

Horizons

SHTM Magazine

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

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**After COVID-19: Thoughts from
Industry Players**

**World Leader in Online Teaching and
Learning**

**SHTM Consultancy Guides Industry
Development**

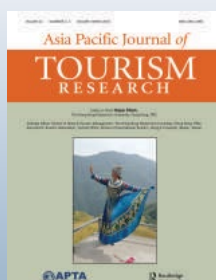
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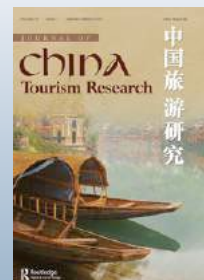
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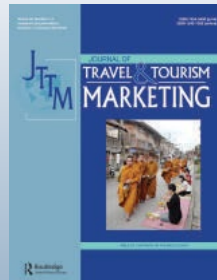
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Looking to the Post-Covid Future

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DEAN'S MESSAGE

The hospitality and tourism industry, like most others around the world, is moving through a period of crisis brought on by the COVID-19 pandemic. Yet as we struggle to adapt, many things stay the same. Faced with challenges, we never rest. Our cover story in this issue of Horizons highlights the strategies and changes needed ahead according to the School's leading academics and major industry players. One thing these observations make clear is that the era of overtourism has ended and the industry needs now to focus on making tourists confident again.

We then cover an area of SHTM excellence that has long been on our minds but became all the more significant when the pandemic struck. The School's teachers discuss how they have adapted to online teaching and learning, never forgetting to maintain their outstanding quality, and we cover the latest news and student testimonials from our existing online MicroMasters course.

The issue then shifts to coverage of two important roundtables with the industry that we held to gauge practitioners' views about post-COVID-19 recovery, before turning to the 2020 SHTM Lifetime Achievement Award that we proudly awarded to a giant of the hospitality sector, Mr Robert H. Burns, Founder of Regent International Hotels, developer of the much-admired Grand Hotel a Villa Feltrinelli in Italy and dedicated hospitality educator. Our undergraduate students also provide insights in this issue into what their programmes are helping them to achieve.

Following coverage of recent research by the SHTM's renowned academics and a look at the programmes we offer in mainland China, we cover the latest breaking School news, student activities, our all important Mentorship Programme, and food and beverage activities. We also provide a special message from Ms Allison Yau, Chairman of the SHTM Alumni Association, and then include a very important article in which we thank our Professors-For-A-Day.

There is much to be done as we recover from the COVID-19 pandemic, but we are mindful always to appreciate the industry executives who we work with, and who always help make the SHTM a force for change. **H**



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

"Travel is down, fear is up, and the future is uncertain." These are the words of António Guterres, UN Secretary-General, in a speech highlighting the key role of the tourism sector in advancing the UN's 2030 Agenda for Sustainable Development. It is impossible to deny the toll taken by the

perspectives on the challenges and opportunities that lie ahead. Guided by their incisive, far-sighted and ultimately optimistic vision, the industry can rise to the challenge of creating a better, more sustainable future – for Hong Kong and beyond.

Management. No longer will cities be stretched beyond their capacity and cultural sites overrun by crowds of tourists. Instead, he explained, "both the demand and supply sides of the tourism industry will focus on the quality of tourist experiences". Financial gain will take a back seat to health and

Regroup, Rethink, Reset



COVID-19 pandemic, which has hit the hospitality and tourism industry hardest of all, with devastating consequences for some of the world's most vulnerable communities.

Yet all is not lost. The industry now has the chance to regroup, rethink and reset as it looks to a future beyond COVID-19. In this spirit of cooperation, the SHTM invited eight academic and industry leaders to share their unique

The pandemic has changed the world's tourism landscape for good, according to Professor Kaye Chon, SHTM Dean and Chair Professor and Walter & Wendy Kwok Family Foundation Professor in International Hospitality

A New Normal

safety, with destinations and tourists alike paying "greater attention to clean air, clean water, clean food, and clean facilities".

We are now seeing as part of this "new normal" a reluctance in the short term for international travel, which has significant health risks and ever-changing travel restrictions, towards domestic, "backyard" tourism. More and more vacationers will choose to "explore their own cities and

regions via road and rail" rather than risking long-haul flights, predicted Dr Jennifer Cronin, President of Wharf Hotels Management Limited and Chairman of the SHTM Industry Advisory Committee.

As organisations worldwide switch to remote working, business travel is expected to take a big hit. According to Mr Richard Hatter, SHTM Adjunct Associate Professor and General Manager of the School's teaching and research hotel, Hotel ICON, "it may take as long as 12-18 months for leisure tourism and business travel demand to revert to normal levels depending on how long COVID-19 lasts and when border controls are lifted". This trend may have serious consequences, notes Mr Hatter, "because revenue from business travellers subsidises leisure travellers in our industry".

Inevitably, the experts told us, these changes will bring about new configurations of power and market share. "Winners will be born from this crisis", predicted Dr James Mabey, SHTM D.HTM graduate and Chief International Business Officer and Managing Director of Asia and Middle East for Standard International, LLC. To thrive, he explained, tourism businesses must be able to "adapt, ensure safety and still meet the need to travel".

Roadmap to Recovery

What practical steps are needed to instil confidence in tourists and rebuild the image of the tourism sector? In the short term, said Dean Chon, hotels must implement extra precautionary measures, such as "assurances of safety and health and the ready availability of modern medical facilities". Social media sites such as TripAdvisor, he added,

Recovery Rebranding Regrowth

could help with this by "highlighting the safety and hygiene aspects of reviews".

Reassuringly, Hong Kong's hotels are already ahead of the curve in this respect. Mr Hatter noted that Hotel ICON has employed a Chief Hygiene Manager since 2011, and continues to introduce new hygiene measures. Wellness is also now a key marketing strategy for the Hyatt Regency Hong Kong Sha Tin, according to the hotel's General Manager, SHTM graduate and Chinese University of Hong Kong Adjunct Associate Professor Mr Wilson Lee. In adapting to the pandemic, the hotel now offers nutritious plant-based menu options for those who prefer them and the highest possible standards of food hygiene, including chef-served dessert items in its popular buffet. "We can't do enough for our people and our guests", Mr Lee emphasised.

Also integral to the hotel's wellness strategy is the use of rejuvenating staycation packages for local residents. This is an idea more powerful than it may seem. Ms Rebecca Kwan, Chairman of the Hong Kong Hotels Association (HKHA) and Senior Vice President of Sales – Hong Kong and UK for Dorsett Hospitality International, emphasised that all hotels should "plan and develop a sustainable/ domestic staycation market and not just target it during the crisis". This,

she explained, would help "hotels stay afloat during difficult times as well as being an effective tool for image building and experience sharing with overseas friends and relatives who are potential visitors to Hong Kong.

According to Mr Michael Li, Executive Director of the Federation of Hong Kong Hotel Owners, "the industry has to realise that recovery will take rather a long time". Hotel owners may need to repurpose their properties and services to achieve higher returns. Hotel ICON, reports Mr Hatter, "already has catering business on the books that will resume once government quotas on gathering sizes are lifted".

Rebranding Hong Kong Tourism

Looking ahead, explained Dr Cronin, "a key priority for the entire tourism market will be to protect jobs and create a sustainable long-term business future". Hong Kong's strategy, according to Mr Dane Cheng, Executive Director of the Hong Kong Tourism Board (HKTb), "is to focus first on the domestic market and encourage Hong Kong people to 'be tourists' in their home city".

position to bolster our status as one of the world's leading destinations as a new era of leisure and business travel dawns". Dr Mabey was equally optimistic. "People's underlying desire to travel will not diminish", he predicted. "There will be more restrictions, but we will find ways to adapt".

Indeed, things are improving right now. Many of Hotel ICON's customers are already planning their next trips to Hong Kong, according to Mr Hatter, and Dr Cronin saw clear signs that "people are eager for experiential and luxury travel again". She was convinced that the industry can weather this storm and emerge all the stronger – as long as it learns lessons from the crisis. "We expect tourism levels to be more sustainable, helping our environment to recover and regenerate, like the tourism industry".

Learning from the pandemic is just one of the ways in which the SHTM will support the industry's regrowth, vowed Dean Chon. Its cutting-edge, high-impact research will continue to guide businesses and institutions in finding creative routes out of crisis, and its world-renowned academic and executive development programmes will nurture a new generation of industry leaders skilled in tourism's "new normal".

From Recovery to Regrowth

This is all good news for Hong Kong tourism. "I am confident", said Mr Cheng, "that these strategies will put us in a powerful

which will be held in hybrid format at Hotel ICON on 30 October 2020. Appropriately for a venue that has pioneered a synergy of research and practical endeavour for nearly a decade, the conference will offer a unique platform for tourism policy makers, practitioners and researchers to pool their expertise on the theme of "Crisis Management and Recovery Strategies".

Given the worldwide damage done by COVID-19, an entire session of the conference will be dedicated to tailoring recovery strategies for sectors hit hardest by the pandemic. However, it will also be crucial to find ways of restoring tourists' confidence in the wake of other recent geopolitical and socio-economic crises, from Brexit to the US-China trade war. The SHTM is honoured to be at the forefront of these efforts to build a wiser, safer and more sustainable tourism industry for the generations to come. [H](#)

Ground- breaking Conference

It is difficult to imagine a better example of industry and academia coming together for the common good than the forthcoming IMPACT2020 conference, jointly organised by the SHTM and STR,

The SHTM Spirit

Still, the prospect of transitioning online amidst the pandemic was logistically daunting. Planning had to be done remotely, and all decisions had to be aligned with PolyU-wide processes and guidelines. "Constant and consistent communication was key", said Professor King. "We needed a shared understanding that everyone was learning and the appropriate resources were in place."

Meanwhile, instructors had to rapidly master sometimes unfamiliar platforms and technologies for virtual learning. "As our undergraduate teaching was overwhelmingly conducted face to face", explained Professor King, "this was a steep learning curve for our colleagues, requiring all parties

for instructors to build rapport with their students".

Fortunately, these concerns were almost entirely unfounded, as students seem to thrive in their new virtual learning environment. Regular surveys conducted by PolyU, along with the School's week-by-week monitoring of student engagement, suggest that participation was "actually more active than in face-to-face classrooms", in the words of Dr Li. Many students became more punctual and attentive, according to Instructor Mr Dave Chan. "Overall", concluded Professor King, "students seem to have welcomed the interactivity of the online environment".

Of course, this would not have been possible without remarkable innovation and effort on the part of curriculum designers and instructors. Dr Shin praised her colleagues for their dedication. The "instructors

Similar resourcefulness was shown in the redesign of practicum courses. To replace the field trip component of her course, Dr Wantanee Sunkul "changed the subject to a lecture-based format, invited guest speakers and referred students to online videos and virtual tours". Instead of site visits, said instructor Mr Raymond Kwong, "industry professionals locally and globally were very eager to share their experiences online".

"As students and lecturers become more comfortable with online learning technologies", predicted Professor Hsu, "they will appreciate the benefits and demand the flexibility provided by online learning".

One lecturer who has certainly become comfortable with such technologies is Dr Daniel Leung, who teaches the Technology Strategy in Hospitality, Tourism and Events course. Dr Leung received the SHTM's Online Teaching Award for his efforts in Semester 2 this year. Facing the coordination challenge of working with three graduate students to deliver the course entirely online, his teaching was well received by all 273 students in the class. He deployed a range of techniques to ensure active student engagement, such as "anti-boredom" initiatives and inviting feedback about the pace of delivery, and brought the subject to life by collaborating with Hotel ICON to incorporate live data and engaging the students with relevant industry projects. The School thanks Dr Leung for his outstanding performance. **H**



Dr Daniel Leung received SHTM Online Teaching Award

Rising to the Challenge

The COVID-19 pandemic has brought with it university campus closures and a rapid shift to temporary but vital online teaching and learning. Though stories abound of how difficult this process has been, the SHTM, already well versed in delivering online course content and a ground-breaking online Master's level programme, has risen to the challenge.

Taking the School's rich array of programmes online in the first half of 2020 "was a massive exercise," recalled Professor Brian King, Chairman of the School's Online Learning Taskforce. "We were

experiencing first-hand the long forecast digital disruption that we had talked about with our students, and we needed to act quickly." Although plans were made to resume face-to-face delivery, it soon became clear that e-learning would be the "new normal" for now.

This was not the School's first experience of organising online classes. Valuable lessons had been learned from the campus closure in November 2019, when the final three weeks of the semester went online. "This gave our subject lecturers a sense of what was needed", said Professor King.

"Fortunately, we were somewhat better prepared the second time around."

An even more important precedent was the SHTM's unique online MicroMasters (MM) in International Hospitality Management, led by Professor Cathy Hsu. "Having worked on the MM", she explained, "the School's IT team could swiftly set up 'studios' for colleagues with less experience of online teaching". Subject lecturers unfamiliar with e-teaching methods could also turn to MM course instructors and staff for advice and support.

to show patience and display the positive SHTM spirit!"

Although the School's students, often tech-savvy millennials, were better equipped to deal with these technological changes, how they would react to the change was uncertain. According to Dr Mimi Li, Chairperson of the School's Learning and Teaching Committee, there was concern that students' learning experience would be hampered by "a lack of face-to-face communication with teaching staff and classmates". Dr Joongwon Shin also remarked about the initial worry that "the use of e-learning technologies would make it difficult

familiarised themselves with the technologies by attending multiple online teaching development webinars offered by PolyU and the SHTM and tirelessly practising their use", she explained.

