of catching COVID-19. Benefit seekers, taking things further, sought tangible rewards by exploiting hotels’ weak position during the pandemic to demand free upgrades and special services. A similar distinction separated “rule breakers”, who transgressed when the opportunity arose, e.g. by holding large parties, and “property abusers”, who progressed to physically damaging property by, for example, cooking in their rooms and setting off the sprinkler system.

Predictably, the spread of COVID-19 was a recurring theme of the interviews. Hotel guests found ways to belittle staff through both under- and over-compliance with safety rules. One interviewee – a housekeeper at a five-star hotel – was made to fear for their safety by the carelessness of jaystaycationers around face masks: “Staycationers refused to follow our hotel’s policies. They did not wear masks and argued with me without their masks on.” In contrast, a front desk officer at another hotel felt dehumanised by the hygiene obsessions of guests checking in: “Jaystaycationers kept using disinfectant spray to clean everything on my desk, such as my pen. It’s so disrespectful; I am not the virus.”

The staff responded to these unpleasant guests in several ways, which the researchers categorised

as practical and psychological. In practical terms, they could either stand up to the jaystaycationers or acquiesce, while their emotional reactions ranged from trying to thoughtfully understand their guests’ positions to simply giving up hope or avoiding contact. These findings offer novel insights into the psychological effects of dealing with jaystaycationers. “Three emotional responses (i.e. sense of thoughtfulness, sense of powerlessness, and self-isolation)”, the researchers report, “may bridge the relationship between jaycustomer behaviors and hotel workers’ negative responses”.

Finally, the interviews revealed two types of causes of jaystaycationer behaviour: personal and environmental. Jaystaycationers could be motivated by a triad of negative emotions: fear of COVID-19, arrogance and greed. Conflict could also arise from three environmental causes: the nature of staycationing (confinement in a hotel almost 24/7), the rules around infection safety (which were new to both guests and staff), and the ambiguity and complexity of the holiday packages offered to staycationers, which jaystaycationers tried to take advantage of.

This last point suggests a possible way to combat the problem. “Instead of just recording staycationers’ dining credits internally,” the researchers suggest, “hotel operators could consider making them transparent for staycationers to monitor on the hotel’s website”.

## **Dealing with Jaycustomers**

Although irresponsible customers are nothing new, this is the first study to analyse the jaycustomer problem in the specific context of staycationing. The findings offer

actionable insights for hotels into avoiding environmental triggers of jaystaycationer behaviour. By paying attention, for the first time, to the psychological as well as practical strategies that beleaguered staff use to cope with this problem, the study may also help hotel owners take better care of their employees during stressful periods such as pandemics. This preliminary study points the way to a deeper understanding of the causes and consequences of a crucial emerging problem in hospitality.

### **POINTS TO NOTE**

- Staycationing is on the increase in the pandemic era, but not all hotels are fully prepared.
- When staycationers are confined to a hotel, personal and environmental triggers can lead to rudeness, rule breaking and property damage.
- Intangible “jaystaycationer” behaviours precede tangible ones and are the best target of preventive measures.
- Hotels should provide frontline staff with training in practical and emotional responses to jaystaycationers.

Au, Wai Ching Wilson, Tsang, Nelson K. F., and Fung, Clare (2021). Exploring Jaystaycationer Behaviors: Cause, Typology, and Hotel Workers’ Responses. *Asia Pacific Journal of Tourism Research*, Vol. 26, Issue 11, pp. 1207-1224.

# Welcome to the Touch-Free Hotel

Contactless technology is transforming hospitality in China and beyond. Research by Dr Fei Hao and Professor Kaye Chon of the SHTM shows that travellers have varying levels of readiness for contactless hotels. Hospitality firms are advised to be mindful of this variation when designing strategies to boost customer equity. For guests who are still sceptical about contactless technology, services that evoke delight may be the best way to retain their custom. Those with concerns around COVID-19 may be particularly reassured by positive experiences in a contactless hotel.

## **Boosting Customer Equity?**

The pandemic has spurred a contactless trend that was already underway, with services like smartphone payment and Hong Kong’s Octopus travel card firmly established. The hotel sector is introducing a suite of high-tech contactless systems to protect guests and workers against infection. As the researchers note, “hospitality firms around the world have widely adopted voice control (e.g., smart speaker TVs), motion sensing (e.g., touchless elevators), and mobile control (e.g., mobile check-in and check-out).” In mainland China, many hotels offer technologies once considered futuristic, such as robotic room services and facial recognition at check-in.

Although they are still far from universal, these features add to the hotel experience in several ways. Touch-free systems not only provided peace of mind during the pandemic but also improve the convenience and perhaps even sensory experience of a stay.

Guests who feel safer and more comfortable feel more satisfied and are more likely to share their positive experiences via word-of-mouth. For hotels, these benefits directly increase “customer equity”, which the researchers define as “the sum of the discounted stream of cash flows generated from a company’s pool of customers.”

However, from a business view, going contactless is not without risks. A hotel is a place that guests call home for days or even weeks. Are such visitors happy with a new mode of customer service that minimises touch? “Traditionally,” say the researchers, “the hospitality industry is based on the warmth of ‘human contact’, and misgivings have thus been raised about the efficacy of contactless service”. Customer equity may thus be damaged rather than increased by the contactless transformation, as guests who miss the traditional, tactile, personalised ways of hotel service may be on balance less satisfied with their stay, even if they appreciate the efforts to fight infection.

## **An Uncertain Investment**

Contactless technology is expensive, especially when implemented at every step of a guest’s stay. A pandemic is no time for hotels to take reckless risks; the decision to make such a costly investment can only be justified if it gives a healthy return. However, the return on investment (ROI) of contactless hospitality has been neglected in the tourism marketing literature. Also understudied is the relationship between contactless service and customer experience, which has a major influence on the key metric of customer equity.

To fill these gaps, the researchers decided to “explore the ROI of contactless hospitality from the perspective of customer equity” – that is, to pay attention to the factors promoting and threatening customer equity in contactless hotels.

Hotel guests are a diverse slice of humanity; they cannot all be expected to all react in the same way to the contactless trend. The researchers identified technology readiness as a key personal characteristic that influences consumer experience of contactless service. A person’s technology readiness is a persistent psychological disposition to feel a particular emotion – such as excitement, curiosity or unease – when interacting with new technology. Given its importance, the authors note that “the hospitality industry should integrate customers’ technology readiness into service design and marketing programs”.

In 2000, the Technology Readiness Index (TRI) was developed to gauge people’s optimism, innovativeness, discomfort and insecurity around new technology and thus measure their willingness to embrace technological change. The authors remind us that contactless technology “requires customers to engage more with the technology-based service ecosystem”. As people with higher technology readiness should be more comfortable in such an ecosystem, the researchers looked at whether TRI scores affected the relationship between customer experience and equity in contactless hotels.

## **Customer Survey on Contactless Systems**

Customer equity has three key components: “value”, “brand” and “relationship”. The researchers surveyed around 1,500 mainland Chinese residents who had stayed in contactless hotels to test how their personal characteristics and experiences influenced their customer equity. Innovatively, the researchers singled out customer delight – a guest’s unexpectedly high levels of joy and excitement – as an emotional reaction that may be just as decisive as a satisfaction rating when it comes to securing customer equity.

In addition to the survey on their contactless hotel experience, the participants took the TRI test to find out their level of technology readiness. Dividing the respondents into high and low TRI groups, the researchers hypothesised that technology readiness influences the relationship between customer experience, delight and equity. They also tested whether customer equity determined another crucial marketing outcome – brand trust. Did higher-equity customers place more trust in hotel brands, and was this affected by their level of concern around health issues in the pandemic?

### **What Matters to Guests in the Contactless Age**

The survey results showed that, as predicted, both customer experience and customer delight were strongly associated with customer equity. This serves as a reminder for hotel managers in the pandemic era not to forget the basics – satisfying and pleasing guests – when installing contactless systems to protect customers and staff. Indeed, the researchers recommend that “managers should form an organizational culture that engenders customer equity

by creating a more satisfactory and delightful experience”. The findings confirmed the importance of customer equity not just for the financial bottom line but also for lasting customer relationships, as it was shown to greatly influence brand trust.

With particular relevance in the emerging post-pandemic era, the results also confirmed the role of health concerns. The trust-building effect of customer equity was strongest for contactless hotel guests who paid the most attention to COVID-19 issues. The hospitality and tourism industry face an uncertain future, and this finding underscores the need for hotels to ensure the happiness and safety of guests with health concerns as we adjust to the “new normal”. As the researcher points out, “the current situation in China may present a future scenario for many parts of the world in the coming years”.

What about guests’ readiness for contactless systems? It turned out that delightful experiences had a particularly great positive effect on equity for the low TRI group – the very guests who were most sceptical about new technology. This suggests that it is crucial to offer surprise treats to those who might be wary of even staying in a contactless hotel. With today’s technology, a whole menu of joyful surprises can be imagined. The researchers suggest a few themselves: “the moment customers enter their room, the smart room could have already set their favorite temperature, lighting, and even music”.

### **Adjusting to a New Era**

Hotels have responded to the threat posed by the COVID-19 pandemic by implementing contactless technology wherever possible. This has increased safety, but potentially at the cost of warmth in customer service. To retain guests, hotel managers need to think creatively

about how to optimise their experience in a contactless era. Guests with the lowest technology readiness actually respond best to the unexpected delights that a contactless hotel can offer. Touch-free services are also a promising way to reassure those with strong concerns around infection.

### **POINTS TO NOTE**

- Hotels are going contactless in numerous ways to protect against pandemics, marking a break from traditional customer service.
- Customer experience is still crucial for customer equity in the contactless era.
- Guests who are wary of new technology respond particularly well to delightful experiences.
- Contactless services can reassure and satisfy hotel guests with pandemic-related fears.

Hao, Fei and Chon, Kaye (2021). Are You Ready for a Contactless Future? A Multi-group Analysis of Experience, Delight, Customer Equity, and Trust Based on the Technology Readiness Index 2.0. *Journal of Travel & Tourism Marketing*, Vol. 38, Issue 9, pp. 900-916.

