

A Roadmap for the Development of Hong Kong's Visitor Economy

(Final Report)



**For
The Federation of Hong Kong Hotel Owners**

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Recent press and editorial views about tourism in Hong Kong have been somewhat negative and pessimistic with particular reference to the alleged over-dependence on mainland visitors, lack of new tourism attractions relative to those emerging in competitor destinations and the declining appeal of Hong Kong as a shopping destination. Despite the rather turbulent business environment, various international rankings indicate that the tourism industry is generally performing well. According to Euro monitor International (2015), Hong Kong rates as the top urban destination globally in terms of international arrivals, and ranks 13th for tourism competitiveness. The Hong Kong tourism industry continues to benefit from the city's premium location between the Mainland and the world, the healthy system of public administration which ensures tourist safety and security, extensive rapid transportation and the city's status as a financial center. Opportunities for the development of the Hong Kong tourism industry include changes brought about by developments in information and communications technology (ICT), the thirteenth five-year guideline, and the "One Belt, One Road" national strategy. The Silk Road Economic Belt and the 21st-century Maritime Silk Road (*The Belt and Road*), is a development strategy and framework focusing on connectivities and cooperation among various countries. It consists of two main components, namely the land-based "Silk Road Economic Belt" and oceangoing "Maritime Silk Road". Located at landfall where the Maritime Silk Road reaches the coast of China, the recently proposed concept of the Guangdong Hong Kong Macau Big Bay Area (GHMBBA) offers Hong Kong an opportunity to capitalize on its hub status. Improved connectivity and infrastructure will allow the area to be an innovative & attractive component in the One Belt One Road initiative. It will offer diverse marine and other leisure opportunities that complement Hong Kong's strong business and MICE credentials.

In considering the future of the visitor economy in Hong Kong it is noted that the current piecemeal approaches of recent years to the management and development of tourism has enjoyed economic success by delivering improved visitor expenditures and (until 2014) hotel performance. The success has been fuelled by growth in the mainland market and the associated shopping expenditures. However the next phase of developments will be harder, notably because the big multinational retail brands can no longer deliver the growth through increased visitor expenditures on shopping. Even if the mainland market to Hong Kong continues to grow, it will demand a less concentrated version of tourism and the provision of more diverse and authentic experiences. Much of the activity will occur away from the current concentrations like Tsim Sha Tsui. This will require more planning that provides a better balance between clear directions provided by the centre and opportunities for customization at local level. It will involve strong advocacy by the business sector to advance the visitor economy concept.

We are calling for a more planned and systematic Government approach with higher status given to the visitor economy because it requires stronger integration between many elements namely:

- Stronger linkages with other sectors which may not traditionally have thought of themselves as tourism relevant (e.g. health, education)
- Stronger impetus at local level and with the district councils and other representative bodies in the New Territories. This requires a more systematic overview of what is happening at the district level as a way of delivering distinct and authentic visitor experiences.
- More evidence of engagement with the community on concerns relating to the visitor economy. This is increasingly important as visitors become more mobile and independent and disperse to a wider range of local areas
- Consistency between development plans for particular zones and Hong Kong wide priorities. For example the current Lantau Island development plans would benefit from a stronger Hong Kong-wide strategy for the visitor economy.
- More informed expression of the view of business. The relationship between government and the visitor industry needs to be articulated more clearly in a transparent manner. Currently the industry is fragmented into a profusion of different groups. The voice of business across tourism and events needs clearer articulation. Using consistent language about the value and importance of the visitor economy will be crucial. The advocacy on the visitor economy could be led in the first instance by the Federation of Hotel Owners.

This report begins with a statement of objectives, leading to an environmental scanning exercise as follows:

Objectives:

Environmental Scanning:

- SWOT

Recommendations:

- Repositioning destination Hong Kong
- Potential Strategies

Evidence-based roadmap for discussion with various stakeholders

Environmental Scanning:

Strengths:

- Premium geographical location and air transportation hub
- Sophisticated transportation network
- Healthy public administration system which ensures tourist safety and security
- International financial center
- International rankings are generally performing well

Weaknesses:

- Over-dependence on mainland visitors
- A lack of new tourism attractions
- Indistinguishable destination positioning
- An over-dependence on shopping a tourist/visitor attraction

Opportunities:

- Changes brought about by information and communications technology (ICT)
- The thirteenth five-year plan guidelines
- “One Belt, One Road” national strategy and the Guangdong, Hong Kong, Macau Big Bay Area (GHMBBA).