For Mr Chan, "everything was like an experiment". He found that games, videos and stories were particularly effective in engaging his students. "Some students said that they loved this idea", he reported proudly. Like Mr Chan, Dr Shin used a rich blend of e-learning technologies from video conferencing platforms such as Zoom to game-based tools like Kahoot.

Ready to Make their Marks

MicroMasters in International Hospitality Management



Mr Ian Mason



Ms Leila Shina



Ms Brigid Yau



Mr Kenneth Law

With the international hospitality and tourism sector being one of the hardest hit by the COVID-19 outbreak, the SHTM's MicroMasters in International Hospitality Management has never been more pertinent. Delivered through edX, the first-of-its-kind programme is designed to nurture leaders for the global hospitality industry.

The programme provides career advancement and learning opportunities through four innovative courses: Managing Human Resources in the Hospitality and Tourism Industry, Managing Marketing in the Hospitality and Tourism Industry, Innovation and Technology Management in Tourism and Hospitality, and Luxury Management.

Learners, such as Ms Leila Shina, restaurant manager at The Park Lane Hong Kong's SKYE Roofbar and Restaurant, recognises the "great stepping stone" it provides to the SHTM's on-campus flagship programmes. The flexibility of online learning was another attraction for Ms Shina, who said she was able to complete the course at her own pace while working full time, and who was subsequently named an MM Star.

MM Star Ms Brigid Yau, an assistant officer at the SHTM, appreciated how the edX online platform optimises the delivery of learning materials, and pointed out that there is plenty of offline content, too, presenting a "brand new learning experience" for the course attendees.

Industry executives have also praised the MicroMasters' "digestible format" and themes. For Mr Law Peng Khoo, Kenneth, an MM Outstanding Learner and a hospitality sales and marketing specialist in Singapore, the programme was the ideal complement to years of hands-on hospitality and tourism experience. "The MicroMasters course validated my best practices and taught me the latest ways to market products and services to customers", he said.

Another industry expert, MM Star Mr Ian Mason, a tourism and hospitality consultant from Australia, explained how lecturers' wealth of experience and real-life case studies provide students with invaluable "contemporary perspectives". He recommended the MicroMasters programme to anyone interested in "expanding their knowledge of key aspects of tourism and hospitality today" and "applying critical thinking to solve the challenges facing the sector".

The dynamism that pervades the tourism industry has hit a temporary roadblock, but that does not mean those working in the field or aspiring to do so cannot continue to pursue their dreams. In times of uncertainty, it pays to embrace the challenges and seize the opportunities that present themselves. The autumn run of the programme began in August, and a whole new cohort of students is getting ready to make their marks on the future of the hospitality and tourism industry! **H**



The last year has dealt a series of crushing blows to Hong Kong's hotel market, a pillar of the local economy. With visitor arrivals and room rates in freefall amid social unrest in the second half of 2019, coherent strategies for supporting Hong Kong's hotel businesses were desperately needed. In December

Hong Kong's hotel employees in change management, crisis management and negotiation. Teamwork will be an essential part of this process, as teams come together across departments and perhaps even across sectors to think "out of the box". For revenue leaders, information sharing will be

practices to survive and even thrive in today's unpredictable climate.

A shift towards digital marketing has already begun. Looking further ahead, the participants urged the government to support the hotel sector by telling the world that Hong Kong is a safe place to visit.

Finding a "New Normal"

2019, the SHTM stepped up to this challenge by hosting roundtable discussions with 10 industry leaders in revenue management and sales and marketing.

Facilitated by the SHTM's Professor Basak Denizci Guillet, and alumna Ms Elaine Luey, the two talks yielded invaluable guidance for Hong Kong's hoteliers on learning lessons from the crisis and moving forward through self-care and strong leadership.

Staying positive and healthy is the first step, the participants agreed. In times of upheaval, team leaders with a good work-life balance have the energy they need to motivate and empower employees. Self-care may be especially important for sales and marketing professionals, who are under great pressure to meet revenue targets.

Overcoming new challenges calls for new ways of thinking. This is the perfect opportunity, said the participants, to train



paramount. Meanwhile, said the sales and marketing experts, hotels should find ways to be creative in giving back to society.

A theme that emerged from both discussions was the need to focus on the bigger picture, embracing disruption as the new norm. Rather than persisting with the same old ways of doing business, both sales and marketing teams and revenue teams must develop new working

In light of the further blow dealt to Hong Kong's hotel sector by the COVID-19 pandemic in recent months, the insights and inspiration gained from these roundtable discussions could not be more timely. **H**

Preparing For The

Ms Kristina Braun

Ms Luna Wang

Ms Pureanae Jang

Ms Miyoung Hwang

Ms Sabrina Hou

Mr Zelotes Lam

Ms Amanda Wantono



What do undergraduate students gain from their studies at the SHTM? That's a question the School continually seeks to answer, and our students are never reluctant to tell us what they think. We recently caught up with graduates from the various undergraduate programmes who were very forthcoming about what they gained from the school and how their education is benefiting them in the workplace.

One of the recurring themes of the students' stories was the value they placed on the School's cultural diversity, both among students and academics. Ms Kristina Braun, a German student who graduated with a BSc in Hotel Management in 2017, now leads the team at the Tizian Restaurant and Lounge at the Grand Hyatt Berlin. Recognising that "a global mindset" is one of the most important traits of a hotelier, she remarked that, "at the SHTM all nations come together to study",

which helps students gain an intercultural understanding.

Echoing the importance of "mindset" in the industry, Ms Sabrina Hou, who graduated with a BSc in Hotel Management in 2015 and is now a consultant for Bain & Co, said that through summer internships at the SHTM, she acquired "intensive customer service experience" and developed a "genuine customer-centric mindset to connect with people quickly". She was also grateful for the opportunity to participate in the SHTM's Mentorship Programme, through which she was matched with successful industry practitioners who remain part of her network and continue to offer her career advice when sought.

For Ms Miyoung Hwang, a Korean BSc in Tourism Management graduate in 2018, the practical learning she undertook during her studies

encouraged her to think critically. A summer internship also pushed her out of her comfort zone and broadened her horizons. As an HR associate at luxury brand Burberry, she now believes "the School helped me understand my strengths and equipped me well for the future".

Start Strong, Aim High

According to Mr Zelotes Lam, a Canadian BSc in Hotel Management graduate who is now Front Desk Manager at the Rosewood Hong Kong, the "diverse learning subjects" at the SHTM appealed to him most. "All the fundamentals were covered to set me up for a good career in hospitality", he said. Zelotes also mentioned that he graduated in 2011, the year that the SHTM

moved to a new building and opened Hotel ICON. This, he said, attracted more students from abroad and confirmed the School's place as "an international leader" in hospitality education. "Employers recognise this and are confident that our knowledge and skillset are honed for a strong start in the industry."

Ms Luna Wang, a 2015 graduate, joined the SHTM's BSc in Tourism Management the year after the new premises and Hotel ICON opened. She was impressed by the well-resourced library, the outstanding academic credentials of the faculty and the School's strong industry connections. She recalled her excitement at the variety of student associations and social events offered, through which she "started to build my industry connections". Luna has already made a successful start to her career in the aviation industry, having recently taken the position

of Customer Insights Manager at Cathay Pacific Airways.

A particular highlight of the BSc in Hotel Management for Ms Pureanae Jang, a 2013 graduate and now senior manager at Colliers International Hong Kong, was the Vinoteca Lab, "one of the school's world-class facilities" where students can develop their interests in and skills related to wine. The food and beverage module in the final year was another memorable moment for her. Recalling the hard work and long hours she and her classmates put in during this course, Pureanae said: "My best 'take away' is the importance of a 'we' spirit – seemingly impossible tasks can be completed successfully if we work together as a team."

In a similar vein, Ms Amanda Wantono, who hails from Indonesia, graduated with a BSc in Hotel Management in 2019 and is now a strategy consulting

associate at AlphaSights, said "keep an open mind and have as many new experiences as possible!" Amanda relished the chance to experience Hong Kong, and said that "its proximity to nature and neon appeal really intrigued me".

A tip from Sabrina was to "be present, be humble and be optimistic. Success belongs to those who learn from the past, cherish the present and prepare for the future." She offered the reassurance that the SHTM provides its students with a foundation, concluding "you are not alone during the journey". As Kristina reflected, this journey will not always be easy, but if you surround yourself with the right people, they will help pull you through. The right people are SHTM people. **H**



Mr Robert H. Burns, recipient of SHTM Lifetime Achievement Award

Over more than 60 years, Mr Robert H. Burns has steadily laid the foundations of an exceptional legacy. Founder of Regent International Hotels and more recently developer of the much-admired Grand Hotel a Villa Feltrinelli in Italy, he has set new standards in luxury hospitality and contributed widely to hospitality education. In recognition of his outstanding influence, the School is privileged to announce that it recently bestowed Mr Burns the 2020 SHTM Lifetime Achievement Award.

Established in 2016, the award honours outstanding practitioners who have contributed substantially to pushing forward the hospitality and tourism industry in Hong Kong, the region and around the world. On receiving the award, Mr Burns commented that "it is a pleasure to be a part of this incredible global industry". He went on to humbly remark that "much of the industry has evolved greatly in just the last few decades, and I feel fortunate to have contributed in some small way".

A New York native, Mr Burns embarked on his career in the hotel

industry in the late 1940s, serving in the kitchens and laundries of the Waldorf Astoria while attending New York University. After four years in the US Army, he obtained an undergraduate degree in hotel management and an MBA from Michigan State University, allowing him to take his career to the next level.

School Recognises Exceptional Legacy

After completing Sheraton Hotels' management training programme, Mr Burns gained experience in hotels across the United States before joining Sheraton in Hawaii in 1960. Three years later, he was appointed General Manager of the Kahala Hilton in Hawaii, where he also spearheaded the development of hospitality and tourism education at the University of Hawaii.

1970 saw Mr Burns found Regent International Hotels, one of the sector's most distinguished five-star brands. In 1980, the Regent Hong Kong opened to international acclaim. Combining Asian service excellence with Western efficiency and luxury, the hotel was voted

best in the world. Building on this success, the group went on to open another 18 luxury hotels in the next 22 years.

Mr Burns' contributions to the industry have been multifaceted. As co-founder and Chairman of the World Travel and Tourism Council, he advocated for sustainable growth and the protection of cultural and natural heritage sites. Also close to his heart are the 20 years he spent lecturing in Stanford University's MBA programme, nurturing the next generation of pioneering hoteliers.

This mission blends perfectly with the School's own. Expressing his heartfelt congratulations to Mr Burns, Professor Kaye Chon, SHTM Dean, Chair Professor and Walter and Wendy Kwok Family Foundation Professor in International Hospitality Management, said that "with steadfast support from industry partners such as Mr Burns, our School is committed to nurturing the future leaders of this very exciting global industry". **H**

Research Horizons

A Glass Ceiling to Shatter

Efforts to shatter the "glass ceiling" and promote women's equality in the hospitality and tourism workplace must start in universities, according to SHTM researchers Professor Basak Denizci Guillet, Dr Anna Pavesi, Professor Cathy Hsu and Dr Karin Weber. The researchers note that statistics paint a bleak picture of women's involvement at the upper levels of the hospitality and tourism industry, both in Hong Kong and worldwide. Although progress is being made in closing the gender gap, social and institutional barriers continue to prevent talented female hospitality and tourism professionals from making a meaningful contribution to management and decision-making. Capturing the real-life experiences of high-flying female executives, this pioneering study explores what can be done by universities to better prepare women to assume leadership positions in hospitality and tourism.

Gender Gap in Leadership

Hospitality and tourism are at the heart of Hong Kong's economy, but this otherwise trail-blazing industry lags behind in one key respect: women are concerningly underrepresented in leadership roles. Although statistics on undergraduate enrolment in Hong Kong suggest that more women than men begin their careers in hospitality and tourism, the opposite is true for the upper echelons of the industry.

Hong Kong is not unique in this regard, write the researchers: "global evidence has been obtained that women represent a relatively small percentage of top hospitality executives". Gender-based stereotyping and "old-boy" networks are particularly strong social forces limiting women's advancement in the industry. Balancing work and family responsibilities may also prove challenging, especially in Hong Kong, where "female managers tend to regard marriage and family decisions as personal matters of no concern to their companies".

Admittedly, there is some room for optimism. In 2010, women held 34% of the executive positions in Hong Kong's service sector, compared with just 16% in 1993. Yet progress is slow. It seems that universities may not be doing enough to ensure that female graduates enter the workforce ready to succeed and well-equipped to overcome the barriers they encounter on their career paths. To help close the gender gap and empower a new generation of female graduates, the researchers vowed to find "ways in which hospitality and tourism educators can better prepare women to assume leadership positions in the hospitality industry".

Hard or Soft Skills?

The researchers' first task was to conduct a thorough review of the literature to identify the qualities

needed to rise through the ranks of the industry. A crucial distinction emerged. Clearly, hospitality and tourism leaders must have diverse forms of knowledge and skills at their fingertips. However, it is not always clear whether "hard" or "soft" skills are more conducive to success in this challenging industry.