# A Breath of Fresh Air for Luxury Hotels

Trees, potted plants and “green walls” may not be conventional forms of interior design, but with growing demand for sustainable, eco-friendly hospitality, hotels are upping their efforts to incorporate “green atmospheric” into their indoor spaces. Whilst people’s behaviour is known to be shaped by their physical surroundings, the specific effects of living plants, scent, air quality, natural light and green spaces are not yet known. Focusing on the luxury hotel sector, the SHTM’s Professor Jin-Soo Lee and colleagues explored the influence of various dimensions of green atmospheric on the well-being and behavioural intentions of hotel guests and employees. Their findings could help luxury hotel managers deliver a more enjoyable experience for guests and take better care of their employees while also reducing their environmental impact.

### **Connecting with Spaces**

The hotel sector is a major contributor to pollution, waste and environmental damage. Hotels not only generate large volumes of greenhouse gases, grey water and food waste but also consume substantial natural resources. As the tourism industry continues to grow, so does the need to provide more eco-friendly lodging for travellers. Rising to this challenge, many hotels are making moves to minimise their environmental impact by implementing green initiatives, which simultaneously meet the growing customer demand for sustainable hospitality. Increasingly, the researchers note, “individuals embrace sustainability as not only a design preference, but also a moral code”.

“Green atmospheric” describes a healthy, eco-friendly physical environment. Hotels keen to foster green atmospheric might furnish their indoor spaces with living trees, potted plants, green rest areas, fresh air, natural light and good ventilation. “Visitors and employees in a hotel are therefore interacting with various elements of its green indoor atmospheric”, say the researchers. According to previous studies, interacting with green and healthy atmospheric can boost guests’ positive experiences of hotels. Indoor atmospheric may influence cognitive, emotional and physical responses as well as behaviours such as retention, loyalty and word-of-mouth intention.

According to the researchers, the beneficial effects of green atmospheric can be explained by the “stimulus organism response theory”, which formed the backdrop of this research. This theory holds that environmental attributes act as stimuli that influence a person’s mental state, which in turn affects their behaviour. “In particular,” say the authors, “environmental psychologists argue that positive behaviours derive from individuals’ well-being and happiness through positive experiences”. Accordingly, green indoor atmospheric are likely to foster positive responses and behaviours in hotel guests.

### **Green Atmospheric and Well-being**

In modern society, the chance to connect with nature is usually joyfully welcomed, with intuitive links to mental well-being. In hotels, green atmospheric are conducive to a positive state of mind that results in a greater sense

of well-being. Mental well-being is “a crucial concept for both patrons and workers”, emphasise the authors. For instance, employees are more willing to work in places that promote their well-being. The authors hypothesised that green atmospheric in hotels enhance the mental well-being of both hotel guests and employees.

In turn, mental well-being is known to affect decision making and behaviour. Research has found that mental well-being significantly predicts hotel employees’ green behaviour. “Mental well-being brings diverse outcomes that are beneficial to the company”, say the authors. These outcomes can include an enhanced sense of belonging, loyalty and purchase/recommendation intentions and behaviours. Building on these findings, the researchers aimed to determine how mental well-being affects the behavioural intentions of hotel guests and employees.

Finally, the researchers considered the role of “place dependence”, defined as a sense of deep connection with spaces that meet one’s functional and emotional needs. “Travellers who feel comfortable and familiar with a place are likely to have strong place dependence or attachment and to revisit the place”, explain the authors. Mental well-being has been found to determine place dependence, which can in turn affect customers’ purchase intentions, loyalty, and other behaviours. To explore these connections in greater depth, the researchers investigated the influence of mental well-being on place dependence and how place dependence can in turn affect behavioural intentions in the context of green atmospheric in hotels.

## **Quizzing Guests and Employees**

In an elegant two-phase experiment, the researchers explored the nuanced relationships between elements of green atmospherics and the well-being, place dependence and behavioural intentions of hotel employees and guests. In Phase 1, focus group discussions with five hotel guests, five hotel employees and three hospitality management professors revealed seven important attributes of green indoor atmospherics, which were assigned to three major categories: green ambient conditions (air quality, scent, natural light), green items (e.g. living plants) and green spaces/areas (e.g. green rest areas).

Phase 2 was a field survey conducted at luxury hotels in South Korean cities. Over 10 days, 253 hotel guests with a mean age of 35 were recruited from different indoor spaces in their hotels to complete a questionnaire. Data from 247 employees, aged 32.5 on average, were also collected on site from the same luxury hotels. All of the participants completed a questionnaire that measured their mental well-being, place dependence and behavioural intentions.

## **Getting the Most from Green Atmospherics**

A key novel contribution of this study lies in its categorisation of the attributes of green indoor atmospherics in luxury hotels into green ambient conditions, green items and green spaces/areas. The researchers found that these constructs influenced the formation of mental well-being, place dependence and behavioural intentions among hotel guests and hotel employees. Supporting stimulus organism response theory, this finding highlights “the role of green indoor atmospherics in inducing guests’ and employees’ mental well-being perception”, say

the researchers, “which leads to increased place dependence and behavioural intentions”.

Mental well-being and place dependence not only directly triggered behavioural intentions but also indirectly influenced behavioural intentions by maximising the influence of green indoor atmospherics. Through targeted efforts to enhance mental well-being and place dependence, say the authors, hotels could optimise their use of green ambient conditions, green items and green spaces/areas. “This will fortify the effect of these concepts in building guest and employee intentions to remain with the hotel, say positive things about the hotel, and have loyalty to the hotel.”

The power of green atmospherics to make guests feel healthy and happy, and the pivotal role of mental well-being, highlights a unique opportunity for hotels. “Offering mental well-being to hotel guests and hotel employees is a vital step for the increased intentions to remain with the hotel, say positive things about the hotel, and be loyal to the hotel”, clarify the authors. Managers could diversify their efforts to enhance guests’ and employees’ well-being by, for example, improving social interactions for guests through leisure facility discounts and strengthening social relationships between colleagues through team building activities.

The final noteworthy finding is that of the three dimensions of green atmospherics, green ambient conditions most strongly influenced guests’ well-being, whereas these three dimensions had more or less equal effects on the mental well-being of employees. “It is thus essential for luxury hotel proprietors to focus more on fortifying the ambient conditions within the hotel and its performance in order to attain a stronger level of mental well-being among their guests”, note the researchers. Additionally, at a similar level of mental well-

being, guests more actively built behavioural intentions than employees did.

## **Green Hotels and Beyond**

This insightful study identifies mental well-being as a key driver of the influence of green atmospherics in hotels on behavioural intentions, particularly those of guests. The findings also indicate a clear need to tailor strategies for promoting green atmospherics to different groups. “To effectively enhance mental well-being and behavioural intentions”, conclude the authors, “luxury hotel proprietors should develop and use tactics that are different for guests and for employees”. The insights afforded by this study also have exciting implications for creating green atmospherics in other indoor service settings, such as restaurants and cruise ships.

### **POINTS TO NOTE**

- Hotels are increasingly incorporating “green atmospherics” into their indoor spaces to meet demand for sustainable hospitality.
- Different attributes of green indoor atmospherics can enhance the mental well-being, place dependence and behavioural intentions of hotel guests and employees.
- Green ambient conditions such as air quality, scent and natural light had the greatest positive impact on guests’ mental well-being.
- Hotels should carefully tailor their use of green indoor elements to target groups (e.g. guests and customers).

Han, Heesup, Lee, Jin-Soo, and Koo, Bonhak (2021). Impact of Green Atmospherics on Guest and Employee Well-Being Response, Place Dependence, and Behavior in the Luxury Hotel Sector. *Journal of Sustainable Tourism*, Vol. 29, Issue 10, pp. 1613-1634.

# Getting Back on Track: Service Recovery in a Networked World

In today’s travel and events industries, multiple service providers work together to shape unique, complex and multidimensional customer experiences. However, such connectedness can come at a cost. Within a network or ecosystem of service providers, a single service failure can have cascading effects on all stakeholders. Yet we still know little about the optimal strategies for service recovery in such networked contexts. Filling this gap in the literature, Dr Karin Weber and Professor Cathy Hsu of the SHTM shed light on how customers perceive and react to service failure and recovery measures in today’s complexly interlinked business environments. Their findings offer crucial guidance for travel and events practitioners on ensuring that customers are as satisfied as possible following service failure.

## **Ever More Connected**

Whilst the customer–firm dyad was central to service scenarios in the early 2000s, the situation today is very different, with increasingly interconnected service providers, environments and dynamics. Service quality now depends on complex networks and ecosystems of interacting partners that share resources, tools and goals and whose failures can have far-reaching effects. Surprisingly, however, research has thus far failed to consider service failure (SF) and recovery measures in networked contexts. As a result, strategies for optimising service encounters in the modern world remain suboptimal. “The time has come to expand service research”, say the researchers, “to understand the development of service systems, networks, and ecosystems”.

Travel experiences are a good example of networked service provision, as they involve a range of stakeholders – such as airlines, hotels and destinations – that collaboratively create value for travellers. Similarly, customer experiences in the rapidly growing events industry are shaped by multiple “loosely connected” entities, such as event organisers, venues, sponsors and destinations. SF is fairly common in the events industry. “Music festivals in particular are prone to failure,” say the authors, “with wide-ranging implications for the various stakeholders”. To date, however, no consensus has been reached on how to respond to SF in the networked environments of today’s travel and events industries.

Imagine the following scenario. A theatre company partners with a nearby restaurant and taxi firm in return for meal discounts and reliable transportation after performances. However, their collaboration is disrupted by an SF caused by the taxi firm. When a service experience is coordinated in this way, how do network members determine which party or parties should undertake SF recovery and how to protect their respective reputations?