Threats:

- Intensified competitor activities: notably by Singapore, Thailand, Japan, Korea, Macau, Guangzhou, Shenzhen, and Shanghai
- The challenges associated with the expanding sharing economy
- A less diverse market profile and fast changing market preferences, especially in the Mainland market

In promoting a more active positioning for tourism in the Hong Kong, it is proposed that the Federation takes a lead role in promoting the centrality of the “visitor economy”. Taking the emphasis of expression away from leisure oriented group tours (tourism) involves considering the city as an attractive place for non-residents (visitors) to complement its “liveability” for residents. In Australia the city of Melbourne has recently pioneered a “Loveability Index” which provides a quantifiable measure that capitalizes on and connects the destination’s “most liveable city” ranking with its desirability as a city to visit (visitability). There is also a global trend towards positioning urban destinations as “creative cities” which are centers of the experience economy. This is consistent with the shift in mainland China towards the consumption economy.

As well as sourcing various government and official investigations the current report capitalizes on various studies that have been conducted at The Hong Kong Polytechnic University (PolyU) covering diverse aspects of tourism development including Asia Pacific tourism mega trends, satisfaction and quality indicators and the social impact of tourism growth in Hong Kong. The study team has conducted a thorough review of the current state of tourism development in Hong Kong as a basis for proposing strategic development priorities. The central priority will position Hong Kong as friendly and as smart – a city that embraces advanced technologies and accessibility and that has a great spirit that is welcoming to visitors from all parts of the world. The “friendly and smart” concept encourages visitors to experience all parts of the SAR, confident that they will be well supported through fast and accessible technologies and associated interpretation.

We are proposing some initiatives where Hong Kong should act alone; and others which emphasize collaborative efforts (e.g. the “One Belt, One Road” and GHMBBA initiatives). The issues and prospective strategies are presented under five headings as follows:

1. Smart Destination

- a. This initiative involves the use of digital technologies or ICT to enhance the tourism experience. More personalized products/services should address the needs and preferences of each visitor through instant information exchange making so-called “Big Data” available to tourism stakeholders.
- b. Capitalizing on ICT developments and on the ubiquity of mobile devices, we suggest that Hong

Kong should be a trend-setter and position itself as a truly “smart” destination with a view to enhancing tourist mobilities and easing information transfers.

- c. Government should take the lead whilst the private sector should support the developments. It is notable that in Singapore, which is arguably Hong Kong’s closest competitor, Singtel offers a free wifi service to tourists.
- d. In many destinations the focus on fast telecommunication access is for residents. In Hong Kong we advocate that the SAR’s reputation as a compelling visitor destination depends on a perspective that thinks beyond the immediate needs of residents.
- e. We propose a two-stage approach with the first focusing on creating the node and the second on developing the links. The ultimate goal is to establish a well-connected platform for all sub-sectors of tourism.

Short term: creating the nodes.

- f. Enhance the connectivity of the facilities that have direct contact with the tourists, including but not limited to hotels and attractions.
 - While it is a longer term mission to transform the whole SAR into a wireless zone, the hotel industry may take on a leadership role by providing free wifi to hotel guests. Although this is not yet universal practice, especially in the case of brand hotels, provision of free wifi for all guests has momentum as a key trend.
 - According to a survey conducted by Hotel.com in 2013, free wifi is the most important influence on customer satisfaction. It is even preferred to complimentary breakfasts and free parking.
 - It is noted that all hotels in Mainland China, whether international chain hotels or individual guest houses, provide their guests with free wifi. In Hong Kong at the time of writing 36 hotels provide free wifi to the guests including Metropark hotels, Gateway hotel, Butterfly hotels, and Hotel ICON.
 - Hotels could also provide guests with a free SIM card incorporating unlimited 3G/4G services upon check-in, or free 3G/4G cell phones. This will involve collaborations with telecommunication companies. Some hotels are already offering this service.
 - The Hong Kong Tourism Board distributes free SIM card including an unlimited data plan at the Hong Kong International Airport with a view to enhancing the visitor experience. Some telecommunication companies also distribute free SIM cards in major tourist attractions offering unlimited data over a period of seven days.
 - Some Hong Kong hotels, notably Metropark Hotels, the Gateway hotel, and Hotel ICON provide free 3G/4G cell phones to all guests.
 - In addition to providing free wifi service to visitors in and beyond hotel settings, we suggest that the hotel sector should take advantage of the various *Internet of Things* related solutions that are currently available in the market in order to enhance the visitor experience.
 - As an example of the above phenomenon hotels may make use of sensors in connected devices such as thermostats, coffee makers, light bulbs, and mini bars in