Hard skills are the specific technical competencies required to perform a job. They are typically bestowed through training and education, and can be measured. In contrast, soft skills are linked with attitudes, emotions, communication and teamwork. They can be understood as "a combination of interpersonal (people) skills and personal (career) skills", explain the researchers.

Interestingly, the researchers observe that there seems to have been a shift in focus "from hard skills to soft skills in training and development in the hospitality industry". According to some studies, leadership is the most important soft skill a hospitality professional can possess. Others have highlighted qualities such as effective listening, negotiation skills and a professional image. But which are most beneficial for women who aspire to become industry leaders, and why? Recognising the significance of "developing women for leadership positions and the role of education in reducing career advancement barriers for women", the researchers set out to answer these questions.

Female Executives Interviewed

How better to achieve this goal than by collecting the real-life perspectives and experiences of female hospitality executives working in Hong Kong? The researchers recruited 24 women with senior positions in hospitality and tourism firms. Most worked in the hotel industry, and their areas of expertise ranged from human resources to public relations, financial management and sales and marketing. The majority were aged between 40 and 59.

During in-depth interviews, the researchers invited the executives to describe their own backgrounds and careers, and asked them which skills should be taught by universities to set female graduates on the path to leadership in the industry. They also asked the respondents which skills they wished they had been taught when studying hospitality. Educated in institutions across the world, from Scotland to Singapore, the executives were able to offer diverse and thought-provoking insights into what universities can do to empower their female students and ultimately narrow the gender gap at the highest levels of hospitality and tourism.

What Universities Can Do

Careful analysis of the interview transcripts yielded some important findings. First, and perhaps most strikingly, all of the executives emphasised soft skills. “Social and professional communication skills were the most frequently cited”, report the researchers, “followed by nonverbal communication, building confidence, and leadership.” Excellent communication is critical to a people-based hospitality industry. Pointing to the weaknesses of many fresh employees in this area, the executives “suggested offering courses to help students to learn, develop, and refine various social and communication skills”,

especially debate and negotiation. Although essential in a multitude of circumstances, these skills are always learned too slowly on the job. It would benefit students to gain some practice in debate and negotiation before entering the workforce.

Nonverbal communication was also highlighted. “Grooming is especially important in the hospitality industry”, explain the researchers, “as employees are expected to regularly deal with guests”. The participants also suggested that social and business etiquette be taught at university, “not only to protect young professionals from embarrassing themselves but also to enable them to focus on conversations without worrying about looking out of place”. This in turn would build the confidence of young hospitality employees – another key quality stressed by the participants.

Finally, the executives urged universities to nurture graduates with leadership potential capable of thriving in the competitive and sometimes cutthroat hospitality industry. This might involve holding “reflection sessions on the definition of success”, for example, or inviting female industry leaders to deliver motivational talks on their own eclectic career paths. “It’s the survival of the fittest”, warned one of the respondents. “If you can’t adapt, you will be out of the game.”

The executives considered these skills and competencies to be vital for all young people entering the industry, not just female graduates. However, they did identify some important gender-based differences. Some argued that emotional intelligence and communication skills are particularly helpful to women in the hospitality industry, who are more likely than male employees to become targets of inappropriate behaviour. “The implications of grooming for career success also differ between women and men”, note the researchers.

Future Female Leaders

This is the first study conducted in Asia to explore how best to prepare female students for leadership positions in the hospitality industry. The female executives surveyed were perfectly positioned to identify room for improvement in the skillsets of young hospitality professionals today. They offered universities practical guidance on tailoring their programmes to help female graduates develop the soft skills needed to overcome institutional and social barriers in the workplace. Ultimately, the findings are expected to help the hospitality and tourism industry in Hong Kong and beyond to catch up with other industries by cultivating a truly diverse workforce of talented professionals.

POINTS TO NOTE

- Women are underrepresented at managerial levels and above in the hospitality and tourism industry.
- Hong Kong female executives offered insights into what can universities do to prepare women for leadership.
- They identified a series of soft skills needed to succeed in the hospitality industry, some of which are specific to women.
- The findings will help universities to tailor their programmes to help female graduates realise their leadership aspirations.

Basak Denizci Guillet, Anna Pavesi, Cathy Hsu and Karin Weber (2019). “What Can Educators Do to Better Prepare Women for Leadership Positions in the Hospitality Industry? The Perspectives of Women Executives in Hong Kong”. *Journal of Hospitality & Tourism Education*, Vol. 31, Issue 4, pp. 197-209.

It Takes More than Just Food, Restaurateurs Advised

Ghanaian restaurateurs need to improve food quality and hygiene, and give diners opportunities to socialise, find SHTM researchers Professor Sam Kim, Ph.D. students Frank Badu-Baiden and Munhyang Oh, along with a co-author in recently published empirical work. The researchers emphasise that food is a vital component of the tourism experience, but little attention has been paid by food tourism researchers to destinations outside of the West and Asia. Their findings offer important practical guidance for destination marketers in Africa and other developing countries seeking to leverage unique culinary offerings to boost local tourism.

Tourism of Taste

The researchers note that for the adventurous tourist, there are few pleasures greater than sampling the local cuisine. From the Scottish haggis to the Ghanaian *kenkey*, or maize dumpling, homegrown dishes are in huge demand among today’s ever more affluent and multicultural travellers. Some even travel solely for the pleasure of visiting local food markets, street stalls and restaurants – a trend known as food tourism.

No wonder, then, that gastronomy is central to the image and brand of almost every tourism destination. Tourists who enjoy unique and authentic culinary experiences overseas may be more likely to return to a destination and recommend it to others. But how this process works is less clear. As the researchers note, “there has been little work to empirically test

the role of local food consumption experiences in explaining post-tasting behaviour”.

Even more conspicuous is the lack of food tourism studies outside Western and Asian countries. According to the researchers, little is known about how international tourists in Africa experience the local food, and how this affects their subsequent tourism decisions. Yet Africa’s unique culinary offering may throw up an entirely new set of challenges and opportunities for destination marketers seeking to secure the continent a seat at the global table of food tourism.

Homing in on Ghanaian cuisine, the researchers set out to survey international tourists and deploying novel statistical methods “to reach a holistic understanding of the meanings that are embedded in tourists’ food experiences”.

Experiencing Local Cuisine

What makes a meaningful food tourism experience? First comes satisfaction, write the researchers, who conducted a careful review of the literature on this topic. A satisfied diner is a relaxed one. “Consuming local foods provides a sense of release from the mental or physical fatigue associated with travel”, the researchers explain. Satisfaction may also come from self-improvement. Tourists who eat local foods become more knowledgeable about their host cultures. Some, say the researchers, may even “obtain meaningful tourism experiences through the reinforcement of

friendship, affection and family well-being.”

Next, enjoying local foods can elicit affection and a sense of warmth and closeness. “Tourists gain a myriad of experiences from local food consumption”, write the researchers. “This experiential quality makes tourists feel that they know a destination.” The researchers term this the “favourability” of the destination.

The third and final dimension to consider is behavioural intention. Tourists who enjoy a memorable culinary experience overseas are more likely to recommend the destination to their families and friends, and even to return themselves in the future. “Food experiences relating to hygiene, flavour, menu variety and a good atmosphere influence tourists’ future behavioural intentions,” write the researchers.

Tourists Surveyed

Armed with this knowledge, the researchers’ next task was to develop a questionnaire to find out precisely how overseas diners experience Ghanaian cuisine. Pilot tests and in-depth interviews with foreign tourists who had eaten at “chop bars” (traditional restaurants) in Accra, the capital of Ghana, revealed some essential qualities of food tourism in Ghana. Hygiene is important, the researchers discovered, along with the opportunity to experience the local culture through food and talk about it afterwards on social media.

Kotoka International Airport, a hub for international travel, was the ideal setting to administer the final questionnaire. International tourists who entered the lobby of the airport or international tourists sitting in rest area” were approached. Most of the 336 respondents were American, German or British, and all had eaten at least two local foods during their stay in Ghana, such as *red red*, a stew made of black eyed peas, or *eto*, mashed plantain.

Supporting Ghanaian Food Tourism

Using novel statistical methods to analyse their dataset, the researchers shed new light on the three key dimensions of a meaningful food tourism experience – satisfaction, destination favourability and behavioural intention – in Ghana. Their findings have important implications for both local restaurateurs who wish to attract custom and destination marketers seeking to boost the region’s tourism.

First, international tourists in Ghana attach great value to socialising with other tourists or local residents. The findings even suggest that international diners who do not have opportunities to socialise and talk about their experiences may become extremely dissatisfied! To fulfil this expectation, the researchers advise, Ghanaian restaurant managers should “create pleasant eating environments that facilitate the intermingling of tourists, service providers and other guests.” Open kitchens are a good way to enhance interaction between restaurant employees and guests.

Food quality and diversity are also important. To ensure that tourists sample a range of local delicacies and leave with full

bellies, restaurant managers could work on “improving the originality and flavour of local dishes”. Meals could be served “with unique garnishes and/or on plates engraved with traditional designs to provide a memorable African experience”, note the researchers. Restaurateurs could also consider providing more information on the nutritional value and ingredients of local dishes, as few international tourists are familiar with African cuisine.

Finally, although the tourists found the local dishes to be highly authentic, and enjoyed learning about Ghana’s culture from its food, these factors did not necessarily encourage them to return. This disappointing result may be due to the “poor service and insufficient facilities found in most traditional restaurants in Ghana”. International tourists in Ghana, conclude the researchers, want “high-quality local restaurants that meet good hygiene standards, are pleasingly decorated and are in safe locations”.

Future of Local Food Tourism

This ground-breaking study reveals the mechanism linking tourists’ experience of local food with their post-tasting behaviour, and shows precisely where effort should be invested to ensure that Ghana’s culinary offering meets and exceeds the expectations of international diners. Some of its findings are specific to the African context. For example, the researchers urge Ghanaian restaurateurs to enhance the quality of local cuisine through hygienic food preparation, noting that “international tourists’ experience of tasting African food may be unfavourable in terms of cleanliness, mistrust regarding ingredients and sickness after eating”.

Interestingly, however, the researchers note that most of the results are “consistent with those of other countries or continents”, suggesting that strategies for boosting food tourism tried and tested in the West and Asia may also have promising results in Africa. As more and more tourists flock to the continent seeking authentic and memorable experiences of the local cuisine, this study offers invaluable guidance for supporting local tourism, an emerging driver of much-needed economic growth in Ghana and beyond.

POINTS TO NOTE

- Food is an increasingly important component of the tourism experience.
- However, there are gaps in food tourism research, especially outside the West and Asia.
- When in local restaurants, international tourists visiting Ghana attach great value to socialising with other tourists or local residents, high food quality, good service and sufficient facilities.
- Adapting to these expectations will help Ghanaian restaurateurs, like their counterparts elsewhere, to encourage return visits.

Seongseop (Sam) Kim, Frank Badu-Baiden, Munhyang (Moon) Oh and Jungkeun Kim (2020). “Effects of African Local Food Consumption Experiences on Post-Tasting Behavior”. *International Journal of Contemporary Hospitality Management*, Vol. 32, Issue 2, pp. 625-643.

Is the China Dream Possible for Rural Entrepreneurs?

Tourism is a core, but highly volatile, component of China’s grand national strategy for modernisation, according to the SHTM’s Dr Eric Chan and a co-author in a recently published research paper. The researchers find that less developed areas in particular desperately need to retain people and resources to strengthen their tourism offering. Drawing on a rich dataset of personal narratives, the study sheds light on the emerging phenomenon of urban-rural migration and offers guidance for rural destinations on strategically planning tourism employment and entrepreneurship. The findings may empower individuals to realise the Chinese dream of personal achievement and help less developed areas attract and retain capital for sustainable tourism development.

Employees and Entrepreneurs

Although perceived by many as glamorous and contemporary, tourism jobs are uniquely demanding. As the researchers note, employees are expected “to be mobile, to change jobs frequently and to work their way from the bottom up”, which results in a very high turnover rate. This creates significant challenges for the tourism sector, they go on to mention, because “labour quality and stability ensure the sustainable development of tourism”.

Labour mobility is particularly high in developing countries such as China, where a large proportion of tourism jobs are informal. Although much is known about the mobility of developing country tourists, who might travel to holiday

homes domestically or spend their summers abroad and winters at home, little is known about the supply side. “Overall,” write the researchers, “the experiences of labour migrants in tourism are in need of further exploration”.

Just as important as tourism employees are tourism entrepreneurs, whose creativity and innovation represent what the researchers label a “crucial component of sustainable tourism development and a vehicle for economic growth”. With the rise of tourism as a major economic driver, there is growing interest in examining the motivations of tourism enterprises and entrepreneurs.

According to the researchers, entrepreneurs and employees are usually treated separately in research on migration and mobility. However, as they also point out, “the movement of both workers and entrepreneurs to tourist destinations is the consequence of tourism development”, making it logical to explore the two together. Indeed, the two types of mobility have much in common, due to the unique characteristics of tourism, such as seasonality, a service-oriented and low-skilled workforce, and a social/lifestyle emphasis.

Tourism in China

China offered the researchers a unique setting for their examination of migrant tourism employees and entrepreneurs. For decades, the country has experienced massive internal migration from rural to urban areas, with waves of farmers leaving impoverished agricultural communities in search of better

lives in the cities. Unfortunately, few have been successful. Since the middle of last century, the *hukou* (household registration) system has drastically constrained mobility in China. “It is a tool for social and geographic control”, explain the researchers, “that denies farmers the same rights and benefits enjoyed by urban residents”.