## **Dealing Fairly with Service Failure**

Customers care about the source of SF recovery. They may even expect non-responsible entities to implement recovery, the authors tell us, “despite their potentially limited ability to do so”. Research has shown that firms can benefit from implementing external recovery efforts, but only when they are unaffiliated with the party responsible for the SF. “An SF

by one firm actually creates an opportunity to enhance customer evaluations of a different firm in a contiguous service experience”, the authors deduce. To explore this issue in more depth, they compared customers’ responses to SF recovery implemented by different parties: the firm responsible for the SF, a firm affiliated with the responsible firm, a firm unaffiliated with the responsible firm, and multiple affiliated firms.

Customers’ responses to SF recovery may also hinge on their assessment of how fairly the SF has been dealt with. In general, customers who have experienced failure are looking for justice. This, say the researchers, “relates to customers’ perceptions of the fairness of actual outcomes or consequences”, such as the provision of monetary or non-monetary compensation. The researchers compared the effectiveness of compensation versus a sincere apology in limiting customer dissatisfaction following SF. They also filled a gap in research by exploring whether and how customer responses to recovery efforts were affected by the severity of the SF.

## **Novel Service Scenarios and Surveys**

To empirically examine customer responses to SF and recovery measures, the researchers carefully designed and administered two online script-based surveys. In Study 1, 207 participants were asked to imagine that they had arranged to attend an international music festival but subsequently encountered an SF in the form of an airline overbooking, a delayed flight or a missed flight connection.

They were then presented with one of four external recovery scenarios, in which the recovery was implemented by either an airline alliance partner (affiliated recovery firm) or a hotel (unaffiliated recovery firm) and the recovery outcome was either compensation, in the form of an upgrade, or an apology. The participants rated their satisfaction with, intention to recommend via word of mouth and repeat purchase intention regarding the recovery firm.

Study 2 extended this consecutive two-firm context to an event experience created by several service providers. Seasoned festival-goers were asked to imagine that they had purchased tickets for a music festival, along with transportation to and accommodation at the festival site, before encountering an SF. Splitting the participants into six groups, the authors measured the effect of SF severity (minor problems encountered at the festival versus a cancelled flight) on the participants' evaluation of the event organiser, venue, sponsor and destination.

In Study 2, the researchers also compared the participants' responses to recovery implemented by the responsible party, namely the event organiser (which provided compensation in the form of a partial ticket refund/donation to a national charity), versus recovery implemented jointly by all four entities (which provided either compensation, i.e., a free concert ticket, or an apology). Again, the participants' satisfaction, word of mouth recommendation intention and repeat purchase intention were recorded.

### Compensation for Customers

As expected, Study 1 revealed higher customer ratings for satisfaction, word of mouth intention and repeat purchase intention for the recovery firm that

was unaffiliated (versus affiliated) with the firm responsible for the SF. In general, customers preferred to be compensated than to receive an apology, but affiliated firms had the most to gain from offering compensation. "A tangible goodwill gesture is more effective than a simple apology if a firm wants to take advantage of an SF by another service provider", add the researchers. For example, hotels could extend checkout times for guests with delayed flights to minimise negative customer responses.

Study 2 confirmed that SF severity also impacted consumer evaluations. In the high-severity scenario, the event organiser (responsible for the SF) received particularly low ratings relative to the other three entities involved in the experience creation. Surprisingly, however, consumer evaluations and behaviours were not more positive following external recovery by affiliated entities than following internal recovery by the entity to blame for the SF, the event organiser. According to the researchers, this suggests that costly efforts made by affiliated firms to appease frustrated customers may not result in "more favourable consumer evaluations of and behaviour toward the entities implementing such external recovery measures".

The results also showed that the kind of compensation offered should be carefully considered. Study 2 revealed that offering a free ticket to a concert in the future actually increased the frustration of non-local festival-goers, who had already made travel and accommodation arrangements. In contrast, Study 1 showcased the advantages of immediate and/or flexible compensation offered by airlines and hotels. "In a festival context," conclude the authors, "any external recovery offered by affiliated stakeholders should not only be of similar value but also be immediate and flexible in nature".

### Spearheading Service Recovery

Moving beyond the dyadic business-consumer interactions of the past, this study breaks new ground by examining SF and recovery measures in a networked world. Its results provide much-needed guidance for modern travel and events practitioners seeking to limit customer dissatisfaction following SFs caused by various stakeholders. To optimise their recovery strategies, network members should carefully consider SF severity, choose the right party or parties to implement recovery and determine the most appropriate type of compensation. As the researchers note, these insights may be particularly relevant in "extraordinarily challenging business environments" such as those created by the COVID-19 pandemic.

### POINTS TO NOTE

- In today's connected world, service failure can have far-reaching effects when firms jointly offer unique event experiences, such as music festivals.
- Recovery from service failures is crucial to maintain goodwill and positive customer evaluation in complex networked environments.
- Compensation is more effective when provided by a firm not directly linked to the one responsible for service failure.
- Firms that step in to respond to service failures should offer tangible compensation that is flexible and of immediate use.

Weber, Karin, and Hsu, Cathy H. C. (2022). Beyond a Single Firm and Internal Focus Service Failure/Recovery: Multiple Providers and External Service Recoveries. *Journal of Travel Research*, Vol. 61, Issue 1, pp. 50-63.



Members of the SHTM Mainland Alumni Network celebrating PolyU's 85th anniversary

## Alumni Pay it Forward

In 2022, 85 years since PolyU was established, alumni of the School's mainland China programmes have come together to share their experiences, strengthen their friendships and create new opportunities – all in line with the University's mission "to learn and to apply, for the benefit of mankind".

Alumni celebrated PolyU's 85th anniversary at two events organised by the SHTM Mainland Alumni Network. The first, held on 19 February, was the Alumni Development Forum. This event was organised by the Network's South China Chapter at Foshan Funyard Hotel and supported by numerous alumni volunteers, some of whom had travelled halfway across China to attend. The aim of the Forum was to promote exchange between alumni on the latest industry developments and innovation in career planning.

Kicking off the Forum was a Doctor of Hotel and Tourism Management (D.HTM) Salon. Twenty-three D.HTM students shared ideas with the programme's director, Dr Qu Xiao, on advancing tourism education and industry development in China. In the afternoon, more than 60 SHTMers discussed new ways for the Network to empower and inspire young alumni to start up their own businesses.

In line with this vision, the Network announced the establishment of a Youth Co-creation Club and Innovation and Entrepreneurship Platform to serve alumni, the industry and society. More welcome news was shared during the Forum's dinner, when Mr Elton Sun, President of the SHTM Mainland Alumni Network, announced the launch of two new funding schemes to support young students in mainland China – "Passing on

the Torch" and "The Enlightened Wisdom Mentorship Scheme".

## Together We Excel

The second anniversary celebration organised by the Mainland Alumni Network with the support of alumni volunteers was a reunion event themed "Meet the Future, Gather in Suzhou". Despite COVID-19 restrictions, more than 80 PolyU alumni from across the country came together in Suzhou on 15 July 2022.

Kicking off the reunion, Mr Elton Sun gave a speech on innovation in the volatile world of post-pandemic tourism. He reminded his audience

that there are many unknown possibilities for hoteliers to explore and develop. Speaking from Korea, Professor Kaye Chon, SHTM Dean, Chair Professor and Walter and Wendy Kwok Family Foundation Professor in International Hospitality Management, congratulated the attendees on their reunion in a video clip. He expressed confidence that despite the challenges of the pandemic, China will achieve a sustainable recovery. Professor Jin-Guang Teng, PolyU President and member of the Chinese Academy of Sciences, also joined the event online to update the alumni on PolyU's anniversary celebrations and latest innovative initiatives.

Next was a roundtable discussion inspired by the new Vocational Education Law. Professor Cathy Hsu, SHTM Chair Professor, noted that exchange between the industry and institutions like the SHTM will help promote hospitality and tourism education for the benefit of the entire sector.

In the spirit of innovation and togetherness, the Network also announced the launch of a new initiative, "PolyU Home", to support alumni businesses this year. Meanwhile, alumni have continued to provide invaluable support for current SHTM students, with a generous donation from the Mainland Alumni Network to assist students staying in Hong Kong during the pandemic. The School is proud of the Network and alumni for their continued loyalty to their alma mater.

## Generations of Talented Students

Distinguished alumni also played key roles in informational seminars

on the SHTM's mainland China programmes this year.

Kicking off the D.HTM Info Seminar 2022, held on 18 March, alumni shared their experiences of this joint Zhejiang University-PolyU programme with prospective students. This was followed by a session on "leveraging the D.HTM to boost career development", introduced by Dr Xiao and moderated by Mr Sun. The speakers included several leading industry experts and academics, notably Mr Michael Chen, Vice President of Wanda Hotels & Resorts; Dr Xin Huang, Founder of Wintour Technology and Education Institution, Head of Digital Tourism Lab, Guangdong Ocean University; Ms Qian Li, Deputy General Manager of Hotel Business Division, Shangri-La Tourism Investment Development Co., Diqing, China Tourism Group; and Mr Ziqiang Huang, Chairman of Moti Culture & Tourism, Secretary General of Putuo District Tourism Association, Shanghai.

On 22 April, a seminar was delivered to both D.HTM and MSc in Hotel and Tourism Management (HTM) candidates. The MSc in HTM – which is also jointly co-ordinated by Zhejiang University and PolyU – was described by programme director Dr Dan Wang. Concluding remarks were delivered by Dr Tianyu Ying, Researcher and Director,

D.HTM and MSc in HTM, School of Management, Zhejiang University.

On 25 March, potential students attended an Info Seminar for the MSc in HTM. The 1.5-hour seminar was led by Dr Wang, who explained what to expect from the programme. A panel discussion with esteemed SHTM alumni followed. Mr Lin Wang of the class of 2016, Ms Yuxue Song of the class of 2020 and Mr Li Zhang of the class of 2021 offered invaluable advice on leveraging the MSc in HTM for career success.