order to provide guests with a more personalized environment. In order to streamline self check-in services, hotels may wish to dispatch “electronic keys” to guest mobile devices.

- In the case of hotel brands taking advantage of the Internet of Things can also enable the recording of guest habits and activities with a view to providing consistent service across different properties.
- Attractions provide another important contact point for tourists. We suggest that all Hong Kong attractions should be wifi covered. It is noted that Ocean Park now offers full wireless coverage. In the case of the Disney theme parks, Orlando and Los Angeles both have full wireless coverage.
- To enhance the quality of the visitor experience across the SAR we suggest that restaurants, public transportation facilities, and public areas should also provide free wifi visitor services. Yau Tsim Mong Industry & Commerce Association launched the first “Wifi Street” in Sai Yeung Choi Street, Mong Kok, on 24th January 2016. It is password free, has no time or access restrictions for either locals or visitors.

Longer term: developing the links.

- g. Establish the connections between different nodes and progressively deliver an Internet-based platform for the various sub-sectors within the tourism industry, including the hotel sector.
- h. The central government has championed the “tourism plus” and “Internet plus” concept across many Chinese cities to encourage the integration of tourism with other sectors of the economy
 - Tourism + Education: education tourism. As a leading education center within Asia, Hong Kong attracts substantial international and exchange student flows annually. Students who are enrolled in Hong Kong institutions as well as their visiting friends and relatives (VFRs) are an important market segment.
 - According to the Tourism Research Center, Chinese Academy of Social Science, VFRs account for a growing share of outbound tourism due to the increasing number of international students.
 - An example of the education/tourism connection is a recent group of Shantou University students (from mainland China) who undertook a field trip in Hong Kong to attend a performance of *Phantom of the Opera*.
 - Tourism + Health: Hong Kong enjoys a high reputation for providing world class medical services. The city could offer medical tourism services which incorporate medical treatments within resort style settings.
 - Tourism + Finance: a study conducted by Nielsen’s on Mainland travelers to Hong Kong has identified the growing popularity of the insurance market. More Chinese travelers are taking out insurance in Hong Kong due to the SAR’s reputation as a “safe haven” for financial transactions.
 - We suggest that the tourism industry (including hotels) collaborates with insurance companies with a view to embracing this market segment within the tourist sector by providing special package arrangements.
 - Tourism + Creativity and Culture: to capitalize on Hong Kong’s geographic location and its international reputation for innovation, design, and the movies, we suggest that the

government extends its encouragement for innovation and developing small and medium-sized local tourism enterprises.