If migrants from the countryside have found it difficult to obtain urban *hukou*, movement in the opposite direction was for a long time nearly impossible. However, things are starting to change. The researchers note that recent reforms by the Chinese government have somewhat relieved the barriers to mobility caused by the *hukou* system. Many rural areas have adopted tourism as a development strategy. The rise in employment and investment opportunities in the countryside has attracted both tourism workers and tourism entrepreneurs to less developed areas – part of a trend termed “counter-urbanisation” by the researchers.

Although migration studies have looked closely at mature tourism destinations in China, little is known about early-stage destinations, which are in great need of human and other forms of capital to support their budding tourism infrastructure. To explore how best to enhance the mobility required for tourism development in these areas, the researchers chose as a case study Luotian County in central China. As Luotian is “similar to thousands of other counties in less developed areas in China”, they hoped to gain representative insights into the motivations and experiences of employees and

entrepreneurs entering the tourism sector in rural China.

Narratives of Tourism Migrants

The researchers visited 3 towns and recruited 26 tourism migrants in Luotian County – 11 entrepreneurs and 15 employees – to take part in the research. All were working on tourism and/or hospitality projects at the time of the study. In open interviews, the informants were asked to describe in detail their experiences of and motivations for tourism migration. The researchers also interviewed local government officials and collected relevant documents, such as policy briefs and tourism master plans.

The overwhelming majority of the tourism entrepreneurs interviewed were male, and they all held executive positions within their firms. The migrant employees were generally younger, with a more balanced gender distribution. They held a variety of positions in the local hospitality and tourism industry, ranging from secretary to security officer. Very few of the entrepreneurs had prior experience of tourism work; the employees either had longstanding careers in tourism or had entered the sector seemingly by chance.

Given the interviewees' extremely diverse backgrounds and experiences of migrating to Luotian to work in tourism, they were expected to provide "in-depth perspectives on the experiences of human subjects in tourism development".

The Chinese Dream

Rigorous analysis of the interview transcripts, observational notes and documents revealed both similarities and differences in the tourism-induced mobility of the

entrepreneurs and employees. In terms of motivation, the researchers report, "the employees' decision making was more individualistic; they showed less consideration of the benefits they could bring to the communities". The entrepreneurs held a long-term vision of success, with the support of overarching government policies. "Win-win is the ultimate goal", one of them said.

Interestingly, however, most of the migrant employees themselves aspired to become entrepreneurs and start their own businesses. As the researchers note, "entrepreneurial goals are often praised and pursued in Chinese culture". It seems that tourism migration may offer employees and entrepreneurs alike the opportunity to realise the "Chinese dream" of personal and professional achievement. Indeed, "upward social mobility was evident", report the researchers, "as many migrants transitioned from being a farmer/villager or worker to being an entrepreneur or business owner".

Clearly, both personal motivations and contextual forces have a part to play in attracting migrants to the local tourism sector. The study's findings have important practical implications for tourism policy makers and planners in less developed areas. The invaluable human capital provided by incoming employees and entrepreneurs can only be sustained if migrants' economic, social and personal needs are met.

To do so, the researchers suggest, rural governments should improve local living conditions and infrastructure to attract highly skilled migrants and tailor financial, training and education opportunities to "returnee entrepreneurs and labour workers in their 20s and 30s". To meet the needs of new migrants, rental housing should be better regulated

and equal education and medical services provided for those with nonlocal *hukou*.

Supporting Future Tourism

"With the development of infrastructure and technology", write the researchers, "less developed areas in China will be able to attract more high-skilled migrants". This is just one of the recommendations to emerge from the study, which casts light on some of the intrinsic challenges faced by the tourism sector – a lack of professional development, a low-skilled workforce and, above all, significant labour mobility – and suggests ways of overcoming them. As tourism becomes an increasingly vital driver of economic growth in China and beyond, this can only spell good news.

POINTS TO NOTE

- Tourism is an increasingly important driver of economic growth.
- In China, less developed destinations are in desperate need of people and resources to support tourism development.
- Tourism migration can support rural Chinese destinations and help tourism entrepreneurs and employees achieve the Chinese dream of upward mobility.
- To attract and retain tourism migrants, rural destinations should improve local living conditions, infrastructure and welfare equity.

Lingxu Zhou and Eric S. W. Chan (2019). "Motivations of Tourism-Induced Mobility: Tourism Development and the Pursuit of the Chinese Dream". *International Journal of Tourism Research*, Vol. 21, Issue 6, pp. 824-838.

Give Guests a Rest!

A good night's sleep is the most important service a hotel can offer its overnight guests, according to the SHTM's Dr Alice Hon and Dr Clare Fung. Analysing hotels' sleep-management strategies from the perspective of both business and leisure travellers, the researchers show how hotels can best allocate their resources to optimise guests' sleep quality. Such strategies may offer hotels a unique source of competitive advantage, enabling them to survive and even thrive in today's precarious market environment.

Importance of Sleep

The chance to sleep well and deeply is important to every hotel guest. Leisure travellers wish to escape the stress and strain of everyday life, enjoy a restful sleep and wake refreshed to make the most of their holiday. Sleep quality is just as important for business travellers, whose jobs require them to be well rested and alert. As the researchers remind us, "good-quality sleep is essential for our health". It not only improves mood and concentration, but also reduces the risk of diabetes and heart disease.

Unfortunately for hoteliers, people are rarely able to sleep well in a new environment. This is known as the "first night" effect, and it is of particular concern for hotel managers. "Many tourists expect that their first night in a hotel will be less than restful", explain the researchers, "due to jet lag, sleeping in a different bed, rooms that are too hot or too cold, noise from the street or neighbours, light from the corridor, and so forth".

As small changes in hotel guests' new environment can affect their sleep, the researchers stress that it is vital for managers to "identify a proper hotel environment that maximizes sleep quality". Managing external factors like this can even help hoteliers to reduce the impact of pre-existing psychological factors such as guests' stress and worry. Overall, well-rested travellers are more likely to be satisfied with their stay, and thus to return to the hotel in future.

No wonder, then, that hotels have invested a lot of money in identifying strategies to give their guests a good night's sleep. Some, the researchers explain, focus on providing comfortable mattresses and bedding in cool, dark, quiet rooms. Others advertise their thick walls and sound-proof rooms. A few even offer guests warm milk and cookies at bedtime. However, according to the researchers, little is known about which such sleep-management strategies work best, or how they affect travellers' satisfaction and intention to return.

Sleep Management and Traveller Type

Seeking to address this lack of knowledge, the researchers' first task was to find out exactly which strategies hotels should implement to maximise guests' sleep quality. They identified common problems affecting guests' sleep in luxury and budget hotels. For example, "many hotels concentrate on the quality of sleep amenities, but they seldom control the morning chatter of housekeepers or clatter of hotel guests". Rooms may be too warm or too cold, and intrusive smells such as cigarette smoke or cooking food may enter through air conditioning units.

Next, the researchers identified three sleep management strategies implemented by hotels to ensure that their guests sleep well. The first is bed amenities, which must be clean and comfortable. For example, the researchers write, "hotels may offer different types of pillows (high or low), mattresses (firm or soft), or quilts (duvet or cotton)". Second, room design should be warm, welcoming and restful, with appropriate lighting and perhaps blackout curtains. Finally, hoteliers should provide a room environment conducive to sleep. Guests can use temperature and humidity controls to customise the room climate, and some may welcome relaxing bath salts, ear-plugs or mugs of Horlicks.

Inevitably, however, guests' responses to these strategies are affected by their particular perceptions, experiences and characteristics. "There are two main types of travellers," note the researchers, "holiday and business". Although sleep quality is important to both groups, they have different purposes in travelling, and potentially also different needs. The researchers thus set out to compare the responses of business and leisure travellers to hotels' sleep management strategies.

Surveying Managers and Guests

To gain in-depth insights into hotel sleep management strategies, the researchers chose a 5-star hotel in Hong Kong with more than 260 guest rooms. First, they interviewed eight members of the hotel's managerial staff, all of whom "had complete knowledge of the sleep management practices at the hotel and fully understood

the importance of a good night's sleep".

Next, the researchers distributed questionnaires to 202 guests as they entered one of the restaurants for breakfast. The guests who completed the questionnaires were all international travellers. The largest proportion were from Asia, followed by Europe and then North America and the Middle East. Gender and age were roughly evenly balanced, but holiday travellers outnumbered business travellers.

They answered questions about their satisfaction with the hotel, their intention to return and how they felt about the hotel's sleep management practices, ranging from the choice of pillows (bed amenities), room colour and light intensity (room design) to the room temperature (room environment). Examining the hotel's sleep management from all angles – from the perspective of customers as well as managers, leisure as well as business travellers – was expected to provide holistic insights into how hotels can best give their guests a good night's sleep.

Strategies for Sleep Management

Rigorous statistical analysis of the interview transcripts and questionnaires provided important theoretical and practical insights into how each of the three sleep management strategies related to guests' satisfaction and intention to return, and how business and leisure travellers reacted differently to these strategies. Using these findings, the researchers explain, "hotels can put in place a series of sleep practices in hotel rooms that may help build good sleep hygiene to improve the sleep quality of their guests".

First, as expected, both groups considered comfortable bed amenities, a cosy room design with heavy curtains and an easily controllable room environment to be important for a good night's sleep. All of these strategies enhanced both their satisfaction with the hotel and their intention to return. However, there were also differences between the two groups of travellers. This, write the researchers, "explains why hotel guests give different feedback on their sleep quality under the same hotel room environment conditions".

To satisfy business travellers' particular need for choice, hotel managers could offer various types of bed amenities, including soft or firm mattresses, pillows of different heights, cotton or duvet quilts, or individual sprung mattresses. To cater to the specific needs of holiday travellers, hoteliers should focus on providing clean, welcoming rooms in warm colours, with adequate control over room temperature and humidity. More generally, note the researchers, hotel managers could provide "specially designed and premium bedding, thick walls and sound-proof room design, aromatherapy, and quiet zone floors for guests".

The researchers acknowledge that some travellers experience personal issues that disturb their sleep, such as jet lag or insomnia. Dealing with these issues may require more personalised services. "Well-trained sleep specialists who know how to enhance sleep quality could be employed to provide training to frontline staff as sleep consultants and offer suggestions to guests", the researchers suggest. More simply, offering hot chocolate to guests could create a relaxing atmosphere conducive to sleep.

Sleep as a Competitive Advantage

"Although hotels have put many resources into creating a quality sleep environment", the researchers tell us, "their effectiveness is variable". This study offers much-needed insight into how hoteliers can best invest their resources in sleep management strategies that meet the needs of particular groups of travellers. Satisfying guests is not only beneficial to their well-being, but "essential to business success and a determinant of hotels' long-term survival".

POINTS TO NOTE

- Good-quality sleep is vital to well-being, but hotel guests may experience difficulties sleeping in a new environment.
- Hotels have invested a lot of money in sleep-management strategies to enhance guests' satisfaction and intention to return, but their effectiveness is not always clear.
- Hoteliers should focus on improving bed amenities, room design and room environment to improve guests' sleep quality.
- Business travellers prefer a wide choice of amenities, whereas leisure travellers prefer clean, welcoming and customisable rooms.

Alice H. Y. Hon and Clare P. Y. Fung (2019). "A Good Night's Sleep Matters for Tourists: An Empirical Study for Hospitality Professionals". *Journal of Hospitality & Tourism Research*, Vol. 43, Issue 8, pp. 1153-1175.

Enliven Offerings with Social Media, Luxury Hotels Urged

Social media may be the best way for luxury hotels to tap in to China's enormous consumer market, according to a ground-breaking study co-authored by the SHTM's Mr Xinhai Mou, Dr Lisa Gao and a co-author. The global luxury sector is growing, and in an era of information overload, platforms such as WeChat and YouTube enable hotel managers to bring luxury experiences vividly to life. Drawing on a sample of affluent Chinese consumers, the researchers show how luxury hotel managers can develop curated social media content to meet the needs of the world's biggest market for luxury travel.

China's Luxury Travellers

Living extravagantly is becoming a new reality for many, the researchers observe, as a rise in disposable income worldwide fuels the growth of the luxury sector. Few market segments offer a more promising target for luxury brands than China, whose consumers represent more than a third of the global luxury market. Hotels are no exception. To take advantage of this enormous market, hotel brands need to attract affluent Chinese travellers who seek unique, personalised accommodation experiences.

The first task is to understand what motivates Chinese consumers to purchase luxury products and services. "In China, material success has become an essential indicator of achievement", the researchers tell us. "Consumers are motivated to purchase luxury products to gain respect or

dignity and improve their social status". The researchers term this motivation "need for status" (NFS). Compared with their Western counterparts, Chinese consumers generally engage in more conspicuous consumption and have a greater NFS.

However, the researchers warn that the situation may be more complex than it seems. Despite attaching great value to the social benefits of luxury purchases, Chinese consumers have surprisingly limited knowledge of luxury brands. Younger generations and more experienced consumers may not even view luxury as a marker of social status. Yet despite these important differences, "little research in the tourism and hospitality setting specifically investigates Chinese luxury consumers' behaviours". To help hotels understand this growing market segment, the researchers set out to explore how Chinese consumers with different levels of NFS view luxury hospitality consumption.