Indeed, countless graduates of our mainland China and other programmes have gone on to have stellar careers. It is the School's hope that students will feel inspired by their connections with alumni and professional enterprises and carry this torch of benevolence forward after graduation. **H**

Roundtable discussion



# In Brief . . .

## SHTM Ranks Highest Again

In 2022, the SHTM placed no. 1 in the world for the sixth year in a row in the "Hospitality and Tourism Management" category of ShanghaiRanking's Global Ranking of Academic Subjects. For the fifth consecutive year, the School also ranked highest in the world in the "Commerce, Management, Tourism and Services" subject category of the University Ranking by Academic Performance in 2021-2022.



## A High-Flying Undergraduate

On 21 April 2022, Miss Chenxi Yu, a final-year student in the BSc(Hons) in Hotel Management programme, received the **Outstanding Student Award, School of Hotel and Tourism Management 2021** at PolyU's Outstanding Student Awards Presentation Ceremony which was held online.

Outstanding Student Awards are granted annually by the university to full-time final-year students who excel both academically and in their extracurricular pursuits. "The Outstanding Student Award means more than recognition for my efforts in the past four years", said Miss Yu. "It will also encourage me to keep embracing opportunities in my future endeavours".



## Chef Herman Breithaupt Award

The SHTM congratulates Chef Simone Nabbs on receiving the **2022 Chef Herman Breithaupt Award** from the International Council on Hotel, Restaurant and Institutional Education (I-CHRIE). Since 1980, I-CHRIE has bestowed this prestigious award on one chef worldwide each year, honouring their significant contribution to food service/culinary education. Chef Nabbs is the first recipient of the award from an institution in the Asia-Pacific region.



## SHTM Excellence Awards

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

**Professor Kam Hung** received an **SHTM Teaching Excellence Award** for her splendid impact on teaching development and management.

**Professor Sam Kim**, who has authored and co-authored 134 refereed articles in high impact journals, received an **SHTM Research Excellence Award** in recognition of his contribution to the enhancement of research excellence at the School.

**Food & Beverage Team** with team leader **Ms Tak Kanchanawat**, and team members including **Mr Raymond Kwong, Mr Delap Lui, Mr Katsuto Sandifer, Chef Simone Nabbs, Ms Hayley Chan and Ms Brigid Yau** received an **SHTM Service Excellence Award** in recognition of their significant contribution to the enhancement of service excellence at the SHTM.



## Student Club Leads the Way

The **Club Managers' Association SHTM Student Chapter (CMA)** received the **Student Club of the Year Award 2021/22**. Each year, this award is bestowed on the School's best performing student club. This year, the CMA was honoured for its commitment to providing its student members with well-rounded experiences of and insights into the private club industry, helping to boost their industry awareness and prepare them for career success.

In addition, four talented SHTM BSc(Hons) students received scholarships from the Club Managers' Association of Hong Kong this year. The awardees were Miss Kyla Huang, who is studying Hotel Management, and Miss Ashley Kim, Miss Esther Liu and Miss Cheryl Tsang, who are Tourism and Events Management students. As part of an associated mentoring programme, the students were given the chance to shadow the general managers of four private clubs in Hong Kong.



## Long Service Awards

Seven SHTM faculty and staff members, namely **Professor Cathy Hsu, Dr Karin Weber, Mr Joey Wu, Ms Almen Yau, Ms Flora Ng, Ms Eling Yim and Ms Noriko Leung**, were honoured with **Long Service Awards** in recognition of their loyal and dedicated service to PolyU over the years.



## General Research Fund

SHTM staff members had considerable success in obtaining major publicly funded competitive research grants this year.

The General Research Fund of the Research Grants Council (RGC) will provide funding for **Professor Sam Kim's** project "**Strategic Approaches to Measure and Enhance the Mental Health of Hotel Employees by Developing a Validated Measurement Scale and Analyzing Its Antecedents and Consequences**", **Dr Mimi Li's** project "**I Hope S/He can Love this Beautiful World: Travel by Families living with Autism Spectrum Disorder**", **Dr Pearl Lin's** project "**Under the Gig Economy, Better Work, Better Life? The Role of Job Embeddedness in the Food Delivery Sector**", and **Dr Eden Jiao's** project "**Interdependency and Spatial Spillovers of Tourism Demand in Asia: A Hong Kong Economic Policy Perspective**".



## Prof. Bob McKercher Scholarship

Doctor of Hotel and Tourism Management (D.HTM) student **Ms Min Joo Leutwiler-Lee** received the **Prof. Bob McKercher Scholarship**. This scholarship is intended to assist students pursuing the D.HTM programme at the SHTM.



# People



**Mr Boris Lui** joined the School as a Senior Information Technology Officer on 8 March 2022.



**Dr Nicholas Thomas** joined the School as a Visiting Associate Professor on 1 August 2022.



**Dr Dagnachew Leta Senbeto** joined the School as an Assistant Professor on 8 August 2022.



**Dr Anyu Liu** joined the School as an Assistant Professor on 10 March 2022.



**Dr Janelle Chan** formerly an Instructor at the School, was appointed Assistant Professor with effect from 1 August 2022.



**Ms Ada Leung** joined the School as an Executive Assistant on 10 August 2022.



**Ms Winnie Wong** joined the School as an Assistant Officer on 1 April 2022.



**Dr Faye Hao**, formerly a Research Fellow at the School, was appointed Assistant Professor with effect from 1 August 2022.



**Dr Sung In Kim** joined the School as an Assistant Professor on 12 August 2022.



**Mr Paolo Zhang** joined the School as Programme Manager (Online Program) on 20 May 2022.



**Dr Richard Qiu** joined the School as an Assistant Professor on 1 August 2022.



**Dr Dori Davari** joined the School as an Assistant Professor on 15 August 2022.



**Dr Ming Deng** joined the School as a Postdoctoral Fellow on 31 May 2022.



**Dr Ivanka Huang** joined the School as a Research Assistant Professor on 1 August 2022.



**Dr Angie Luo** joined the School as a Research Assistant Professor on 15 August 2022.



**Professor Billy Bai** joined the School as a Visiting Chair Professor on 1 June 2022.



**Mr Jason Kelly** joined the School as an Instructor on 1 August 2022.



**Mr Stephen Sze** joined the School as a Technical Assistant on 15 August 2022.



**Dr Louis Shih** was appointed Professor of Practice (Hotel Development) effective 1 June 2022.



**Mr Kirk Yan** joined the School as an Instructor (F&B) on 1 August 2022.



**Dr Ibrahim Mohammed** joined the School as a Research Assistant Professor on 22 August 2022.



**Ms Aimee Lin** joined the School on 4 July 2022 as a Tutor (MicroMasters Programme).



**Ms Vicky Choi** joined the School as an Assistant Officer on 1 August 2022.



**Ms Christine Wong** joined the School as an Assistant Officer on 24 August 2022.



**Professor Noam Shoval** joined the School as a Visiting Professor on 1 August 2022.



**Dr Ying Wang** joined the School as an Associate Professor on 4 August 2022.



**Ms Katy Chan** joined the School as an Executive Assistant on 29 August 2022.

# A Busy Year for Students

Bouncing back after a difficult couple of years for all, SHTM students are facing the future with an optimistic outlook. The tourism industry has responded to the recent challenges of the COVID-19 pandemic by embracing new technologies and finding innovative ways to overcome the restrictions of life with limited travel and socialising opportunities.

Members of the student-led SHTM Event Society are particularly aware of these changes, choosing "Technology in the Event Industry" as the theme of this year's *Eventure* magazine, the Society's annual publication that keeps readers up-to-date with the latest insights into the fast-moving events industry.

Introducing the second issue of the magazine, published in April 2022, Professor Kaye Chon, SHTM Dean, Chair Professor and Walter and Wendy Kwok Family Foundation Professor in International Hospitality Management, praised the society

for cultivating a "sense of pride and passion in the event industry" among its members.

The magazine includes guest interviews with the SHTM's Dr Daniel Leung, Assistant Professor, and Dr Dave Chan, Instructor, in which they discuss the various ways that technology has helped the events industry with innovations such as virtual reality, online meeting technologies and hybrid (on-site and online) exhibitions and events.

## Virtual Young Hoteliers Summit

The Young Hoteliers Summit, started in 2010 by students from the École Hôtelière de Lausanne, brings together hospitality students and professionals, the media and

other external guests to listen to talks and engage in debate on the latest topics in the industry. Some of the SHTM's student delegates shared with us their experiences of this year's virtual event, held on 7-9 March.

For Miss Sunny Hong, a final year student in the BSc in Hotel Management programme, the event was an "inspirational experience" that helped her to see how the hotel industry will "break through economic, social and environmental issues". Miss Hong particularly enjoyed the challenge provided by Marriott International, as it touched on real-life problems and provided an opportunity for her and her teammates to come up with practical and creative solutions. Although her team didn't win the challenge, Miss Kamshat Kumorava, a final year BSc in Hotel Management student, was pleased to win the "Best Team Spirit" award!

Miss Ashley Kim, a final year student in the BSc in Tourism and Events Management programme, particularly enjoyed the virtual networking sessions. "Speaking to different managers", she said, enabled her to obtain invaluable advice on planning her career path. One of the most memorable pieces of advice recalled by Miss Jules Jeong, a final year student studying Hotel Management, was "appreciate your environment and smile with your successes whether small or big". This is surely good advice for all SHTM students.

role that the SHTMSA plays in "cultivating a sense of belonging" among students and "fostering a team spirit and acting as a bridge" between the School and the student body.

The SHTMSA organises a range of stimulating activities to engage its members and enhance communication and understanding. Planned events for this year include the Orientation Camp 2022 in August, a Table Manners Class in October and the Mega Sale and Annual Dinner in February 2023.

At the induction ceremony for the Eta Sigma Delta HKPolyU Chapter, held on 18 February 2022, 32 new student members were welcomed. Speaking at the ceremony, Miss Sunny Hong, President of the Chapter, praised the new members' "outstanding academic achievements". Mr Pierre Perusset, General Manager of The Ritz-Carlton Hong Kong, gave an inspiring speech on the topic of "creativity".