- It is notable that the United Kingdom's Department for Culture, Media & Sport has been active in tourism, indicative of the potential to build partnerships, notably with Hong Kong's legendary movie industry.
- Tourism + Marine: the Hong Kong Development Bureau has proposed marina-related developments and these can be advocated as part of a commitment to developing inter-sectoral links that extend beyond tourism as traditionally defined. This connects with the GHMBBA and will involve a more sophisticated integration of the waterfront across the Pearl River Delta.
- According to PolyU's report on tourism development mega trends in the Asia Pacific region, the so-called *sharing economy* is changing the hotel industry business environment by shaping consumer behavioral patterns and expectations.
- It is suggested that the hotel industry should take the initiative of becoming a central hub of the sharing economy by working with Peer2Peer (P2P) providers in other sectors of tourism and hospitality.
 - A prospective example is collaborating with organizations like samthelocal.com to provide customers with a wider range of local tour options. It is notable that US hotels work with P2P F&B service providers to extend their range of guest dining options. This is consistent with the need to extend beyond shopping experiences and embrace Hong Kong's unique features at local level.
 - Despite the fact that P2P businesses in Hong Kong operate in an environment of semi-legality or even outside the law, the range of offerings is rapidly expanding. We therefore suggest that the government should undertake an inventory and examine the potential of P2P businesses in Hong Kong with a view to enacting regulations and ordinances to cover the sector.
- In the face of rapid advances in ICT, payments through mobile devices have gained in popularity among consumers. In most Mainland Chinese cities, payments through mobile devices have overtaken cash and credit cards as the most frequently used medium.
 - To capitalize on the popularity of the new methods, some companies are offering discounts to encourage mobile payments. For example most taxi drivers in Mainland China now accept payments via Wechat or Alipay. Within the retail sector Sasa, Broadway, and Daimaru Department Store in Tokyo offer cash discounts to customers who use Wechat wallet or Alipay for their purchases.
 - Mobile payments are in their infancy in Hong Kong with relatively few businesses accepting payments through mobile devices. This slow progress may jeopardize Hong Kong's image as a developed international metropolis.
- Last but not least, we suggest that the industry should collect and deploy *big data* that are available through tracking activities on mobile devices in order to acquire consumer insights.
 - For example, *Google trends* shows how often a particular search-term is entered relative to the total search-volume across various regions of the world, in various languages, and changes of frequency of searches across time.

2. Government

According to Mendiratta (CNN Task Group), many governments around the world have established departments and/or ministries of tourism to ensure that a single authoritative agency that can define and take ownership for longer-term strategic tourism direction including policy, participation and governance. The best examples of such departments and ministries are where tourism development strategies are aligned with and supportive of economic growth and development.

The Goals that are outlined in the Roadmap will only be achievable through coordination between the public and private sectors. For instance, it is difficult to materialize development projects for particular zones (e.g. Lantau Island) if there is no overall SAR strategic tourism plan. The priorities include recommendations to government and initiatives to strengthen the mobilization of the business community around all sectors of the visitor economy, including tourism and events.

Medium- to Long-term

- a. Successive Hong Kong governments have acknowledged that tourism is a key economic driver for the SAR. However it has proven to be difficult to develop and sustain because of the fragmented and complex nature of the industry. Such complexity has made it particularly challenging to find the appropriate balance between industry and community concerns during a period of political flux. In response, it is proposed that the status of tourism administration within the Hong Kong SAR Government should be elevated to bureau level under a Secretary. Inter-departmental communication and coordination is critical to the achievement of development goals. From the following examples in the Asia region it is evident that tourism representation and advocacy in Hong Kong currently lags what occurs elsewhere:
 - China National Tourism Administration (CNTA) is designated as the agency responsible for tourism and has a direct affiliation with the State Council. Its major responsibilities include:
 - Planning and coordinating tourism industry development, preparing development policies, programs and standards, drafting relevant laws and regulations and supervising implementation.
 - Establishing and organizing the implementation of tourism market development strategies.
 - Organizing the surveying, planning, development and protection of tourism resources.
 - Thailand has a dedicated Ministry of Tourism and Sports which is responsible for promoting, supporting and developing tourism and sports as well as for organizing and managing important events. Major responsibilities include:
 - Assuming duty and responsibility for the development of service standards for tourist attractions and for tourism products and services offered by Thailand's tourism industry.
 - Promoting awareness of and encouraging tourism business operators and guides to adopt professional standards, methodologies and practices

- Establishing a development plan for tourism services as well as co-ordinating, promoting and supporting implementation of the plan
 - Establishing a development plan for tourist attraction sites, including coordinating, promoting and supporting the implementation of the plan
 - Monitoring and following up on tourism development performance
- b. Review the roles and functions of tourism related government agencies including the Tourism Commission, Hong Kong Tourism Board, Travel Industry Council of Hong Kong, the Trade Development Council, and InvestHK. Such a review might extend to the visitor economy more generally and to how government agencies may contribute positively.
 - c. The Government can play a stronger tourism industry facilitation role to capitalize on growth segments. This extends beyond the potential of particular market sources. For example, there is an urgent need for policy development to regulate the various products and services associated with the sharing economy.
 - d. Re-establish a Hong Kong “tourism think tank” or equivalent grouping to build a stronger alignment between government and industry thinking. The think tank should include transportation, accommodation, food and beverage, attractions, events and conferences, retails, recreation and entertainment, travel trade and related government departments.
 - e. Consider the formation of an industry-led Event Industry Council or equivalent grouping to coordinate events in Hong Kong and provide a unified industry voice for the sector.
 - f. Hong Kong should capitalize on tourism related opportunities under the “One Belt, One Road” initiative by promoting business, finance, trading, transport and logistics.

