

塑造行業 創造價值

Shaping the industry, embracing value creation

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(編按：早在二零零六年中，議會訓練委員會已決定了要研究業界的長遠培訓需要，並且認為如要評估那些需要，首先就要瞭解業界的整體狀況。李金漢教授是議會獨立理事，為此獲邀對議會的會員旅行社進行問卷調查。經過一年多的努力後，研究報告於二零零八年完成。以下是該研究報告的修訂節本。)

(Editor's note: Back in mid-2006, the TIC Training Committee decided to study the long-term training needs of the industry, and came to the view that to assess such needs, the overall industry environment had to be understood first. Professor Kam-hon Lee, an Independent Director of the TIC, was thus invited to conduct a questionnaire survey among TIC member agents. After more than one year's effort, the report of the study was completed in mid-2008. The following is a revised and abridged version of the report.)

研究設計

問卷的理論框架來自邁克爾·E·波特 (Michael E. Porter) 的行業分析框架。通過面對面的訪問，我們首先找出接受訪問的旅行社的業務類別，然後從中甄選出一至三項最重要的業務類別作深入瞭解。對於每一項甄選出來的業務類別，我們會有進一步的問題，看看有甚麼因素在影響著那項業務，以及旅行社有甚麼應對策略。

本研究要訪問的對象，是從事出外旅遊業務的議會會員旅行社。在二零零七年一月九日時，議會共有一千四百七十五家從事各種業務的會員旅行社，其中一千三百五十三家是外遊旅行社。我們按全職僱員人數將這些外遊旅行社分成四組：(1) 二至五人，(2) 六至十五人，(3) 十六至五十人，(4) 五十一人及以上。這四組外遊旅行社的數目分別是七百六十七家、四百零四家、一百二十七家、五十五家。

本來決定了每組訪問十五家外遊旅行社，合共訪問六十家，但後來出於種種原因，在二零零七年五月至二零零八年四月期間只訪問了五十六家。在那四個組別中，實際接受了訪問的旅行社數目是十二家(二至五人組)、十四家(六至十五人組)、十四家(十六至五十人組)、十六家(五十一人及以上組)。

Research design

The theoretical framework for the questionnaire came from Michael E. Porter's framework for industry analysis. Through personal interviews, we first identified the business categories the interviewed travel agents were handling. Then we picked the most significant one to three business categories for in-depth understanding. For each business category, there would be follow-up questions on various forces that shaped the business category, and the strategies the travel agent adopted in managing that business category.

The target interviewees were TIC member agents involved in outbound tourism. As of 9 January 2007, there were 1,353 outbound agents among a total of 1,475 member agents involved in all types of business. These outbound agents were classified into four groups according to the number of full-time employees: (1) 2 to 5 employees, (2) 6 to 15 employees, (3) 16 to 50 employees and (4) 51 employees and above. According to this classification, the numbers of outbound agents in these four groups were 767, 404, 127 and 55 respectively.

Initially, it was decided that 60 outbound agents, with 15 agents from each group, would be interviewed. But owing to various reasons, only 56 outbound agents were actually interviewed in the period between May 2007 and April 2008. The numbers of interviewed outbound agents in the four groups were 12 (2 to 5 employees), 14 (6 to 15 employees), 14 (16 to 50 employees) and 16 (51 employees and above) respectively.

Research results

Firm performance: Firm performance was what really mattered to a firm.

研究結果

公司表現：對公司來說，真正關乎大局的是公司表現。在本研究中，公司表現分為當前表現和預期日後表現，而表現則有三種等級，即「非常好」、「好」、「不大好」。在接受訪問的五十六家外遊旅行社中，有五十二家(佔百分之九十二點九)表示最少有一種業務在「好」或「非常好」的等級。因此，絕大部份接受訪問的旅行社都有可持續經營的業務。在接下來的分析中，我們的分析單元不再是旅行社，而是業務類別，藉以深入瞭解業界的狀況。由那五十六家外遊旅行社中，我們合共得出九十二個業務門類，這九十二個門類就是分析的主要對象。

公司規模：我們分析過公司規模(接受訪問

In this study, firm performance included present performance and expected future performance. Performance was classified into three levels, i.e. “very good”, “good” and “not so good”. Among the 56 interviewed outbound agents, 52 of them (92.9%) indicated that they had at least one business category belonging to the “good” or the “very good” level. Therefore, **the overwhelming majority of these interviewed agents had sustainable operations**. In the subsequent analyses, we would take business categories rather than member agents as the unit of analysis in order to understand the industry environment in depth. A total of 92 business categories were obtained from the 56 outbound agents. These 92 business categories constituted the base for data analysis.