As this vibrant and dynamic roster of student-led activities suggests, campus life at the SHTM is packed full of opportunities to excel beyond the walls of the classroom. **H**

## "Resplendent" Ceremonies

The theme of the Inauguration Ceremony of the 18th Session of the School of Hotel and Tourism Management Students' Association (SHTMSA), held on 8 April, was Resplendent. Introducing the theme, Mr Jeremy Chui, President of the Association, emphasised the optimism and energy of the student body. "The Resplendence of our Ceremony symbolises our flourishing year ahead", he said. "By inheriting the rich culture of our predecessors and diving into the endless possibilities, we are committed to kicking off a year of abundance and fruitfulness with our members."

The Association's enthusiasm for the coming year was also highlighted by Dean Chon. In his message to the Association, the Dean acknowledged the important

SHTM Students' Association Committee Members



Students at the Virtual Young Hoteliers Summit

# Celebrating Greek Gastronomy



To celebrate diversity and promote cultural understanding, the SHTM has organised sundry food and beverage (F&B) events this academic year. The highlight was the Hong Kong Greek Gastronomy and Diet Festival 2022, themed "From Ancient Times to Modern Mediterranean Well-being Philosophy".

Greek cuisine is a flavoursome blend of cultures, ideas, and techniques that has evolved over centuries. "Greece has a very rich culinary art, dating back over 4,000 years", said Professor Kaye Chon, SHTM Dean, Chair Professor and Walter and Wendy Kwok Family Foundation Professor in International Hospitality Management.

The festival was championed by Dean Chon and Professor Dimitrios Buhalis, SHTM Visiting Professor. Official support was provided by Mr Konstantinos Kattoulas, Consul General of the Consulate General of Greece in Hong Kong, and Mr Dimitris Fragkakis, Secretary General of the Greek National Tourism Organisation.

A focal point of the festival was the Greek Gastronomy and Diet Conference, held on 15 February. Organised by the SHTM's Food and Wine Academy, the conference brought together SHTM scholars,

Greek gastronomy experts and other practitioners to explore the wonders of Greece's culinary traditions.

After an opening speech by Ms Sofia Zacharaki, Greece's Deputy Minister of Tourism, Dean Chon and Professor Buhalis chaired an illuminating one-hour session entitled "Greek Gastronomy, Hospitality, and Tourism". "We cherish the past", said Ms Zacharaki, "and we also cherish the present link between food products and tourism".

Health was the focus of the conference's second session, on vegetarian and vegan Greek dishes, which was chaired by Dr Catherine Cheung, SHTM Associate Dean and Associate Professor, and Professor Cathy Hsu, SHTM Chair Professor.

The third session was on olive oil, famously dubbed "liquid gold" by the ancient Greek poet Homer. This session was chaired by Professor Buhalis and Dr Jonathan Sutton, SHTM Instructor. "The Mediterranean diet is the world's healthiest", said speaker Mr Pantelis Iliakakis, Head of Commercial Department, Navarino Icons. "The secret? The world's healthiest fat, extra virgin olive oil".

Next up was a one-hour "Greek Dairy" session chaired by Professor

Buhalis and Dr Pearl Lin, SHTM Associate Professor. Speakers took turns to introduce Greek yoghurts and cheeses, from manouri to myzithra. "Arseniko cheese was made in caves thousands of years ago", said Ms Basilikh Chatzopoulou, a private licensed tour guide for Athens & Naxos Island. "Visitors can become part of that history".

The conference's next session, entitled "Greek Wine and Beer", was chaired by Professor Haiyan Song, SHTM Associate Dean, Chair Professor and Mr and Mrs Chan Chak Fu Professor in International Tourism, and Mr Delap Lui, SHTM Instructor. The speakers emphasised the need to respect the Earth and its oceans by choosing fresh, seasonal, region-specific ingredients. "Health and environmental consciousness is part of Greek heritage, given our small communities and islands", said Mr Alexandros Kouris, founder and owner of NISSOS Beer. "This

awareness is something that we can contribute globally", he added.

Another highlight of the Greek Gastronomy and Diet Festival was a webinar on Greek wine on 14 April. The webinar was hosted by Professor Buhalis and Mr Kattoulas and chaired by Professor Song and Mr Vernon Moore, Chairman Emeritus of the Hong Kong Wine Society. Several invited speakers discussed the theme of "exploring the uncharted waters and wine roads of North Greece".

Festival participants gained even more insights into Greece's culinary culture in the subsequent months, with masterclasses on Greek olive oil and wine in May and June, as well as a Greek Nissos Beer Workshop and Greek Dairy Workshop in June. In July, the festival culminated in a Greek Dinner with two special guests: Mr Konstantinos Kattoulas, Greece's Consul General in Hong Kong, and Dr Stratos Pourzitakis,

co-founder of the Greek Chamber of Commerce in Hong Kong.

## More Culinary Experiences

Several other Food and Wine Academy activities held this academic year have showcased delicacies from around the world. A one-hour sherry tasting workshop on 8 November 2021 introduced participants to the unique flavours of cream sherry, PX sherries and more. The event was led by Mr César Saldaña, President of GI Sherry Wines.

On 30 November 2021, a food and wine pairing event celebrated the illustrious culinary heritage of South Africa. The participants tasted national specialities such as the flagship pinotage wine and "bunny chow", a curry with roots in South Africa's large Indian-origin community. The workshop was organised jointly by Biltong Chief, Springbok Wines and the Consulate General of South Africa in Hong Kong, and it was held in the SHTM's own student-run restaurant, Bistro 1979.

International Tokaji Aszú Day was celebrated with a 1.5-hour masterclass in the SHTM's world-

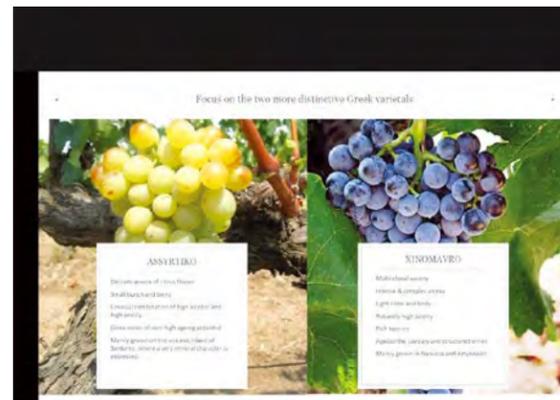
class Vinoteca Wine Lab on 10 December 2021. Made exclusively in Hungary's Tokaj region, Tokaji Aszú has been dubbed "the wine of kings and king of wines". A workshop and tasting were led by Dr Gabriella Mészáros, Dip. WSET/



Patisserie chef Helen Alnar teaches participants how to bake the perfect gingerbread and saffron buns

Wine Educator, and Mr Ho Yuk-chi, Director of Wiseville, Asia-Pacific. On 16 December 2021, a 1.5-hour Traditional Swedish Christmas Baking Workshop introduced participants to Christmastime treats from Sweden, such as gingerbread, saffron buns and Swedish mulled wine, known as "glögg". The workshop was presented by patisserie chef Ms Helen Alnar and held in the SHTM's Vinoteca Lab.

The SHTM is delighted to have hosted such a wide array of culinary events this academic year. In the wake of COVID-19, it is vital to rebuild connections across the world – and there are few better ways to celebrate other cultures than enjoying their food! #



Invited speaker Mr Nikos Zacharis sharing at the Greek Wine Webinar



# Head and Shoulders Above the Crowd



Never content to rest on their laurels, SHTM students are committed to challenging themselves and building on their academic successes year by year. Undergraduates achieving an outstanding grade point average in Semesters 2 and 3 of 2020/21 and Semester 1 of 2021/22 were commended in a ceremony on 30 May 2022.

The School is delighted to celebrate its students' successes, which testify to its efforts to nurture an outstanding new generation of hospitality and tourism professionals. Congratulations to the following students on their well-deserved Academic Achievement Awards. #

**BACHELOR OF SCIENCE (HONOURS) IN HOTEL MANAGEMENT**

CHANG Fuxuan  
CHEUNG Ching Pang  
CHEUNG Kong Fai  
DENG Yuxuan  
HO Yat Chin  
HONG Jinsun  
HU Qian  
KWONG Lok Man  
LAM Chung Yan  
LAM Hok Yee  
LAM Men Ka  
LAM Shing Yuen

LEE Yuet Yi Moon  
LI Xiaoran  
LIU Shangshu  
LIU Xuechen  
LU Mingxuan  
MAK Wing Yan  
MO Tsz Wing  
MUNIR Aqsa  
SHIM Hyunkyu  
SO Shiu To Tobias  
SUN Jiasui  
TSANG Ching Sum  
WAN Lok Yi Angel  
WONG Hei Ching  
WONG Kwan Yee

WU Amy  
YANG Lei  
YIM Ka Wai  
YIN Yuan  
YOUN Sung Bin  
YU Chin Yan Beatrice  
YUNG Ka Yi Kelly

**BACHELOR OF SCIENCE (HONOURS) IN TOURISM AND EVENTS MANAGEMENT**

ALI Adil  
CHAN Lian  
CHAN Nim Chi  
HE Zhaotang

NG Yuet Sang  
PANG Sum Yi  
SZE-TO Hiu Ying  
TAN Joshua Yee Chong  
TUNG Wing Tung  
WAT Cheuk Ying  
WONG Adelina Jia Hng  
WONG Hoi Yan  
YICK Wai King  
YU Dihna

# Learning from the Best

In the ever-evolving hospitality and tourism industry, it is crucial to learn from others to stay competitive. Every year, the School's Mentorship Programme, led and organised by Dr Eric Chan, SHTM Undergraduate Programme Director, pairs students with alumni and leading industry professionals to learn the "unwritten rules" of the industry. Guided and inspired by their mentors, student mentees can begin carving out their own paths to career success.

This year, 71 mentors from leading hospitality and tourism organisations in Hong Kong and beyond were matched with 76 student mentees. To mark the beginning of these fruitful partnerships and celebrate last year's successes, an Outstanding SHTM Student Mentor and Mentee Award Presentation Ceremony cum Luncheon Meeting was held in Hotel ICON's Silverbox Ballroom on 4 June.