Short-term

- g. Re-positioning: It is suggested that the overall promotion strategy should shift Hong Kong’s positioning as a “shopping paradise” to a greater emphasis on world-class culinary experiences. This is less generic and will offer better connections with the distinct features of life in Hong Kong.
- h. Enhance the quality, ethics and professionalism of tourism services e.g. shopping, food and beverage, and taxi services. The quality labelling and certification scheme should be extended to other tourism sectors.
- i. To promote more sustainable inbound tourism development, more transparent tour pricing should be adopted to regulate inbound operations. The introduction of a tourism price index has merit and is worthy of investigation.
- j. With a view to bringing continuing economic benefits to Hong Kong, there is a need to better control, monitor and develop the Individual Visit Scheme. A progressive opening up of new cities in Mainland China is merited providing that such expansion is based on strong city-to-city understandings.
- k. Local level: In light of the growing visitor interest in experiencing community life away from the major tourist hubs, District councils should become more involved in developing tourism and related sectors. More balanced development will occur across the SAR through partnerships between the public and private sectors at both local and territory-wide levels. There are many overseas examples of good practice such as the following:
 - In Melbourne, Australia, the Destination Marketing Organization (Destination Melbourne)

has an active partnership with many district councils that encourages residents to host visiting friends and relatives. Working closely with the local business community the councils encourage visits to local attractions by both locals and their VFRs.

- In Northern Ireland the Tourism Development Department of Armagh City District Council offers free business development/facilitation services to potential investors.
- l. Review the roles and functions of the Hong Kong Tourism Board in managing events to maximize synergies between the tourism and events sectors. Synergies across all types of event spanning culture, sport, business and entertainment are vital for supporting Hong Kong's destination brand.
 - m. HKTB should mobilize the various event stakeholders such as sport associations to bring more events to Hong Kong with a view to spreading demand more evenly throughout the year. The Wine and Dine Festival should become a viable event business model that will bring direct benefits such as improved occupancies or guest spending; it has also been noted that the recent events calendar has been fairly static, innovation evident in the staging of major events (cultural and adventure events) and fairs (e.g. shows, exhibitions, expositions) will enhance Hong Kong as the event capital.
 - n. Invite more world-class events that are consistent with Hong Kong's desired destination positioning (e.g. Formula E that demonstrates a commitment to sustainability).
 - o. Target printed promotion materials at "kidults" (An adult who has maintained or adopted a lifestyle associated with young people, especially in matters of fashion, entertainment, and recreation but may not be information technology savvy) and engage in more effective dissemination of information for HKTB-related events and campaigns through the travel trade sector in different countries. For example, some traditional (ie "bricks and mortar") travel agencies in Singapore have commented that printed promotional materials, such as leaflets, flyers, especially the special offers made by the HKTB and related sectors can help to sell packages of Hong Kong.
 - p. The recent establishment of the Innovation and Technology Bureau provides potential opportunities for the accelerated development of the tourism sector, notably through:
 - Transforming Hong Kong into a Smart Destination as well as a Smart City
 - Encouraging innovation and technology to support tourism development (e.g. a focus on Mobile apps related innovations)

3. MICE and Business Travel

- a. With the forthcoming completion of the Hong Kong, Zhuhai, Macau Bridge (HZMB), it is anticipated that Asia World Expo may emerge as a stronger complement for the Hong Kong Convention and Exhibition Centre (HKCEC) as an exhibitions and conventions hub for Hong Kong.
- b. Capitalize on the MICE potential of the artificial island (located just off the HKSAR boundary along the HZMB) that will complement existing facilities and will promote the growth of this lucrative but competitive sector. The UNWTO has noted that many destinations are in the process of transforming and diversifying their MICE provision in the pursuit of competitive

advantage.