Luxury Hotels on Social Media

No study of modern luxury hospitality would be complete without considering social media, which have revolutionised the interaction between luxury hotels and their customers. Astonishingly, the researchers write, "more than half of luxury purchases are influenced by others' experiences reported on social media". By posting on platforms such as WeChat, Weibo and YouTube, hotels can share their facilities, décor and services with thousands

and even millions of users. Meanwhile, uploading pictures and videos to social media enables consumers to impress others by displaying tangible evidence of their luxury consumption experiences. "For example", note the researchers, "celebrities may post pictures of luxury hotel experiences such as high tea" to show off their elegant and extravagant lifestyles.

Why do social media offer such a good way to market luxury hotel experiences? The researchers explain this in terms of the sights, smells, sounds and tastes conjured in our minds by a particularly evocative image or description. Watching a YouTube video of your favourite celebrity enjoying afternoon tea at a five-star hotel might make you hungry for more than just cucumber sandwiches. "If consumers imagine themselves having enjoyable experiences at luxury hotels", the researchers explain, "they are highly likely to feel the urge to book stays at such establishments".

When consumers search online for information on luxury hotels, the kind of content they see may affect the images that form in their minds. For example, close-up photos or videos give consumers the sense that they are completely immersed in what they see, whereas wide-angle photos shot from a distance offer a more detached view. Consumers who wish to impress others with their luxury purchases may be particularly attracted to close-up images that provide a first-person perspective on hotels' high-end furnishings, well-appointed spa facilities, Michelin-starred dishes and so on.

Real Luxury Consumers

To test these ideas, the researchers first created a series of social media style photos intended to vividly convey the experience of enjoying afternoon tea at a luxury hotel. Some were taken from a first-person perspective. “They were close-up shots of the delicate workmanship of the porcelain and delicious desserts, with no actors in the field”. The rest were taken from a third-person perspective. They showed the dishes and cutlery on the table, the diners and the surrounding environment.

Next, the researchers showed the photos to 200 Chinese consumers. As they had all experienced luxury services in the last two years, from fine dining to first-class flights, the participants were defined as “affluent consumers who could afford to engage in luxury consumption”. They were all familiar with social media. In a questionnaire, they were asked to indicate how immersed they felt in the scenes shown in the photos, and whether they would be likely to recommend the hotel to others.

Advice for Managers

The researchers carefully analysed the participants’ responses to examine the intentions of real-world affluent Chinese consumers to seek out luxury hotel experiences after viewing social media photos of luxury hotels. Their findings have important practical implications for managers of luxury hotels in the new era of Chinese tourism.

As expected, the participants who wished to impress others with their luxurious lifestyles preferred the close-up photos of the hotel. For affluent consumers with a high NFS, the researchers explain,

“viewing images from the first-person perspective significantly increases their intention to engage in luxury hospitality consumption”. In contrast, photos of hotels are unlikely to have much effect on affluent customers who lack the desire for social status, “because they do not feel the need to distinguish themselves from less affluent consumers”. They view luxury consumption as a normal, everyday activity.

As consumers with a high NFS make up a big part of China’s luxury market, efforts to understand their behaviour and meet their needs have high commercial value. To attract well-off Chinese hotel guests keen to distinguish themselves from others, write the researchers, “hospitality companies are encouraged to create immersive and vivid information for consumers online”. When sharing photos and videos on social media, they should focus on capturing the tangible aspects of the luxury experiences their hotels provide, such as furniture, food and amenities.

In China today, increasingly more celebrities are posting photos of their experiences at luxury hotels on social media. These posts serve as “subtle hotel advertisements”, the researchers tell us. To stay ahead of the curve, luxury hotel managers and marketers could invite celebrities and key opinion leaders to post photos of their hotels from a first-person perspective. This would encourage affluent Chinese consumers to form concrete mental images of luxury hotel consumption, making them more likely to book a stay in the future. “The potential power of social media to influence final hospitality-related consumption decisions should not be ignored”, conclude the researchers.

Future of Luxury

Luxury hotels have emerged as a niche segment in the global travel sector, making a sizeable contribution to total hotel revenue in recent years. Although luxury hotels may still be the stuff of daydreams for many, they are becoming more affordable for China’s enormous and increasingly affluent consumer base. This study not only shows luxury hotel managers how to capitalise on the world’s biggest market, but may also shed light on the path ahead in a time of global uncertainty. The most effective kind of luxury tourism today, suggest the researchers, is “aesthetic”, “escapist” and “immersive”, and this can be realised through the right social media strategies.

POINTS TO NOTE

- Luxury hotel brands must meet the needs of their biggest market, wealthy Chinese consumers, especially the keen desire of these people for social status.
- Evocative photos and descriptions of luxury hotels on social media elicit vivid mental images that encourage luxury consumption behaviour.
- Viewing images of hotels from the first-person perspective makes Chinese consumers more likely to engage in luxury hospitality consumption.
- To attract Chinese consumers, luxury hotel managers should create vivid, immersive social media content that emphasises the tangible aspects of the luxury hotel experience.

Xinhai Mou, Lisa Gao and Wan Yang (2019). “The Joint Effects of Need for Status and Mental Imagery Perspective on Luxury Hospitality Consumption in China”. *Journal of Travel and Tourism Marketing*, Vol. 36, Issue 9, pp. 1050-1060.

Are Residents the New Tourism Ambassadors?

Local people may be the best ambassadors for tourism in their home towns and cities, according to SHTM Ph.D. graduates Dr Philipp Wassler and Dr Liang Wang, and the School’s Dr Kam Hung. Building a brand for a destination is an effective way of attracting tourists, but destination marketers rarely consider the needs of residents – the biggest and potentially most influential group of stakeholders in any destination. The researchers note that local communities can make or break a destination brand, and their marketing may be far more cost-effective, authentic and persuasive than traditional advertising. Surveying residents from Hong Kong, famously branded as “Asia’s World City”, this pioneering study offers important empirical insights into how residents’ voices can help tourism destinations to differentiate themselves in an increasingly globalised and competitive market.

Brand Identity

Destination branding is a way to promote a tourist site by building a brand that conveys its unique identity. A good destination brand, note the researchers, is the sum of the experiences and stories a place has to offer, making the destination instantly recognisable to tourists. As attracting tourism is a critical strategy for local economic development, communities, cities and even countries can benefit from creating a memorable brand image.

However, this may not be an easy task. Indeed, as the researchers note, “few destination brands can be regarded as truly successful”. Although we know much about branding products and services, destinations are far more complex.

“Destination brands represent not only intangible goods and services”, explain the researchers, “but also places, people, and ideologies, which cannot be simply packaged and sold”. Therefore, destination marketing organisations (DMOs) must consider a wide range of stakeholders – not just tourists.

Chief among these stakeholders are local residents. Tourism has huge economic, socio-cultural and environmental effects on host communities. “Some of these effects are positive”, write the researchers, “but many are negative”. For example, although tourism growth may help residents to escape poverty, it may also damage the local landscape, bring traffic congestion and even erode the area’s culture and traditions.

This places residents at the core of a destination’s brand identity. As the researchers explain, “the sustainable development of a tourism destination is closely contingent on participation and support from residents”. Understanding residents’ needs can help DMOs to tailor their branding strategies accordingly. Local people also represent a rich but untapped resource for destination marketers. Nobody knows a place better than those who live there, which makes marketing by residents more cost-effective, less biased and more authentic than traditional advertising.

A Novel Theory

Surprisingly, however, little is known about what motivates local people to support a destination brand. Studies have ignored the vital difference between corporate branding and destination

branding: unlike the employees of corporations, residents are not paid to market their home towns or cities. To make matters worse, write the researchers, “many past studies have focused on the negative consequences of negative brand attitude among residents, instead of their positive behaviours”.

Seeking to fill these gaps in the literature and ultimately help DMOs better market local tourist sites, the researchers developed a novel theory to explain residents’ role in destination branding. When local people feel that they and their community are represented accurately by a destination brand, they are likely to feel a greater affinity with the brand, known as “self-congruity”. In turn, note the researchers, “residents’ identification with a destination brand is a strong catalyst for different types of brand advocacy”. It may reduce their resistance to tourism campaigns and increase their support for brand development and promotion, “finally transforming them into brand ambassadors”.

Conversely, if residents feel that they have been misrepresented by a DMO, they may refuse to help maintain or further develop the brand. Some may even organise public resistance or launch counter-branding campaigns. Indeed, note the researchers, “residents’ possible sensitivity about their representation within a destination brand is a persistent issue”. In today’s increasingly globalised world, conveying the complex identity of a community and its inhabitants is becoming ever more important. For example, Hong Kong may be “Asia’s World City”, but its history, culture and people are unique.

Hong Kong Residents Surveyed

The researchers needed to select the right setting in which to explore local people's attitudes towards destination branding. As "residents form part of the brand identity and are therefore part of the branded product", the residents surveyed had to be well aware of their "own" brand. To act as brand ambassadors, they also had to participate in the branding process. Hong Kong offered the perfect match, given that for the last two decades the local community has been thoroughly involved in the process of branding Asia's World City.

One hundred permanent residents of Hong Kong were recruited to take part in the study. They were aged between 18 and 54, with roughly equal numbers of men and women, and came from Hong Kong's three main regions. Therefore, the researchers were confident that the participants' views on the World City brand would represent those of Hong Kong residents in general.

The residents were each invited to complete a questionnaire rigorously constructed and tested by the researchers. One section focused on their attitudes towards Hong Kong's World City brand. Another measured the extent to which they identified with the brand, such as whether it matched their self-image. The third section explored how likely they were to act as ambassadors for the brand. Brand ambassadorial behaviour can take many forms, from attending festivals and exhibitions to simply sharing information online.

Residents as Ambassadors

The researchers then conducted a thorough statistical analysis of the participants' responses. Their findings provide important empirical

insights for DMOs, showing above all that residents are "important receptors of the brand and simultaneously the most important marketers of the destination". They are both "an ethical responsibility and a possible resource of support for destination branding efforts".

DMOs' first task should thus be to identify residents' needs and enlist their support for brand development and implementation. Positive brand attitudes are important, but self-congruity is even more so. The researchers warn that "great care should be given to presenting community values in a way that coincides with residents' self-concept and sense of pride, as well as their local identity and self-esteem".

In turn, the researchers explain, this is "likely to transform residents into valuable marketing assets – brand ambassadors". Local authorities who carefully consider residents' input can more effectively rebrand and rejuvenate a destination for potential tourists. Indeed, travellers are increasingly looking to local people for authentic, unbiased experiences of destinations. These days, write the researchers, tourists "want to establish emotional contact with local residents and their culture, rather than merely consuming a destination through sightseeing".

The value of these findings lies not only in their practical implications for DMOs' branding strategies, but also in their guidance for harmonising the interests of tourism developers and local communities. Most previous research has focused on local people's resistance to tourism development, presenting branding authorities as inconsiderate or even hostile towards local communities. Instead, this study innovatively shows how to "access the possible economic benefits of residents' brand ambassadorial behaviour by understanding, respecting, and promoting local identity".

Future Destination Branding

Hong Kong's branding authorities have already encouraged residents to market the World City brand, and offered a wide range of items for brand promotional use. In light of this study's findings, however, the next step may be to more closely connect Hong Kong's brand with the lives of its residents. In Hong Kong and beyond, branding that takes account of residents' needs and desires will help tourism destinations to distinguish themselves from their competitors and avoid homogeneity in an increasingly globalised world. Most importantly of all, it will enhance the sustainability of tourism by preserving communities' unique cultural heritage and natural landscapes into the future.

POINTS TO NOTE

- Creating a brand for a destination is a promising new way of attracting tourists.
- Local residents offer an important yet largely untapped source of cost-effective and authentic marketing for destinations.
- A Hong Kong survey shows that destination branding should focus on accurately representing residents' and communities' unique cultural identity.
- Giving residents ownership of tourism destination brands will bring economic benefits and help to preserve tangible and intangible cultural heritage.

Philipp Wassler, Liang Wang and Kam Hung (2019). "Identity and Destination Branding Among Residents: How Does Brand Self-Congruity Influence Brand Attitude and Ambassadorial Behavior?" *International Journal of Tourism Research*, Vol. 21, Issue 4, pp. 437-446.

SHTM+ICON Defining the Future

Committed to Industry Advancement

The SHTM has long led the way in developing the global hospitality and tourism industry, aided in the last few years by the SHTM+ICON Consultancy combining the School's expertise with that of its teaching and research hotel, Hotel ICON.

A recent consultancy of particular significance for SHTM+ICON involved helping the Gingko College of Hospitality Management with the planning and design of its new teaching hotel in Yibin, Sichuan in 2019 and 2020. The Team, led by Professor Kaye Chon, SHTM Dean, assessed all aspects of the design and function of the proposed school, along with those of the College's associated teaching blocks.

The team also gave advice on management and operations to ensure the smooth integration of the College and its hotel, and designed the College's industry training programme, which will help address the rapid increase in tourism in Sichuan.

Other important consultancy projects undertaken recently have included a study on Hong

Kong and Macau outbound tourism to mainland China for the Asia Tourism Exchange Centre; another study on Hong Kong outbound tourism to Taiwan commissioned by the Taiwan Tourism Organisation; advice given on the proposed artist hotel development in the West Kowloon Cultural District; and the development of a strategic plan for Guangzhou Tianhe Town to become one of the world's top shopping and leisure districts.