The event was attended by 90 guests, with SHTM faculty represented by, among others, Dr Eric Chan; Professor Haiyan Song, Associate Dean, Chair Professor and Mr and Mrs Chan Chak Fu Professor in International Tourism; Dr Catherine Cheung, Associate Dean; and Dr Sebastian Filep, Assistant Dean.

After welcoming the attendees, Professor Kaye Chon, SHTM Dean, Chair Professor and Walter and Wendy Kwok Family Foundation Professor in International Hospitality Management, announced the winners of the Outstanding Student Mentor and Mentee of the Year 2021 Awards. Mr Stan Kwong, Regional Head, Finnair, was honoured for his exceptional contribution as a mentor in 2021. The award for Outstanding Student Mentee of the Year 2021 went to Ms Stella Quan, a recent graduate of the MSc in International Hospitality Management.

Inspired by their predecessors' shining examples, the fresh cohort of student mentees will stay in regular contact with their mentors across the year to achieve individualised learning objectives. The School warmly thanks the following industry professionals for sharing their expertise as mentors in 2022. Their support in this critical year will help nurture future graduates with the vision and talent to take the industry to new heights. #



## 2022 Mentors

**AU Michael**  
Executive Director, Realty Travel Service Ltd.

**BRIDLE Symon**  
Director-Hotel Development and Asset Management, Hang Lung Properties

**CHAN Cyrina**  
Area Director of Human Resources, Marco Polo Hotels, Hong Kong

**CHAN David**  
Golf Operations Manager, The Clearwater Bay Golf & Country Club

**CHAN Edward**  
Human Resources Manager, Bishop Lei International House

**CHAN Lawrence**  
Chairman, Park Lane Capital Holdings

**CHAN Purple**  
Vice President – Hotel Audit, The Great Eagle Group

**CHAN Patrick**  
Director of Human Resources, Sheraton & Four Points by Sheraton Hong Kong Tung Chung

**CHAN Samuel**  
Senior Vice President Human Resources, Genting Hong Kong

**CHAN Trasimene**  
Assistant Director of Human Resources, Cordis, Hong Kong

**CHAN Yu Fai**  
Regional Sales Manager – Greater China, Travelport

**CHENG Paul**  
General Manager – Landside, Airport Authority Hong Kong

**CHEUNG Janvier**  
Quality and Training Manager, Holiday Inn Golden Mile Hong Kong

**CHIU Winnie**  
President & Executive Director, Dorsett Hospitality International

**CHUNG Nixon**  
Managing Director, Camloy International Ltd.

**CHUNG Novem**  
Assistant Director of Learning & Development, Marco Polo Hong Kong Hotel

**DRUMMOND John**  
General Manager, InterContinental Grand Stanford Hong Kong

**FONG Jason**  
Human Resources Manager, Grand Hyatt Hong Kong

**FONG Mike**  
Assistant Director of Human Resources, The Langham Hong Kong

**HAJJAR David**  
Assistant Food & Beverage Manager, The Peninsula

**HARILELA Aron**  
Chairman & CEO, The Harilela Group / Harilela Hotels Ltd.

**HO Ronald**  
Director of Finance, JW Marriott Hotel Macau & The Ritz-Carlton, Macau

**JUNG Peter**  
Managing Director, Milton Exhibits Group Limited

**KIM Renee**  
General Manager, Regala Skycity Hotel

**KO Byron**  
General Manager, Hong Kong Ocean Park Marriott Hotel

**KO Kevin**  
Assistant Front Office Manager, The Mira Hong Kong

**KREDNER Per**  
General Manager, Hyatt Regency Hong Kong, TST

**KWOK Philip**  
Senior Human Resources Manager, Hong Kong Gold Coast Hotel

**KWONG Cherisa**  
Director of Revenue Management, New World Millennium Hong Kong Hotel

**LAM Jonathan**  
Assistant Director of Event Management, W Hong Kong

**LAU Andy**  
Managing Director, Ngong Ping 360

**LAU David**  
Chief Executive Officer, Ocean Sky Hotel Management Limited

**LEE Wilson**  
General Manager, Hyatt Regency Hong Kong, Shatin

**LEUNG Eric**  
Senior Manager, Passenger Sales & Marketing, All Nippon Airways

**LEUNG Ivy**  
Global Chief Intellectual Capital Officer, Chow Tai Fook Jewellery Group

**LEUNG Paul**  
Managing Director, Holiday World Tours Ltd.

**LEUNG Maggie**  
Human Resources Manager, Hong Kong Ocean Park Marriott Hotel

**LI Adriane**  
Senior Asset Manager - Hotel Division, New World Development

**LI David**  
Senior Operations Manager, Maxim's Caterers Ltd.

**LI Wallace**  
Head of F&B Operations (Racecourses & Special Projects), The HK Jockey Club

**LIU Vincent**  
Human Resources Manager, Conrad Hong Kong

**MA Yvonne**  
Managing Director, Eighty20 Marketing & Public Relations Agency

**MCCARTHY Jeremy**  
Group Director of Spa & Wellness, Mandarin Oriental

**NG Elaine**  
Director of Operations, Clearwater Communications Limited

**NG Ringo**  
Director of Rooms, InterContinental Grand Stanford Hong Kong

**PARK Patrick**  
Director of Front Office, Marco Polo HK Hotel | Gateway Hotel | Prince Hotel

**POON Ronald**  
Director- Learning & Development (Hong Kong), Shangri-La Group

**SHAM Signory**  
Director of Human Resources, The Hong Kong Country Club

**SHEK Jason**  
Vice President, Business Development, Canvas Land

**SIRKINA Yulia**  
Senior Sales Manager, Hotel ICON

**SIU Winnie**  
Front Office Manager, Marco Polo Hotels

**SLATER Rory**  
General Manager, The Hari Hong Kong

**TAI Frankie**  
Quality & Training Manager, The Hari Hong Kong

**TAI Mandy**  
Assistant Director of Human Resources, InterContinental Grand Stanford HK

**TAM Cici**  
Assistant Manager, Chinachem Group

**TANG Benson**  
Executive Director, Corporate Travel, Informa Markets

**TANG Tom**  
Director of Operations, Lodgewood by Nina Hospitality

**TASOS Kousloglou**  
CEO – Hotel Division, Sun Hung Kai Properties

**TCHOU Larry**  
Senior Advisor – Greater China, Hyatt Hotels Corporation

**TSE Roni**  
F&B Manager, Harbour Grand H.K. Ltd.

**WAI Kenneth**  
Asst. Vice President, Human Resources, Shangri-La Int'l Hotel Management Ltd.

**WANG Anvy**  
Sales & Marketing Manager, Silvermine Beach Resort Ltd.

**WIPPER Julian**  
General Manager, New World Millennium Hotel

**WONG Edi**  
Executive Director, Black Sheep Restaurants

**WONG Elaine**  
Senior Project Manager, Connexus Travel Limited

**WONG Jason**  
Honorary Advisor, Travel Industry Council

**WONG Julia**  
Director of Human Resources, The Hari Hong Kong

**YEUNG Patricia**  
General Manager – HR, Urban Renewal Authority

**YIP Lawrence**  
Director & SVP North Asia, Millennium & Copthorne Hotels

**YU Philip**  
Vice President-Operation, Greater China, Hyatt Hotels & Resorts

**YUEN Calvin**  
Senior Manager, HQ Food & Beverage, Shangri-La Group

# Honouring Outstanding Alumni



Professor Billy Bai



Mr Calvin Yuen

Each year, outstanding SHTM alumni are honoured for their professional achievements and their significant contributions to both the School and the community. In 2022, the SHTM's Outstanding Alumni Award was bestowed on Professor Billy Bai, Professor and Associate Dean of Research, William F. Harrah College of Hospitality, the University of Nevada Las Vegas (UNLV).

Professor Bai is not only internationally renowned for his long-term contribution to hospitality scholarship but also one of the School's most supportive graduates. For the last decade, he has shared his wisdom and expertise at numerous conferences, forums and other events at the SHTM and PolyU. He also generously donated to the School to help students at his alma mater withstand the COVID-19 pandemic. At UNLV's William F. Harrah College of Hospitality, Professor Bai takes a leading role in programme development and mentoring faculty (especially junior faculty) to achieve research success and forge strategic research partnerships with the industry.

The winner of the SHTM's 2022 Outstanding Young Alumni Award was Mr Calvin Yuen, Senior Manager, Food and Beverage, Shangri-La Group. Mr Yuen is

currently responsible for planning and implementing guidelines for tourism recovery post-COVID-19 to comply with local government policies. Mr Yuen also conducts hotel audits to monitor food safety and service standards and conduct risk management. During the pandemic, he has contributed to society by organising corporate social responsibility and sustainability campaigns focusing on environmental, social and governance issues.