- c. With support from the Central Government, submit competitive bids for prominent international events, conventions and competitions, (e.g. APEC summit for the Central Government).
- d. Capitalize on the *bleisure* trend. Bleisure is a new trend in travel and involves the injection of fun into business trips. In other words, more business travelers are mixing work trips with vacation time. As a way of extending leisure opportunities for MICE travelers, bleisure suggest an opportunity to strengthen the connection between various event sub-sectors (MICE, sports, culture and entertainment). For example, the embryonic West Kowloon Cultural District should provide a vibrant cultural quarter for Hong Kong, a platform for artists to interact and collaborate; and facilities to host various cultural events.
- e. Connect with universities for the hosting of or advocacy on behalf of conferences and exhibitions in targeted scientific fields where Hong Kong institutions are world and regional leaders (e.g. the medical and pharmaceutical fields).
- f. Develop Hong Kong as an international centre for the conduct of examinations:
 - This is a form of high economic impact short-visit educational travel. Holding international public examinations such as Scholastic Assessment Test (SAT), Test of English as Foreign Language (TOEFL), International English Language Test System (IELTS) will bring candidates and family members to Hong Kong for short-stay.
- g. Adopt the “airport city/Lantau Island” concept to capitalize on the convergence of the international airport, Tung Chung, AWE and HZMB. This may occur through the provision of a zone incorporating advanced ICT related industries, logistics and trade, commercial accommodation, convention-related facilities and health and medical services.

4. Hospitality and Community

- a. Promote the concept of “visitor friendly Hong Kong” by strengthening awareness amongst residents of the contributions that the tourism and hospitality sector makes to the Hong Kong economy;
 - Government should demonstrate its commitment to tourism as a pillar of the Hong Kong economy in partnership with the visitor industry through regular communiques about the scale and scope of the sector, possibly accompanied by “good news” stories.
- b. Conduct ongoing monitoring of resident attitudes to tourists at district level to improve government responsiveness. Extend the range of immersive tourism experiences:
 - Strengthen visitor activities at district level by providing opportunities to see, experience and “co-create” with the locals. Co-creation is an active involvement by the visitor in the experience such as working with a chef in the preparation of the food that will be consumed. Such experiences are particularly memorable and generate positive word of mouth communication about the destination
 - Consider the establishment of partnerships with district councils to encourage positive residents and non-residents interactions. Residents might be encouraged to accompany visiting friends and relatives to local attractions. Campaigns could involve local personalities and be supported by local business, including hotels and could provide a

collaborative mechanism to stimulate local spending.

- c. Showcase Hong Kong's living culture (intangible cultural heritage), including collaborations with cultural institutions and museums
 - Samthelocal.com (is an online market place that connects people to locals with a view to engaging in customized interest-based outings).
- d. Active participation in district level tourism:
 - extend the concept of local tourism ambassadors,
 - Encourage exchanges between local residents and tourists through the medium of home visits. E.g. volunteer tourist ambassadors in San Francisco's China Town.
- e. Capitalize on the rejuvenation of industrial zones into vibrant areas that focus on arts, creativity and innovation where visitors and residents can mingle, e.g. Tai Kok Tsui, Sham Shui Po, Lai Chi Kok, San Po Kong and Kwun Tong.

5. **Transportation:**

Effective and efficient transportation is essential for tourism and connects tourists with transportation hubs, accommodation and attractions. It is generally agreed that a fully integrated transportation system promotes the development of tourism.

Acknowledging that the existing transportation system is focused primarily on the needs of Hong Kong residents, undertake a rethink of transport provision from the visitor perspective, incorporating innovative design-led thinking.

- a. ICT: strengthen the provision of Apps that support tourist accessibility. Currently the various Apps for different transport modes are not mutually supportable. Greater connectivity can improve the reception for visitors and enhance sensitivity towards those who need additional support for access. This would also be part of the Smart Tourism initiative
- b. Seamless connections, i.e. the journeys that are undertaken by tourists can proceed without breaks or gaps: strengthen the interchange between different modes of transportation, both physical and virtual. A better connected transportation system including linkages between the MTR, buses, trams, mini buses and bicycles.
- c. Better planned transport interpretation servicing, particularly in the case of mini-bus services.
- d. A walking App (supported by a map to guide tourists who are navigating from one place to another). This may provide an alternative to more organized coach or walking tours. When they are able to access a suitable App, tourists are freed from the requirement to do bring along a guidebook and can progress at their own pace. The self-guided walking tours offered by Macau Government Tourism Office are an example of good practice.
- e. Assess the feasibility of a pedestrian cross-harbor tunnel connecting Tsim Sha Tsui with Hong Kong Island side, e.g. Central, Admiralty or Wan Chai.