The School also worked with the China Outbound Tourism Research Institute during 2019 to develop a comprehensive online training programme, China Tourism Training. The new programme offers practical information, advice and insights for professionals at all levels, covering hospitality, destinations, retail, attractions and transportation.

During the same period, the School collaborated with Shanghai-based Grapea & Co in creating an exceptional e-learning programme featuring three online global wine and Asian alcoholic beverage courses. Developed by

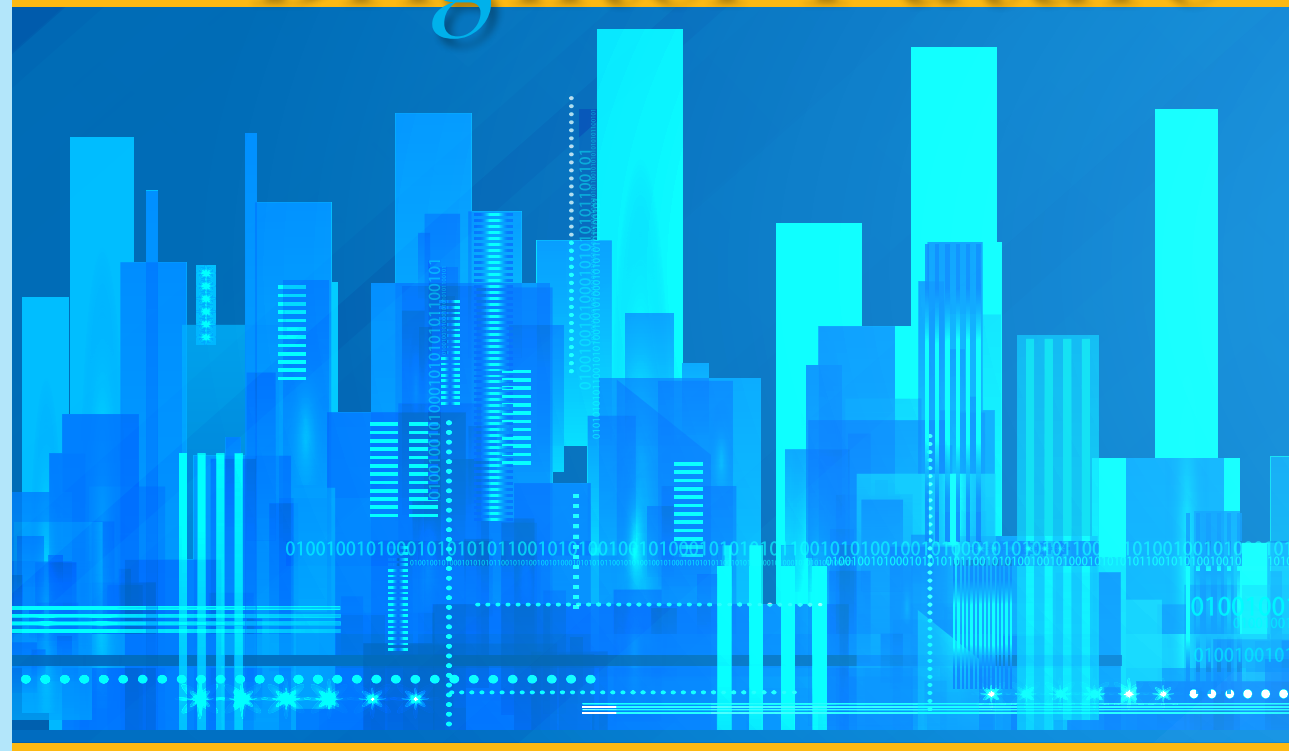
a team of international industry experts and leading academics, including Mr Yang Lu, Grapea's founder and China's first Master Sommelier, and Professor Haiyan Song, SHTM Associate Dean, the programme will be offered until October 2021.

In July this year, the School was invited to participate in the University Alliance of the Silk Road Online Summer Programme 2020 by delivering an online module on innovation and technology in tourism and hospitality over 10 sessions. Enthusiastic students were carefully led through the features of distribution and reservation systems, digital and search advertising and IT-based innovation in marketing and operations by SHTM Associate Professor, Dr Dan Wang.

Whether online or in real life, the School works tirelessly to prepare the hospitality and tourism industry for the many challenges to come. [H](#)



Toward a Brighter Future



Just over two decades ago, history was made when PolyU joined forces with Zhejiang University to establish the Zhejiang University – The Hong Kong Polytechnic University Joint Center (the Center) in Hangzhou, China. The Center's outstanding postgraduate offering has long been central to the SHTM's efforts to expand its vision of hospitality and tourism education to the mainland and beyond. This March saw two seminars held online to share details of the School's two mainland China programmes with prospective students and other interested parties.

The first seminar, held on 14 March, focused on the Master of Science in Hotel and Tourism Management. Delivered by Programme Leader, SHTM Associate Professor Dr Dan Wang, the session provided essential information on course

features, curriculum structure and admission requirements. As Dr Wang explained, this exciting programme is designed to cultivate China's leading talent in hotel and tourism management through a unique blend of intensive bilingual classroom teaching and on-the-job learning. Core courses ranging from hotel and tourism marketing to financial management give students a broad knowledge of the industry, and electives allow them to tailor their learning to best support their future careers.

On 28 March, attention turned to the groundbreaking Doctor of Hotel and Tourism Management (D.HTM). The seminar attendees learned from Dr Qu Xiao, SHTM Associate Professor and D.HTM Programme Leader, that the programme is geared towards senior industry executives and academics seeking a professional doctorate in hotel

and tourism management. Dr Xiao described the student-oriented learning mode, which blends experiential exercises with seminar teaching and self-study. As well as completing a doctoral thesis, students take courses on topics as diverse as tourism theory and environment analysis. These subjects, said Dr Xiao, foster innovation, creativity and research skills in the unique context of Asian hospitality and tourism.

We may be living through uncertain times, but the world has never been in greater need of talented, forward-thinking professionals with a global mindset. The SHTM is committed to strengthening its bond with the mainland to build a brighter future for hospitality and tourism through outstanding postgraduate education. **H**

In Brief...

School Receives Third Breakthrough Award

The SHTM's MSc in Global Hospitality Business programme, conducted in conjunction with the École hôtelière de Lausanne in Switzerland and the Conrad N. Hilton College of Hotel and Restaurant Management at the University of Houston in the United States, has received the 2020 ICHRIE McCool Breakthrough Award from the International Council of Hotel, Restaurant and Institutional Education. The Award Committee commented that "the cross-cultural, three-continent approach that includes immersion in business projects, certification and field trips to global business hubs is unquestionably a unique approach to hospitality graduate education".

The School previously received the award in 2012 for its groundbreaking approach to hospitality education with the opening of Hotel ICON. In 2017, Professor Kaye Chon, SHTM Dean, received the award for founding the annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism.



A Hotel Apart

June saw a new batch of second-year BSc in Hotel Management students entering the Elite Management Programme at the School's world renowned teaching and research hotel, Hotel ICON. Having already shadowed the hotel's managers in Phase 1 of their 11-month advanced internships from June to August, Ms Riley Guo, Ms Jules Jeong, Ms Assem Ospan, Ms Aigul Sakhiyeva and Ms Julie Yang are now awaiting Phase 2, to be held from January to August next year. On completion of their time at the hotel, the students will have gained a comprehensive understanding of how the different divisions in a luxury hotel work together.

In other news, the School is very proud that Hotel ICON maintained its annual performance in TripAdvisor's Travellers Choice Best of the Best Awards 2020, ranking 6th in the Top 25 Hotels, China, 8th in the Top 25 Luxury Hotels – China and 9th in the Top 25 Hotels for Service – China. These accolades come despite the usual tendency to award big brand names and the economical turmoil caused by such events as the China-US trade war and the COVID-19 pandemic.

Editorial Appointments Advance Knowledge

Professor Cathy Hsu was recently appointed Editor-in-Chief of *Tourism Management*, the top hospitality and tourism journal. The Managing Editor of the journal is Dr Sangwon Park. This brings the total of leading international hospitality and tourism journals edited at the School to six.

The other five journals include the *Asia Pacific Journal of Tourism Research*, of which SHTM Dean Kaye Chon is the Editor-in-Chief and Professor Rob Law the Managing Editor; the *International Journal of Event and Festival Management*, of which Dr Karin Weber is the Editor; the *Journal of China Tourism Research*, of which Professor Haiyan Song is the Editor-in-Chief and Dr Honggen Xiao the Managing Editor; the *Journal of Travel & Tourism Marketing* of which Dean Chon is the Editor-in-Chief and Professor Jinsoo Lee is Managing Editor; and *Tourism, Culture & Communication*, of which Prof Brian King and Dr Wantanee Suntikul are the Editors-in-Chief.

Adhering to the School's motto of "Leading Hospitality and Tourism", we spare no efforts in contributing to global hospitality and tourism research, and we take pride in fostering industry development through the advancement of knowledge.



Long Service Rewarded

Four SHTM faculty and staff members, including **Professor Haiyan Song**, **Dr Catherine Cheung**, **Dr Ada Lo** and **Mr Willie Chan**, were recently honoured with **Long Service Awards** by PolyU in appreciation of their loyal and dedicated service to the institution over the past 15 to 25 years.



Staff Updates



Dr Faye Hao joined the School on 15 January 2020 as a Postdoctoral Fellow.



Dr Shirley Zhang joined the School on 15 January 2020 as a Postdoctoral Fellow.



Mr Jay Kim, Advisor to Chairman of Lotte Hotels and Resorts, was appointed as a Professor of Practice (Hotel Management) with effect from 1 June 2020.



Dr James Mabey, Chief International Business Officer and Managing Director of Asia and Middle East of Standard International, LLC, was appointed as a Professor of Practice (Hotel Development and Strategy) with effect from 1 June 2020.



Dr Jason Song, Founder & Chairman of Zhejiang Drore Technology Co. Ltd., was appointed as a Professor of Practice (Smart Tourism) with effect from 1 June 2020.



Dr Basak Denizci Guillet was promoted to Professor with effect from 1 July 2020.



Dr Jinsoo Lee was promoted to Professor with effect from 1 July 2020.



Dr Pearl Lin was promoted to Associate Professor with effect from 1 July 2020.



Professor Bob McKercher retired from his professorship at the SHTM on 4 July 2020.



Dr Sebastian Filep joined the School on 3 August 2020 as an Associate Professor.



Dr Crystal Shi joined the School as an Assistant Professor on 3 August 2020.



Dr Nan Chen, formerly a Research Fellow at the School, was appointed Research Assistant Professor with effect from 3 August 2020.



Dr Jinah Park, formerly a Postdoctoral Fellow at the School, was also appointed Research Assistant Professor on 3 August 2020.



Mr Jonathan Glover joined the School as an Instructor on 3 August 2020.



Dr Ksenia Kirillova left her Associate Professor role at the SHTM on 21 August 2020. She will be Associate Professor of Marketing at Institut Paul Bocuse in France.



Dr Markus Schuckert left his Associate Professor role at the SHTM on 31 August 2020. He will join the Lester E. Kabacoff School of Hotel, Restaurant and Tourism Administration at the University of New Orleans in USA.



MSc in Global Hospitality Business students during their study tour in Thailand

Grasping Opportunities

The School and its carefully chosen partners offer SHTM students a truly rounded set of experiences to boost their industry awareness and prepare them for careers to come. Recently, the latest Kwok Scholars reflected on the benefits they received from generous grants, MSc in Global Hospitality Business (MGH) students experienced two unforgettable trips that helped them to understand the Asian hospitality sector and students looking to work in private clubs had the opportunity thanks to internships organised by the SHTM Student Chapter of the Club Managers' Association (CMA).

Inspiring Experiences

Academic merit and commitment to the hospitality sector are two of several considerations made by the Kwok Scholars' Association when selecting students for its Kwok Hospitality Award, which provides funding for up to two exceptional students to study at the School of Hotel Administration at Cornell University for one semester. The Kwok Hospitality Award 2019 was fittingly given to two of SHTM Hotel Management students, Ms Venus Yim Ka-wai and Ms Gabie Yip Ka-yi.

Remembering her semester at Cornell, Venus recalled an array of "firsts", including the first

impressions she felt on attending a talk by Cornell alumnus Randy Garutti, CEO of Shake Shack, who recounted the company's story. She expressed her hope that "one day it would be possible for me to become one of the influential people standing in front of me". Overall, her exchange experience at Cornell gave her the "confidence and readiness to receive future challenges".



Inspiring future talents in the hospitality industry is the goal of fellow Kwok Scholar, Gabie. The broad selection of hotel courses at Cornell led by “open-minded and enthusiastic faculty members” gave her the necessary contemporary knowledge and insights she needed to pursue her commitment to advancing the sector through developing manpower. She said she “treasured the extensive knowledge and resources” she acquired during the exchange.

Thailand Study Tours

MSc students had the opportunity to take two study tours to Thailand earlier in the year as part of the Asian leg of the MGH programme. A unique tripartite programme offered in conjunction with École hôtelière de Lausanne in Switzerland and the Conrad N. Hilton College of Hotel and Restaurant Management at the University of Houston in the United States, the MGH features semesters in the three destination and a further period undertaking a capstone consultancy for any one of numerous international firms.