Testifying to his outstanding performance in tourism and hospitality, Mr Yuen is Hong Kong's youngest restaurant manager (at just 25 years old) to receive two Michelin Stars (Chinese). Setting an inspiring example for the next generation, he contributes actively to the SHTM Mentorship Programme and VinUniversity Vietnam Mentorship Programme. He also provides continuous support for the School as Financial Secretary of the SHTM Alumni Association, helping the Association to uphold its core values of synergy, hospitality, teamwork, mentorship, aliveness and achievement. **H**



## 2000s

Dr Sohyung Kim	MSc in Hotel and Tourism Management 2003	Assistant Professor at Incheon Jaeneung University (JEI University), Korea
Mr Dickson Cheng	BSc(Hons) in Hotel Management 2009	Rooms Division Manager at Four Seasons Hotels Singapore

## 2010s

Ms Catherine Wong	BSc(Hons) in Tourism Management 2011	Digital Experience Manager – Lifestyle at Cathay Pacific Airways
Ms Hansoo Jang	BSc(Hons) in Hotel Management 2012	Teacher at Nanjing International School
Mr Calvin Yuen	BSc(Hons) in Hotel Management 2012	Senior Manager, HQ Food & Beverage at Shangri-La Group
Ms Pureanae Jang	BSc(Hons) in Hotel Management 2013	Senior Associate at Goodman
Ms Charlotte Law	BSc(Hons) in Hotel Management 2013	Senior Sales Manager at The Upper House
Mr Alex Wong	BSc(Hons) in Tourism Management 2013	Station Master at MTR Corporation Limited
Ms Sakura Tam	BSc(Hons) in Tourism Management 2014	Senior Learning & Development Officer at Hotel ICON
Dr Walanchalee Wattanacharoensil	Doctor of Hotel and Tourism Management 2015	Associate Professor at International College of Mahidol University
Ms Sojin Choi	MSc in International Hospitality Management 2015	Project & Online Guest Relations Manager at Hyatt Regency Paris Etoile
Mr Jack Kaale	MSc in International Tourism and Convention Management 2015	Lecturer at School of Humanities and Social Sciences, The Copperbelt University, Zambia
Ms Stella Huen	BSc(Hons) in Tourism Management 2015	Assistant Manager, Sales & Marketing at Forest Hill Lab
Ms Luna Wang	BSc(Hons) in Tourism Management 2015	Incoming Trainee Solicitor at Clifford Chance, Hong Kong
Dr Vimolboon Cherapanukorn	Doctor of Hotel and Tourism Management 2016	Assistant Professor and Assistant Dean, CAMT Digital School at Chiang Mai University, Thailand
Ms Cindy Cheng	MSc in International Hospitality Management 2016	Vice President, People and Culture at COMO Hotels and Resorts
Mr Oscar Chi	MSc in International Hospitality Management 2016	Senior Development Manager, Hong Kong, Macau & Taiwan at IHG Hotels & Resorts
Ms Jocelyn Law	BSc(Hons) in Hotel Management 2016	Event Planning Manager at Rosewood Hong Kong
Ms Mary Leung	BSc(Hons) in Convention and Event Management 2016	Project Manager – Content Lab at Haymarket Media Group
Mr Stephen Tai	BSc(Hons) in Hotel Management 2016	Human Resources Business Partner at Lidl Asia Pte. Limited
Ms Choi-yan Lau	BSc(Hons) in Convention and Event Management 2018	Customer Service Executive at SGS
Mr Thibault Druesne	MSc in International Hospitality Management 2019	Assistant Sales Manager at Hong Kong Parkview
Mr Vic Sham	MSc in International Tourism and Convention Management 2019	Community Officer at Lanson Place Waterfront Suites, Hong Kong
Mr Harry Ha	BSc(Hons) in Hotel Management 2019	Assistant Manager, Valuation and Advisory Services at Colliers International Hong Kong

## 2020s

Dr Vivian Nam	Ph.D. in Hotel and Tourism Management 2020, MSc in International Tourism and Convention Management 2015	CBD, Viva La Vida at Gollala, Korea
Dr Mariia Perelygina	Ph.D. in Hotel and Tourism Management 2020	Postdoctoral Researcher at Technological University Dublin
Ms Maria Morey Poma	MSc in International Tourism and Convention Management 2020	Assistant Director of Food and Beverage at Carbon
Ms Carine Chan	BSc(Hons) in Hotel Management 2021	Assistant Human Resources Officer at Cordis, Hong Kong
Mr Lyon Kang	BSc(Hons) in Hotel Management 2021	Valuer, Valuation and Advisory Services at Colliers International Hong Kong
Ms Katarina Opheim Olsvik	MSc in Global Hospitality Business 2022	Senior Analyst, Debt & Structured Finance – Operating Real Estate at CBRE Capital Advisors
Ms Queenie Yu	BSc(Hons) in Hotel Management 2022	Consultant at Michael Page

# Role Models for Success

On behalf of its students, the SHTM wishes to express its profound gratitude to the industry leaders who recently served as Professors for a Day.

Speaker	Title and Company	Topic
Dr Giovanni ANGELINI	Founder, Angelini Hospitality	What has the Hospitality Industry Learned from the Pandemic? The Future of Luxury Hotel Businesses
Ms Rachel ARMSTRONG	Global Business Development Manager, Antipodes Water, New Zealand	Elevating the Dining Experience with Antipodes Water
Mr Said ATHMAN	Tourism Secretary, Ministry of Tourism and Wildlife, Kenya	Magical Kenya as a Smart Tourism Destination
Ms Barbara AVDIS	Founder & Managing Director, Yades Greek Historic Hotels	Greek Culture and Tourism
Mr Najib BALALA	Cabinet Secretary, Ministry of Tourism and Wildlife, Kenya	Magical Kenya as a Smart Tourism Destination
Mr Michael BEDFORD	Regional Revenue Manager, Uptown Suites	Total Hotel Revenue Optimisation – Doing Your Part
Mr Jason BROWN	Regional Revenue Manager, InTown Suites	Total Hotel Revenue Optimization – Doing Your Part
Mr Maurice BRYAN	Sales and Reservations Manager, The Courtleigh Hotel and Suites, Knutsford Court Hotel and The Jamaica Pegasus Hotel	Navigating through Overbooking and No-shows to Maximise Occupancy Revenue
Prof Dimitrios BUHALIS	Professor, Bournemouth University Business School and SHTM Visiting Professor	SMART and Real Time Tourism Marketing
Mr Abilio CARNEIRO	Founder, Springbok Wines	Flavours of South Africa
Mr Lawrence CHAN	Founder, Seal of Love Charitable Foundation and CEO and Founder, Park Lane Hotels International N.A.	Owner – Management Company Relationship
Ms Charissa CHAN	Head of People and Culture, Swire Hotels Group	Contemporary Training Practices in Hospitality Industry
Ms Cyrina CHAN	Director of Human Resources, Marco Polo Hotels	Challenges in HRM under the Pandemic
Dr Yu Fai CHAN	Regional Sales Manager, Greater China, Travelport	Hotel Distribution Channel
Ms Agnes CHAN	Director of Human Resources, Mandarin Oriental Hong Kong	Human Resources Strategies in the New Normal
Mr Miaolin CHEN	Founder, New Century Tourism Group	Corporate Strategy of New Century Tourism Group
Mr Dane CHENG	Executive Director, Hong Kong Tourism Board	Strategic Leadership
Ms Rita CHEUNG	Owner, Mystic Island Winery	Wine Marketing: Finding Your Niche
Mr Angelo CHEUNG	Co-Founder, Planet For All	Responsible Choices of Food
Dr Jimmy CHIANG	Associate Director-General (Business Development), Invest Hong Kong	What Affects the Development of Hong Kong Tourism from a Government Policy Perspective
Mr Vallois CHOI	Director of Digital Marketing Strategy, Hotel ICON	E-Marketing Strategies of Hotel ICON
Ms Dora CHOI	Co-Founder, Planet for All	Digital Marketing Hacks to Boost Business Results
Mr Brian CHU	Senior Sales Manager, TruffleHunter	Responsible Choices of Food
Mr João DE MELO PIRES	Director of Wine, Melco Resorts & Entertainment	Beaujolais & Truffle Pairing Masterclass
Mr Paul DICKSON	General Manager, Beas River Country Club, The Hong Kong Jockey Club	Sensory Marketing
Ms Jennifer DOCHERTY	Master of Wine, Head of Buying and Education, Summergate Fine Wines and Spirits	Key Success Factors for Multi-Unit Manager
Ms Tracy DONG	Principal Industry Consultant, IDEaS Consulting	Wine Branding
Prof Alexandre FERRAGU	Professor, ESSEC Business School	Hotel Forecasting
Mr Ronald HANG	Director of Commercial Strategy, K11 Artus	Luxury: Brand Value, GenZ and Paris in Perspective
Mr Richard HATTER	General Manager, Hotel ICON	Revenue Management Practices and Career Advices
Dr Anny HO	Senior Lecturer and Program Director for BSHM, VinUniversity	Hotel and Tourism Senior Executive Seminars
Ms Wendy HUANG	Senior Vice President and Commercial Director, Hilton Greater China & Mongolia	Whisky Tasting
Prof Stanislav IVANOV	Vice Rector Research, Varna University of Management, Bulgaria	Hilton's Marketing Strategy in China
Mr Jascha JIANG	Senior Revenue Manager, Marriott International	Robots and AI for Tourism and Hospitality
Dr Takamitsu JIMURA	Senior Lecturer, Liverpool John Moores University	Strategic Pricing
Mr Andrew JONES	Guardian and Founder, Sanctuary Resorts	Hospitality Business Strategies in Asia - China Hotel and Tourism Business Studies
Mr Jonathan KEH	Project Manager, EDITION Hotels	Sustainable and Ethical Tourism and Hospitality Marketing
Ms Thapanee KIATPHAIPOOL	Deputy Governor for Domestic Marketing, Tourism Authority of Thailand	Quality Assurance at Luxury Hotels
Mr Kam KO	Assistant Director of Technology & Innovation, Hotel ICON	My Dedication as Hotelier
Mr Tasos KOUSLOGLOU	CEO, Hotel Division, Sun Hung Kai Hotels	Thailand: Using Social Media and Technology for Thailand Tourism
Mr Nicky KWOK	Business Development Director, Kkday	Technologies Adopted in Hotel ICON
Ms Nana KWONG	Founder, Crew Figures	The Future of Tourism and Hospitality Marketing
Ms Mariana LAM	Founder, WineWorld Explorer	Challenges and Strategies in Distributing Products in the New Normal: The Case of KKday
Ms Kitty LAM	Director of Conference & Event, Regent Hong Kong	Start-Up from a Graduate of Tourism Studies (Tourism Entrepreneurship)
Mr Andrew LAU	Director of Revenue Management, Park Lane Pullman	Wine Trading
Mr Charles LAW	Director of Learning and Development, Greater China, Accor Hotel Group	Handling Event in Hotels
Mr Wilson LEE	General Manager, Hyatt Regency Hong Kong, Shatin	Hotel Pricing Strategy & Market Segmentation
Ms Olivia LEE	Sommeliere & Founder, Penticon	Industry Practices and Current Challenges in the Hospitality Industry
Mr Carson LEE	Director of I.T., InterContinental Grand Stanford Hong Kong	Wilson Lee's Pathway to Become a Professional Hotelier
Ms Susan LEE	Director of People Culture and Development, Swire Hotels	Beaujolais & Truffle Pairing Masterclass
Ms Josephine LEE	Chief Operating Officer, Reed Exhibitions Greater China	Technology in Hotel Operations
Mr Ivan LEE	Executive Vice President, Hospitality Operations, HKR International Ltd	Development for Departmental Manager to Director
Ms Elyse LEUNG	VP for HK & MO, EternityX	Successful Event Management
Ms Helen LI	Assistant Clubhouse Manager, Beas River Country Club, The Hong Kong Jockey Club	HR Strategy in the New Normal Post COVID-19 Hospitality Industry
Mr Elvis LIAO	Senior Cluster Revenue Manager, Marriott International	Digital Marketing Trends
Ms Peonie LO	Head of Customer Relationship (Marco Polo and Asia Miles), Cathay Pacific Airways	Key Success Factors for Multi-Unit Manager
Ms Oriel LOU	Regional Enterprise Sales Manager, Tesla	Market Segmentation and Demand Forecasting
Mr Quinton LU	Asset Director, GCP Hospitality	Customer Relationship Management and Loyalty Programs
Ms Xiaojing LU	General Manager, Blue Horizon Group	Making Career Transitions from Hospitality/Tourism to Other Industries
		Hotel Project Management
		The Blue Ocean Strategy of Blue Horizon Group