“Action without vision is only passing time, vision without action is merely day dreaming, but vision with action can change the world” Nelson Mandela

Summary

A Roadmap for the Development of Hong Kong's Visitor Economy

In considering the future of the visitor economy in Hong Kong it is noted that the current piecemeal approaches of recent years to the management and development of tourism need to be reviewed. This will require more consistent planning connecting a clear strategic direction and responsiveness to emerging opportunities. In promoting a more active positioning for tourism in the Hong Kong, it is proposed that the Federation takes a lead role as an industry advocate for the “visitor economy”.

1. Smart Destination

- f. Extend the use of digital technologies or Information and Communications Technology (ICT) to enhance the visitor experience in hotel settings and beyond.
- g. Destination Hong Kong should be a trend-setting and “smart” destination that offers visitors ease of transfer and true mobility within the SAR and beyond.
- h. In taking the lead, Government should partner with the hotel industry to ensure a seamless visitor experience beyond the hotel environment.

Short term: creating the nodes

- i. To make the visitor experience more seamless and rewarding make wifi routinely available beyond hotels and attractions to other facilities such as restaurants, public transportation, and public areas.

Longer term: developing the links

- j. To strengthen the strategic positioning of the visitor economy and recognize interconnections with other sectors, implement a Web-based platform that facilitates. Establish the connections between different nodes and progressively deliver for the various sub-sectors within the tourism industry. E.g. Tourism + Education, Tourism + Health, Tourism + Finance, Tourism + Creativity and Culture, Tourism + Marine

6. Government

Short-term

- q. Re-positioning: shift Hong Kong's position as a “shopping paradise” to more emphasis on the provision of world-class culinary experiences.
- r. Enhance the quality, ethics and professionalism of tourism services.
- s. Promote more sustainable inbound tourism development. More transparent tour pricing should be adopted to regulate inbound operations. The introduction of a tourism price index has merit and is worthy of investigation.
- t. Better control, monitoring and development of the Individual Visit Scheme.
- u. Local level: more involvement by district councils in the developing the visitor economy and related sectors.

Medium- to Long-term

- v. Elevate the status of tourism within the Hong Kong SAR Government by establishing a bureau level under a Secretary.

- w. Review the visitor economy related roles and functions of relevant government agencies - the Tourism Commission, Hong Kong Tourism Board, Travel Industry Council of Hong Kong, the Trade Development Council, and InvestHK.
- x. Re-establish a Hong Kong “tourism think tank” or equivalent grouping to strengthen the alignment between government and industry thinking.
- y. Form an industry-led Event Industry Council or equivalent grouping to coordinate events in Hong Kong and unify the events industry voice.
- z. Capitalize on tourism related opportunities under the “One Belt, One Road” initiative by promoting interconnections with commerce, finance, trade, transport and logistics.

7. MICE and Business Travel

- h. Capitalize on the MICE potential of the artificial island which located just off the HKSAR boundary along the Hong Kong, Zhuhai, Macau Bridge.
- i. With Central Government support, submit competitive bids to host prominent international events, conventions and competitions (e.g. the APEC summit).
- j. Capitalize on the *bleisure* trend by incorporating engaging leisure experiences into business travel provision.
- k. Develop Hong Kong as an internationally renowned student examinations centre:
- l. Progress the “airport city/Lantau Island” concept to incorporate the international airport, Tung Chung, AsiaWorld-Expo and the Hong Kong, Zhuhai, Macau Bridge.

8. Hospitality and Community

- f. Promote the concept of “visitor friendly Hong Kong” by strengthening resident awareness of the contributions of tourism and hospitality to the visitor economy;
- g. Conduct ongoing district level monitoring of resident attitudes to visitors with a view to enhancing government responsiveness.
- h. Showcase Hong Kong’s living culture (intangible cultural heritage)
- i. Promote active visitor engagement at district level: e.g. encourage exchanges between local residents and visitors through the medium of home visits that provides opportunity for tourists to spend quality time with local residents in Hong Kong.