This is a programme for students who position themselves at the cutting edge of global hospitality, ensuring that they can be comfortable working in any environment. With the programme incorporating real-life examples and featuring lectures by highly experienced academics and practitioners, Thai luxury was a fitting focus of the two study tours.

The February tour saw MGH students from around the world experience the luxury hospitality sector in the capital Bangkok and Huan Tin in the country's south. In March, the second tour took in distinctive Chiang Mai in the north

and Phuket back in the south. The series of hotel tours, general manager lectures and overnight stays at leading hotels such as the Banyan Tree Bangkok, the Shangri-La Hotel Chiang Mai, the Dusit Thani Hua Hin and the Angsana Laguna Phuket appealed greatly to the students, all of who have the intense drive to seek new ways of offering the best possible service to clients in a range of industries.

Internship Opportunities

Back at the SHTM, another group of students were busy with internships at private clubs organised by the Student Chapter of the Club Managers' Association (CMA). Mr Powell Lin and Ms Sally Wang, both second year Hotel Management students, applied for their internships – at the Foreign Correspondents' Club and The American Club, respectively – through the CMA Careers Showcase. In their roles, they rotated between several stations to get a full picture of each. Most importantly, they said they

acquired the workplace interaction skills necessary for striking a good rapport with private club members.

Ms Heather Ahn, a fourth year Hotel Management student, also applied for her internship through the careers fair, but felt that she secured her post thanks to the connections she had previously made through networking at CMA organised conferences and site visits. Ms Yubin Nam, a second year Hotel Management student, also said that connecting with industry players through the CMA's events and meetings could be very useful during interviews, as applicants could demonstrate their prior knowledge of a specific club.

SHTM students are very rarely without such activities, which they always make sure they make the very most of. **H**



Committee members from the SHTM Student Chapter of the CMA participated in the CMAA 2020 World Conference and Club Business Expo in the United States

Always Nurturing

Even in the most difficult times, the School forges on with nurturing students and tightening its connections to the industry. Given the COVID-19 outbreak this year, the traditional SHTM Mentorship Luncheon, kicking off the annual Mentorship Programme, was delivered in April as a livestream orientation attended by more than 48 student mentors from the hospitality and tourism industry and 60 eager student mentees.

Following his welcoming remarks, Professor Kaye Chon, SHTM Dean, Chair Professor and Walter and Wendy Kwok Family Foundation Professor in International Hospitality Management, witnessed by Professor Brian King, Dr Catherine Cheung, programme coordinator Dr Eric Chan and Professor Haiyan Song (online), presented the Outstanding Student Mentee Award 2019 to Ms Annie Gong, now a Year 2 student in the BSc in Hotel Management Programme, and the Outstanding Student Mentor Award 2019 to Mr Michael Müller, General Manager of Hong Kong Skycity Marriott Hotel.

Ms Gong thanked her mentor Mr Byron Ko, General Manager of Hong Kong Ocean Park Marriott Hotel, “for granting me an amazing journey of connecting, learning and appreciating”. She asked all mentees to be unafraid to ask their mentors questions, to mention what they as students need to know and to always connect with their mentors.

Mr Müller thanked Ms Kamshat Kumarova, a second year Hotel Management student and his mentee, for nominating him for the award, and praised her for her “resilience in the face of so many adversities in her academic studies here in Hong Kong”. Having been involved in the programme since 2009, he humbly described it as also having provided him with his own decade long journey of “exploration and learning”.

The 91 student mentors and 122 mentees in this year's programme have been maintaining regular contact since the orientation to achieve the learning objectives they have agreed upon. The School extends its profound thanks to the following mentors for their support this year. **H**



(From left) Dr Catherine Cheung, Professor Brian King, Dean Kaye Chon and Dr Eric Chan at the virtual Mentorship Programme Orientation



Mr Michael Müller



Ms Annie Gong

AU Michael
Executive Director, Realty Travel Service Limited

CHAN Angela
Human Resources Manager, Hong Kong Football Club

CHAN Angelina
Former Director of Sales and Marketing, The Langham Hong Kong

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

CHAN David
Golf Operations Manager, The Clearwater Bay Golf and Country Club

CHAN Eddie
Director of Learning and Development, The Landmark Mandarin Oriental Hong Kong

CHAN Edward
Human Resources Manager, Bishop Lei International House

CHAN Helen
Human Resources Manager, Hotel Jen Hong Kong

CHAN Kakie
Assistant Human Resources Manager, The Royal Garden

CHAN Lucinda
VP-Finance and Business Development, Wharf Hotels

CHAN Purple
Residence Manager, Somerset Victoria Park Hong Kong and Hotel Purple Hong Kong

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

CHAN Samuel
Senior Vice President, Genting Hong Kong Group

CHAN Trasimene
Human Resources Manager, Cordis Hong Kong

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

CHENG Paul
General Manager – Market and Connectivity Development, Airport Authority Hong Kong

CHEUNG Christy
Group Human Resources and Administration Director, Butterfly Hospitality Group

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

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

CHEUNG Ray
Group HR Manager – Talent Development, L'hotel Management Company Limited

CHEUNG Ricky
Corporate Director, Talent and Culture, Rosewood Hotel Group

CHIU Cici
Senior Manager, Hotel Food and Beverage, Hong Kong Disneyland Resort

CHIU Evan
General Manager, Kew Green Hotel Wanchai Hong Kong

CHOI Bernard
School Principal, Star Chef Management School

CHUNG Nixon
Managing Director, Camloy International Limited

FONG Jason
Learning Manager, Grand Hyatt Hong Kong

FONG Mike
Learning & Development Manager, The Langham Hong Kong

FUNG Ken
Hotel Manager, The HarbourView Place

GALLAS Guillaume
Complex General Manager, The Silveri Hong Kong – Mgallery and Novotel Citygate HK

GIRARD John
Area General Manager Hong Kong, Regal Hotels International

HANG Ronald
Head of Revenue Management, K11 Limited

HO Alex
Assistant Director, Talent Development, Wharf Hotels

HO Ronald
Complex Director of Finance, JW Marriott Macau and The Ritz Carlton Macau

HUNG Vivian
Food and Beverage Marketing Manager, Four Seasons Hotel Hong Kong

HWANG NaNa
Director of Revenue Management, InterContinental Grand Stanford Hong Kong

JUNG Peter
Executive Director, Milton Exhibits Group Limited

KIM Renee
Deputy General Manager, Regal Airport Hotel Meeting and Conference Centre

KO Byron
General Manager, Hong Kong Ocean Park Marriott Hotel

KO Kevin
Assistant Front Office Manager, The Mira Hong Kong

KWAN Bonnie
Senior Human Resources Manager, L'hotel Nina et Convention Centre

KWOK Margaret
Assistant Director of Human Resources, Le Meridien Cyberport

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

KWONG Stan
Regional Head, Finnair

LAM Jonathan
Assistant Director of Event Management, Sheraton Hong Kong Hotel and Towers

LAM Kase
Assistant Human Resources Manager, Hong Kong Wing On Travel Service Limited

LAU Catherine
Administrator, Fringe Club

LAU Una
Public Affairs Director, Ocean Park Corporation

LEE Angela
Director of Learning and Development, Langham Hospitality Group

LEE Wilson
General Manager, Hyatt Regency Hong Kong, Shatin

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

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

LI Adriane
Manager, Investment and Asset Management, Southeast Asia and Australasia, Shangri-La Group

LI Christine
SVP, Head of Marketing and Communications, Genting Cruise Line

LI David
Senior Operations Manager, Maxim's Caterers Limited

LIU Vincent
Learning and Development Manager, Conrad Hong Kong

LO Andrew
Director, Business Development and Strategy, Langham Hospitality Group

LO Anthony
Vice President Project Management, Shangri-La International Hotel Management Limited

LOCK Michael
Resident Manager, Hong Kong Disneyland Resort

LUI Charles
Executive Assistant Manager, City Garden Hotel

MA Yvonne
Managing Director, Eighty20 Marketing and Public Relations Agency

NG Eliza
Learning and Development Manager, AsiaWorld-Expo Management Limited

NG Max
Senior Manager, Project Management (Technical Services), Shangri-La International Hotel Management Limited

NG Ringo
Director of Rooms, InterContinental Grand Stanford Hong Kong

NGAI Gary
Director of Rooms, Holiday Inn Golden Mile

PARK Patrick
Director of Front Office, Marco Polo Hotels – Hong Kong

SAWYER Martyn
Group Director, Properties, The HongKong and Shanghai Hotels Limited

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

SHEK Jason
Vice President, Whale Capital and Chairman of Steam Discovery

TAI Stephen
Talent and Culture Manager, Rosewood Hotel Group

TANG Tom
Operations Manager, L'hotel Group (Chinachem Group)

TCHOU Larry
Senior Advisor – Greater China, Hyatt Hotels Corporation

TEIJEIRO Antonio
Multi-property General Manager, Sheraton Mile Hotel and Element Mile

TIU Cyrus
Group Director of Food and Beverage, L'hotel Management Company Limited

TSANG Angela
Admin and Human Resources Manager, Park Hotel International Limited

TSANG Porsche
Director of Guest Experience, Island Shangri-La Hong Kong

TSENG Thomas
Assistant Director Human Resources, Wharf Hotels

TSE Roni
Food and Beverage Manager, Hotel ICON

VAZQUEZ Eduardo
Senior Manager – Investment Management & Business Development, Shangri-La Asia Limited

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

WAI Yvonne
Learning and Development Manager, Hong Kong Ocean Park Marriott Hotel

WANG Anvy
Sales and Marketing Manager, Silvermine Beach Resort Limited

WONG Catherine
Assistant Manager Digital Experience – Mobile, Cathay Pacific Airways

WONG Christine
Director of Rooms, Island Shangri-La Hotel

WONG Elaine
Senior Project Manager, Connexus Travel Limited

WONG Eric
Regional Director of Finance, Four Seasons Hotel Hong Kong

YAU Edmund
Director of Front Office, Panda Hotel

YIP Angela
Former Director of Learning and Development, Hotel ICON

YIP Lawrence
Director, Millennium and Copthorne Hotels (Hong Kong) Limited

YIU Yuti
Director of Human Resources, Hong Kong Ocean Park Marriott Hotel

YU Philip
Vice President Operation, Greater China, Hyatt Hotels Corporation

YUEN Calvin
Manager, Corporate F&B, Shangri-La International Hotel Management Limited

Adapting, Adopting, Advancing!



Mr Johnathan Sutton delivering the online coffee workshop

The SHTM's F&B team has been working extremely hard in recent months to attract students, adapt to the new normal brought on by the COVID-19 pandemic and help with a changeover in the way F&B learning is received. As always, they have ensured that everything has happened smoothly, with an eye always on the future.

On 7 May, Food and Beverage Subject Coordinator Mr Johnathan Sutton deliver a PolyU & You online lecture entitled “A Crash Course into Coffee Basics” to more than 200 enthusiastic participants from schools around Hong Kong. Ranging from coffee history and

production to extraction methods and basic espresso drinks, Mr Sutton left the students wanting to know more and asking for further such lectures in the future.

In fact, online teaching and learning were major focal points for the F&B team in recent times as they have grappled with teaching in an area that is highly influenced by touch, taste and most importantly, student interactions with each other as they absorb the concepts taught. To counteract the lack of in-class learning and ensure the maximum interactivity possible, the team used a range of technologies, such as online chat systems, the Kahoot

and Edpuzzle online education game systems, Panopto for video, a virtual winemaking app and virtual vineyard tours, among others.

The SHTM students greatly appreciated the efforts and maintained their almost perfect attendance records for the semester. Yet they did point out how much they missed the secondary training components that are crucial to F&B learning – essentially, the ability to interact with and learn from their peers as well as their teachers. As Mr Sutton put it, “this raises the question of how much online is good online”.

And even early in the semester, the School was moving towards that eventuality, with Hotel ICON tasked from 1 May to manage the School's F&B operations, including the training restaurant, Bistro 1979, the Vinoteca Lab and all of the food labs. Working together with the SHTM, as it does in all things, the hotel will help to enhance student learning as classes fill again. **H**





Triumphing Over Adversity

Given that massive effect of the COVID-19 pandemic on the hospitality and tourism industry, current and potential students may be concerned about the career choices. SHTM Alumni Association Chairman, Ms Allison Yau, encourages them to have faith in the future in a heartfelt message.

"It is impossible to deny the social and economic toll taken by the COVID-19 pandemic. The hospitality and tourism industry has been among the hardest hit, leaving many very anxious and uncertain about the future. Yet there is hope on the horizon. China's Labour Day holiday saw 4,000 sites open for business, a record number since the outbreak, and industry experts are optimistic that this trend will continue.


The worst may be over, but nothing will ever be the same again. A "new normal" is already emerging, as vacationers shun overseas travel and swap bustling city breaks for peaceful countryside retreats. This is a chance to reset – a breathing space in which to

reflect on the crises of overtourism and unsustainability that have long ravaged local communities. Only then will we be able to repair the natural environment and reinvent the hospitality and tourism industry with an emphasis on hygiene, privacy and sustainability.