Speaker	Title and Company	Topic
Ms Yvonne MA Mr Kelvin MA	Managing Director, Eighty20 Marketing Agency Assistant Front Office Manager, Hotel ICON	Yvonne Ma's Pathway to Become a Professional Entrepreneur A Day in the Life of the Hotel ICON Club Floor and Club Floor Management Customer Relationship Management Strategies in Hotel ICON
Ms Katherine MA Mr Alistair MACDONALD Ms Debra MEIBURG Mr Jerry MO Ms Daphne MOK Ms Yoyo NG Ms Carmen NG	Animal Welfare Campaigner, Planet for All Founder, Barley Nectar Founding Director, Meiburg Wine Media Ltd & MWM International Ltd Deputy General Manager, The Clearwater Bay Golf & Country Club Principal Programme Secretary, Chinese YMCA of Hong Kong General Manager, iClick Interactive Asia Group Limited Director of Sustainability, Langham Hospitality Group	Responsible Choices of Food A Crash Course into Understanding Whisky/ Whiskey Pairing Prosecco DOC with Asian Sauce How to Effectively Manage the Operation of the Golf Course and Marina? Recreation Policies and Development in Hong Kong New Marketing World of Opportunities in Hospitality and Tourism Industry Adoption of Environmental Management System in Hotels: Opportunities and Challenges
Ms Mandy NG Mr Guillaume NICOLAS Mr Erick NOH Prof Peter O'CONNOR Mr Ronald POON Mr Gareth PUNTON Mrs Shenika RAMSAY	Executive Director and Chief Executive Officer, HK Express Restaurant Manager, BELON Director of Food and Beverage, Park Hyatt Aviara Resort Professor in Strategic Management, University of South Australia Director of Talent Development, Rosewood Hong Kong General Manager, Continental Wines Business Development Executive/Manager, Jamaica Tourist Board in the UK	Using Technology Strategically for the Airline Industry of the Future Services in Michelin Star Restaurant Be Mobile to Fast-Track Career Distribution Strategy and Channels/Pricing & Revenue Management HR Structure and Talent Development Elevating the Dining Experience with Antipodes Water Demand Forecasting and Communication Tools in a Globally Connected Travel Environment
Mrs Nikkie RANDHAWA-SINGH Mr Matt ROSSLEE Mr César SALDAÑA Mr Bobby SAW Mr Marcello SCOGNAMIGLIO Dr JooYoung SEO	Senior Vice President of APAC, Shiji Group Director, Biltong Chief President, GI Sherry Wines Independent Revenue Optimiser Specialist Chef, Grissini, Grand Hyatt Hong Kong Assistant Professor, School of Information Sciences, University of Illinois at Urbana-Champaign	Empowering Digital Guest Experience with Technology Flavours of South Africa Sherry: Discover One of the World's Most Unique Wonders How RM Strategizes Differently in Different Markets in the Asian Context? Italian Cooking Demo Workshop Harnessing Weakness to Paint Career Vision
Mr Alan SHAW Ms Tersina SHIEH Ms Catherine SO Mr Joseph SOU	Founder, Springbok Wines Representative, Consulate General of the Federal Republic of Germany Managing Director, Asia Pacific, Expedia Group HR and Development Officer, The Salt and Light Preservation Centre Ltd	Flavours of South Africa The Many Faces of Riesling Hotel and Tourism Senior Executive Seminars Sustainable Eco and Community-based Tourism in Hong Kong. Case of Yim Tin Tsai
Prof Andrew SPENCER Prof Bela STANTIC Dr Wantanee SUNTIKUL	Professor in Tourism, University of the West Indies, Jamaica Professor, Griffith University Scholar in Residence, The Carl H. Lindner College of Business, University of Cincinnati, Ohio	Packaging Heritage Assets as Tourism Products Big Data Analytics Gastro-Diplomacy
Mr Tim SYPKO Mr William TAM Mr Terrence TANG Mr Bill TAYLOR Ms Cristina TEJELO	Senior Vice President, Operations, Hong Kong Disneyland Director, Rocco Design Architects Ltd Head of Asia, Zachy's Auction House Regional Vice President and General Manager, Four Seasons Hotel Hong Kong Deputy Consul General & Senior Trade Commissioner, Consulate General of Spain in Hong Kong & Macau	Operations in Theme Parks Hotel Architectural Design Fine Wine and Auction Market The Future of Tourism and Hospitality Marketing Sherry: Discover One of the World's Most Unique Wonders
Mr Rowan THANE Dr Simon TIAN	Chef, Biltong Chief D.HTM Graduate, SHTM	Flavours of South Africa Hospitality Business Strategies in Asia - China Hotel and Tourism Business Studies
Ms Cindy TSE Mr Dan VOELLM	Director of Cabin Service, Sino Jet CEO & Founder, AP Hospitality Advisors	How Does Sino Jet Manage Its Inflight Service Quality Hospitality Business Strategies in Asia - China Hotel and Tourism Business Studies
Ms Euroda WAN Ms Stephanie WAN Ms Linda WANG Dr Peilai WANG Mr Zhenghua WANG Mr Xiao An WEI Ms Elaine WONG Ms Catherine WONG	Director of Human Resources, Cordis Dongqian Lake Assistant Director of Human Capital, Hotel ICON Head of Lifestyle Marketing, Cathay Pacific Airways Dean, College of Hotel and Culinary Management, Shanghai Institute of Tourism Founder, Spring Airlines Chairman, China Leisure Association Senior Project Manager, Connexus Travel Limited Assistant Manager, Customer Experience Design - Digital (Mobile), Cathay Pacific Airways	Talent Acquisition and Development The Trend of Talent Acquisition Customer Relationship Management and Loyalty Programs Design of Themed Banquet: How to Design and Teach a Course My Entrepreneurial Journey: Spring Airlines The Strategic Renewal of China Hotel Industry Elaine Wong's Pathway to Become a Professional Event Planner Catherine Wong's Pathway to Become a Professional Aviation Practitioner
Mr Ken WONG Ms Rosalyn WOO	Director of Revenue Management, Hotel ICON Director of Business Strategy and Integration, Hong Kong Disneyland	Revenue Management of an Independent Hotel during the Pandemic Business Strategic Management and Current issues/opportunities in Theme Park Industry
Dr Xiao XIAO	Assistant Professor, Arizona State University	Spatial Accessibility and Visitation to US National Park System - A Geospatial Analysis Approach
Prof Qianhui XIAO Prof Ian YEOMAN	Chairman, China Smart Tourism Association Associate Professor of Tourism Futures, Victoria University of Wellington, New Zealand	Travel Agencies' Expansion into Tourism Attractions Segment Technologies that Haven't Been Invented Yet
Mr GP YEOW Mr Patrick YEUNG Dr Lawrence YIP Dr Kate YOO	General Manager, JW Marriott at Queensway Professor of Practice (Tourism Marketing), SHTM Senior Vice President North Asia, Millennium Hotels & Resorts Assistant Professor, Kansai Gaidai University	Hotel Pre-Opening The Challenge of Hong Kong Airline Industry Hotel Management Agreement Hospitality Business Strategies in Asia - China Hotel and Tourism Business Studies
Mr Iven YUEN Mr Calvin YUEN Mr Jeff ZHANG Mr Ted ZHANG Mr Alex ZHENG Ms Jessica ZHU Ms Diana ZHU	Business Development Director, Elong International Travel ( Hong Kong) Ltd Senior Manager, Food & Beverage, Shangri-La International Hotel Management Ltd Executive President, FUNYARD Hotels and Resorts CEO, DerbySoft Chairman, Delonix Group Senior Learning & Development Manager, Four Seasons Hotel Beijing General Manager, HUALUXE Xiamen Haicang	Travel Agent's Cruise Selling Strategies Under the Pandemic Reducing Food Waste in Hotels Corporate Strategy of FUNYARD Hotels and Resorts Technologies Make the Industry Easier My Strategic Views of China's Hotel Industry Service Culture HUALUXE: The Localization Strategy of IHG

# Upcoming Events

## 2022

### 18 November

Event: IMPACT2022, Hong Kong  
Organiser: SHTM

## 2023

### 4-6 January

Event: Hong Kong PolyU Winter School® 2023  
Organisers: SHTM and Hong Kong Hotels Association  
Contact: Ms Flora Ng  
Email: flora.ng-ps@polyu.edu.hk

### 5-7 January

Event: 28th Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, USA  
Organisers: SHTM and The Collins College of Hospitality Management, California State Polytechnic University, Pomona

### 25-27 May

Event: 2023 APacCHRIE Conference, Philippines  
Organisers: The International Management Schools and the Council of Hotel and Restaurant Educators of the Philippines  
Email: apacchriesecretariat@gmail.com

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