9. Transportation:

- f. ICT: review the range of existing Apps from the visitor perspective with a view to strengthening usability.
- g. Seamless connections: strengthen physical and virtual interchanges between different transport modes.
- h. Better planned transport interpretation servicing, particularly in the case of mini-bus services.
- i. Implement a visitor walking App as an alternative to more organized coach or walking tours.
- j. Assess the feasibility of a pedestrian cross-harbor tunnel connecting Tsim Sha Tsui with Hong Kong Island.
- k.

概要：香港遊客經濟發展藍圖

香港政府對旅遊業的發展一貫採用漸進的、因疾施治式的管理方式。而在政策、經濟、及科技等宏觀環境快速變化的背景下，這種方式已無法應對外部環境為香港旅遊業帶來的挑戰與機遇。為此，香港酒店業主聯會作為旅遊行業的一員率先提出以全方位的視角重新審視香港旅遊業所處的宏觀環境，並在此基礎上提出未來發展定位及戰略。基於香港理工大學酒店與旅遊業管理學院多年來對香港旅遊業發展的研究成果，本聯會提出以“遊客經濟”為核心的五大戰略方向。

政企協同合作，創智慧目的地：

首先，香港作為全球旅遊業的先鋒應率先建設智慧旅遊系統，通過為旅遊者提供便捷的信息服務和移動終端服務以實現旅遊目的地的智能化。政府應積極與業界合作，通過提供免費無線網絡及充分拓展使用數碼技術以增強遊客在酒店、景區、餐廳等旅遊環節的體驗，並通過智慧旅遊系統對旅遊者大數據進行監控並做出反應，最終實現旅遊業與其他產業的無縫連接和共建共贏。

轉變政府角色，提高旅遊職能：

其次，本聯會認為特區政府應當在旅遊業的發展中承擔起更為主導之角色，充分利用“一帶一路”政策及“十三五”規劃，從中國內地的經濟發展和各項刺激經濟，尤其是刺激旅遊發展的政策中尋找香港旅遊業發展的機遇。重新審視“購物天堂”的市場定位，強調提供世界級美食體驗的“美食天堂”定位。宣傳更加可持續的入境旅遊發展，進一步監管和發展內地赴港自由行，加強旅遊服務質量及旅遊服務的專業性，並聯合各區政府更多地參與到遊客經濟及相關產業的發展中。放眼中長期，特區政府需成立由特首直接領導的旅遊政策局，重新審視與遊客經濟相關的政府部門及其角色，成立旅遊智庫或類似組織為旅遊業發展出謀劃策，成立業界主導的會展產業委員會或類似組織以協調香港會展活動並統一業界意見。

發揮區位優勢，提升會展行業：

第三，本聯會認為政府應當順應休閒與商務旅遊融合的國際趨勢，有效利用香港的區位優勢及港珠澳大橋的建成帶來的機遇，結合香港國際機場、東涌、亞洲國際博覽館等地，推廣“機場城市/大嶼山”概念，並進一步探索會展業的發展潛力，以傳統的旅遊、商務、購物優勢推動現代國際會展業的發展。借力中央政府的支持，積極參與承辦重大國際會展活動及比賽；將香港發展成為國際知名考試中心。

鼓勵市民參與，重建友好香港：

第四，本聯會認為政府應當通過加強居民對旅遊業經濟貢獻的認知來宣傳“友好香港”之理念，在各區持續監測遊客負載力和遊客行為對居民日常生活的影響，以及居民對遊客的態度，進而提升政府的響應能力，並在各區積極鼓勵遊客與當地居民的互動，透過各種社區活動向遊客充分展示香港的生活文化及非物質文化遺產，。

優化旅遊交通，提升遊客體驗：

最後，在香港現有交通系統基礎上，結合移動互聯網技術，進一步提升遊客體驗。本聯會認為應從遊客角度審視旅遊交通現狀，更為合理地規劃交通服務特別是小巴服務，以實現不同交通模式之間的無縫對接。此外，政府應評估建立一條連接尖沙咀和香港島的跨海人行隧道的可能性，提升現有手機應用程式的實用性，並開發新的手機應用程式為遊客提供步行導覽。