We can all play a part in this process. There has never been a better time to reconnect with old contacts in the industry, or look to forge new partnerships. Joining the SHTM Alumni Association is the perfect way to expand your network and keep your finger firmly on the pulse of the industry. Why not explore the hidden side of Hong Kong tourism, perfect your interview techniques, or take an interior design course? When the new normal is finally here, you will be ready to join the ranks of a better, safer, more sustainable industry, where opportunities are always available for those willing to seize them.

This is not the first storm that the industry has weathered. In the last twenty years, we have seen our fair share of challenges, from the SARS

epidemic to the global financial crisis. Each time, we have emerged all the stronger, having learned invaluable lessons from hardship. After all, tourism professionals are experts in thinking on their feet. Having sought for 40 years to nurture graduates who thrive in unpredictable times, the School will be there to support the next generation of talented hospitality professionals as they lead the industry out of crisis to triumph over adversity."

We invite you to stay connected!
<https://polyu.hk/vGtye> 



Alum-notes

1980s

Mrs Kitty Byron
HD in Institutional
Management and Catering
Studies 1985 is Senior
 Employee/Labor Relations
 Business Partner at Apple.

1990s

Dr Alison Lloyd
BA(Hons) in Hotel and
Catering Management 1997
 is Associate Vice-President
 (Institutional Research and
 Strategic Planning) at the Hong
 Kong Baptist University.

2000s

Ms Samantha Choi
HD in Hotel, Catering and
Tourism Management (Hotel
Management) 2004 is Human
 Resources Manager of Van
 Cleef & Arpels.

Mr Kevin Tsang
HD in Hotel Management
1994, BSc in Hotel and
Catering Management 1997,
MSc in Hotel and Tourism
Management 2005 is Hotel
 Manager at The Peninsula
 Hong Kong.

2010s

Ms Anna Chu
BSc(Hons) in Tourism
Management 2009 is Talent
 Development Manager at the
 Rosewood Hotel Group.

Professor Haiyan Kong
Ph.D. in Hotel and Tourism
Management 2010 is
 Professor at the Business
 School of Shandong University,
 Weihai, and Associate Dean
 of the SDU-ANU Joint Science
 College.

Dr Soyon Paek
Doctor of Hotel and Tourism
Management 2011 is
 Associate Professor, College
 of Government & Business,
 Yonsei University.

Dr Erdogan Ekiz
Ph.D. in Hotel and Tourism
Management 2012 is
 Founding Dean, School of
 Hospitality and Business
 Management, at the
 Mohammed VI Polytechnic
 University.

Ms Pureanae Jang
BSc(Hons) in Hotel
Management 2013 is Senior
 Manager, Valuation and
 Advisory Services, at Colliers
 International Hong Kong.

Ms Sabrina Hou
BSc(Hons) in Hotel
Management 2015 is
 Consultant at Bain & Company.

Ms Yuki Chan
BSc(Hons) in Hotel
Management 2016 is
 Marketing and Promotions
 Officer at Swire Properties.

Ms Vinci Wong
BSc(Hons) in Tourism
Management 2016 is Regional
 Accounts Manager at the Vpon
 Big Data Group.

Miss Kristina Braun
BSc(Hons) in Hotel
Management 2017 is Assistant
 Manager of Tizian Restaurant
 at the Grand Hyatt Berlin.

Ms Jane Tam
BSc(Hons) in Tourism
Management 2017 is
 Front Desk Officer at the
 InterContinental Ljubljana.

Dr Snow Wu
Ph.D. in Hotel and Tourism
Management 2018 is
 Lecturer, Department of
 Logistics, Operations,
 Hospitality and Marketing at
 Huddersfield Business School,
 University of Huddersfield.

Ms Miyoung Hwang
BSc(Hons) in Tourism
Management 2018 is HR
 Administrator, Asia Pacific at
 Burberry.

Dr Jerry Zheng
MSc in International Tourism
and Convention Management
2015, Ph.D. in Hotel and
Tourism Management 2019
 is Lecturer in Business and
 Management at the Business
 School, Edge Hill University.

Ms Jenn Kwan
BSc(Hons) in Hotel
Management 2019 is
 Recruitment Consultant at
 SearchAsia Hong Kong.

Ms Eunice Park
BSc(Hons) in Hotel
Management 2019 is Financial
 Data Associate at Moody's
 Investors Service Hong Kong.

Professors for a Day Excel!

The School is profoundly thankful for the outstanding industry professionals who recently served as professors for a day during very difficult times.

Speaker	Title and Company	Topic
Ms Nopparat AUMPA	General Manager, Banyan Tree Bangkok	Asian Hospitality Service Culture and Initiatives
Mr Neal BEATTY	Partner and General Manager, Hong Kong and South China, Control Risks	Risk Management for Hospitality Firms
Ms Aishah BOHARI	Director of Sales and Marketing, Sindhorn Kempinski Hotel Bangkok and The Residences at Sindhorn Kempinski Hotel Bangkok	Managing Marketing for the Hospitality and Tourism Industry
Mr Nelson CHAN	Senior Vice President, Casino Customer Services and Support, Galaxy Entertainment Group	Galaxy Entertainment Group and Career Path in the Gaming Industry
Mr Ravi CHANDRAN	Executive Vice President, Group Business Performance, Banyan Tree Hotels and Resorts	Hospitality Business Strategies in Asia –China Hotel and Tourism Business Studies
Mr Teerawut CHANYASAK	CEO, Vorrawut Group and Owner, The Chiang Mai Hotels	Overview: The Chiang Mai Hotels
Mr Jianhui CHEN	General Manager, Grand Bay View Hotel Zhuhai	Our Moon Cake Strategy: Diversification of Grand Bay View Hotel
Mr Randy DURBAND	CEO, Global Sustainable Tourism Council	Global Sustainable Tourism Council's Contribution to Sustainable Tourism
Mr Wilfred FAN	Chief Commercial Officer, Klook	Online Travel Future Trends
Ms Jie FENG	Senior Consultant, Meituan	Corporate Universities as Core Competences: The Case of Meituan Hotel College
Mr Franklin FUENTES	Thailand Country Director, Fliggy and Senior Director of Business Development, Alibaba Group	Hospitality Business Strategies in Asia – China Hotel and Tourism Business Studies
Dr Truman HUANG	CEO, Wintour Technology and Education	IT Strategy in Education, Hotels, and Retailing
Ms Belinda JACKSON	Group Marketing Manager, Lawson's Dry Hills	The Classic Wines of Marlborough
Mr Hongjun JI	President, Country Garden Hotels Group	Hotel Asset Management at Country Garden Hotels Group
Dr Liu He JIN	Associate Professor, Wenzhou Polytechnic	Intangible Cultural Heritage and Museum Tourism
Ms Betsy LAM	Project Director, 3 Hani Enterprises Limited	What is Halal?
Mr Elvis LEUNG	Interior Designer, Lead8 Hong Kong Limited	Interior Design for Hospitality Spaces
Mr Larry LEUNG	Senior Vice President and Managing Director, Lai Fung Holdings Limited	Co-creation of Experience: How Technologies Bring about Urban Entertainment for the New Generation
Mr Jianbo LI	Founder and CEO, Yoorstore	Innovation Strategy in Supermarket Industry
Mr Toby LI	Vice President, International Live Event Association, Hong Kong Chapter	E-Sport Development
Mr Bo LIANG	Deputy Dean, Cunxuexi.taobao.com, Alibaba Group	IT Strategy in Education, Hotel, and Retailing
Mr Greg LIDDELL	General Manager and Area Vice President Operations, Mandarin Oriental Bangkok	Perspectives: Mandarin Oriental Bangkok
Mr Anthony LO	Vice President, Project Management (Development), Shangri-La International Hotel Management Limited	Leadership in Organisational Transformation
Mr Gabriele LOMBARDO	General Manager, Shangri-La Hotel, Chiang Mai	A Journey in Chiang Mai
Mr Robby MA	Director of Technology, The Peninsula Hong Kong	IT Strategy in Education, Hotel, and Retailing
Mr Wolfgang MEUSBURGER	General Manager, InterContinental Hotels Group	Perspectives: InterContinental Hotels Group
Ms Fatimah ONG	Marketing Manager, 3 Hani Enterprises Limited	What is Halal?
Mr Pipat PATTHANANUSORN	General Manager, Dusit Thani Hua Hin	Perspectives: Dusit Thani Hua Hin
Mr Pierre Marie PATIEU	Export Manager, Siduri	Siduri: Pinot Noir Oregon vs California
Mr Lavin SANTANI	Director of Food and Beverage, Hotel ICON	Restaurant Multi-unit Management – Multi Unit F&B Management Experience in Career Development and Challenges
Mr Mark SHRIVES	Senior Director, Client Services, MDS Asia Pacific, Marriott International	Managing Marketing for the Hospitality and Tourism Industry
Ms Coco SONG	Founder and General Manager, Guizhou PUHUA Culture and Tourism Development Limited	Intangible Cultural Heritage and Museum Tourism
Mr Sunny SUN	Senior Director of Development, China and North Asia, Centara Hotels and Resorts	Expatriate Management
Ms Suphatee SUTHUMPUN	Group Chief Executive Officer, Dusit International	Hospitality Business Strategies in Asia - China Hotel and Tourism Business Studies
Mr Michael TAM	Founding Director, Café Sausalito Hong Kong	Restaurant Multi-unit Management – Café Sausalito Remodelling Project
Mr Jens THRAENHART	Executive Director, Mekong Tourism Coordinating Office	Hospitality Business Strategies in Asia - China Hotel and Tourism Business Studies
Ms Alice TO	Food Development Manager, London School of Economics and Political Science	Restaurant Multi-unit Management – Key Success Factors in Multi Unit Catering Management in LSE, London, UK
Mr Raymond VOON	Senior Vice President, Premium Mass and Mass Market Development, Galaxy Entertainment Group	Galaxy Entertainment Group and Career Path in the Gaming Industry
Ms Sandra WATERMANN	Hotel Manager, Rosewood Phuket	Hospitality Business Strategies in Asia – China Hotel and Tourism Business Studies
Mr Wenbin WEI	Deputy General Manager, Shenzhenair International Hotel	Corporate Universities as Core Competences: The Case of Meituan Hotel College
Mr Stephen WONG	Privacy Commissioner for Personal Data, Office of the Privacy Commissioner for Personal Data, Hong Kong	How Hospitality and Tourism Industry will be Impacted by Technology in the Context of Ethics and Data Privacy?
Mr David ZHANG	Founder and CEO, Showcase Technology Company Limited	Online Souvenir Platform: Its Strategy
Mr William ZHAO	Vice President, Development and Strategic Alliances, Greater China, Wyndham Hotel Group	Understanding Trend of Tourism Industry in China
Mr Dun ZHOU	Director, Lazy Cat Travel	Overview: Lazy Cat Travel

Upcoming Events

2020

27-28 October

Event: 2020 APacCHRIE Conference, Hong Kong
Organiser: SHTM
Contact: Ms Leslie Fung
Email: leslie.fung@polyu.edu.hk
Website: <https://www.apacchrie2020hk.com>

27-28 October

Event: 11th APacCHRIE Youth Conference, Hong Kong
Organiser: SHTM
Contact: Ms Leslie Fung
Email: leslie.fung@polyu.edu.hk
Website: <https://www.apacchrie2020hk.com/youth-conference>

30 October

Event: IMPACT2020 Conference: Crisis Management and Recovery Strategies, Hong Kong
Organiser: SHTM
Contact: Conference Organising Committee
Email: impact2020.info@polyu.edu.hk
Website: <https://www.impact2020conference.com>

2021

26-29 May

Event: 19th Asia-Pacific CHRIE Conference, Singapore
Organisers: SHATEC

Luna Wang
(BSc Tourism
Management 2015)
Customer Insights
Manager
Cathay Pacific
Airways

Zelotes Lam
(BSc Hotel
Management 2011)
Front Desk
Manager
Rosewood
Hong Kong

Kristina Braun
(BSc Hotel
Management 2017)
Assistant Manager
Tizian Restaurant
Grand Hyatt Berlin

Pureanae Jang
(BSc Hotel
Management 2013)
Senior Manager
Valuation and
Advisory Services
Colliers
International
Hong Kong

DO YOU KNOW US?

Perhaps you do. We're graduates of the School of Hotel and Tourism Management (SHTM) at The Hong Kong Polytechnic University.

Rated No. 1 in the world in the "Hospitality and Tourism Management" category according to ShanghaiRanking's Global Ranking of Academic Subjects 2020, ranked No. 1 globally in the "Commerce, Management, Tourism and Services" category in the University Ranking by Academic Performance in 2019/2020 and placed No. 1 in the world in the "Hospitality, Leisure, Sport & Tourism" subject area by the CWUR Rankings by Subject 2017, the SHTM nurtured us to absorb cutting-edge knowledge and develop practical skills. In recent years we've built on that outstanding foundation as ambitious young professionals in the highly competitive fields of hospitality, tourism, and convention and events management. We and our classmates come from Canada, Chinese mainland, Germany, Korea, Sri Lanka, the UK and the USA – further testament to the SHTM's international reputation for providing high quality, industry relevant education.

You, too, can advance your career in the globally dynamic tourism industry by enrolling in the SHTM's innovative programmes, led by an international faculty of more than 70 talented academics from 21 countries and regions. Undergraduate studies at the SHTM lead to specialised Bachelor of Science degrees with Honours in Hotel, Tourism, and Convention and Events Management.

Join us and be recognised!

#PolyUSHTM



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