Firm size: We checked the impact of firm size (the number of employees at the time of the interview) on performance, and found that in both present performance and expected future performance, larger firms would

表一：按當前表現排列的各業務類別

Table 1: Present performance of business in descending order

業務類別 Business category	樣本數目 No. of cases	平均值 Mean
會議展覽及獎勵旅遊 MICE	4	1.75
旅行團—零售 Package tour — retail	13	1.85
其他(包括交通安排及郵輪假期) Others (including transport and cruise package)	4	2.00
旅行團—批發 Package tour — wholesale	11	2.09
商務旅遊 Corporate/business travel	19	2.11
代訂酒店—零售 Hotel reservation — retail	8	2.13
票務—批發 Ticketing — wholesale	7	2.14
機票連酒店套票 Air-plus-hotel package	7	2.14
票務—零售 Ticketing — retail	16	2.56
代訂酒店—批發 Hotel reservation — wholesale	3	2.67

(1最好，3最差 1 best, 3 worst)

表二：按預期日後表現排列的各業務類別

Table 2: Expected future performance of business categories in descending order

業務類別 Business category	樣本數目 No. of cases	平均值 Mean
旅行團—零售 Package tour — retail	13	1.46
會議展覽及獎勵旅遊 MICE	4	1.50
其他(包括交通安排及郵輪假期) Others (including transport and cruise package)	4	1.50
旅行團—批發 Package tour — wholesale	11	1.73
機票連酒店套票 Air-plus-hotel package	7	1.86
代訂酒店—批發 Hotel reservation — wholesale	3	2.00
票務—批發 Ticketing — wholesale	7	2.14
商務旅遊 Corporate/business travel	19	2.16
代訂酒店—零售 Hotel reservation — retail	8	2.25
票務—零售 Ticketing — retail	16	2.50

(1最好，3最差 1 best, 3 worst)

時的僱員人數)對公司表現的影響，發現無論是當前表現還是預期日後表現，都是規模越大就表現越好。

業務類別：按照行業慣例，本研究將上述九十二個業務門類分成十個類別：(1)旅行團—批發，(2)旅行團—零售，(3)票務—批發，(4)票務—零售，(5)機票連酒店套票，(6)商務旅遊，(7)會議展覽及獎勵旅遊，(8)代訂酒店—批發，(9)代訂酒店—零售，(10)其他(包括交通安排及郵輪假期)。我們以統計方法分析了有關數據，並將十個業務類別按當前表現和預期日後表現排列起來(見表一、表二)。

綜合上述兩表的結果，我們發現會議展覽及獎勵旅遊、旅行團—零售、其他(交通安排及郵輪假期)屬於表現較佳的業務類別，而表現

perform better.

Business category: Following industry practice, this study classified the 92 business categories into 10 categories: (1) package tour — wholesale, (2) package tour — retail, (3) ticketing — wholesale, (4) ticketing — retail, (5) air-plus-hotel package, (6) corporate/business travel, (7) MICE (Meetings, Incentives, Conventions and Exhibitions), (8) hotel reservation — wholesale, (9) hotel reservation — retail and (10) others (including transport and cruise package). We conducted statistical analysis and ordered business categories first according to present performance, and then according to expected future performance (see Tables 1 and 2).

Putting the results of these two tables together, it was observed that MICE, package tour — retail and others (transport and cruise package) were better performers, whereas ticketing — retail was the worst performer, followed by hotel reservation — wholesale and hotel reservation — retail.

最差的業務口別是票務—零售，接著是代訂酒店—批發、代訂酒店—零售。

行業分析

本研究的主要目標之一，是檢證波特的行業分析框架是否適用於出外旅遊業，並且通過該框架，從行業層面瞭解各業務類別的公司表現。如證實了該框架適用於外遊業，則外遊旅行社可循著同一框架尋求提高公司表現的出路。

根據波特的分析，公司表現如何，主要視乎公司是否身處上好的行業。假如身處上好的行業，即使其他決策未見出色，但公司表現仍會優異。相反，假如身處差勁的行業，即使其他決策出色，但公司表現仍會不濟。決定行業優劣的因素共有五個：(1)同行的數目，以及相互競爭的方式；(2)新入行者的威脅；(3)替代品的威脅；(4)供應商的議價能力；(5)顧客的議價能力。

沿著這個思路，在以下五種情況下公司表現就會優越：(1)同行寥寥可數，大家以服務素質比拚，而不是割價競爭；(2)沒有新入行者的威脅；(3)沒有替代品的威脅；(4)供應商的議價能力低；(5)顧客的議價能力低。在這五種情形下經營的公司，可說是在「五星級」行業裡經營，非常有利。如在相反的情況下經營，則是在「無星級」行業裡經營，大為不利。

競爭狀況：關於競爭狀況，倘若業內公司的數目小，而競爭的方式健康(如以更佳的方法服務顧客)，那樣的經營環境即屬有利。如情況相反，則經營環境屬於不利。如有利的條件只部份存在，那麼經營環境既非有利，也非不利。我們要求接受訪問的五十家外遊旅行社評估外遊旅行社在九十二個業務門類的競爭方式，即業內的競爭狀況，然後以統計方法分析有關數據，並審察競爭狀況分別與當前表現、預期日後表現的關係。綜合這兩項分析結果，很明顯，**競爭狀況越有利，公司表現就越佳。**

新入行者：新入行者的威脅可從兩方面研究，即主觀的感覺和客觀的入行條件。如果人人都覺得很難加入某行業，而且入行的客觀要求又很嚴格(如開設新公司需要一大筆資金)，那樣的

Industry analysis

One major objective of this study was to test the applicability of Porter's industry analysis framework to the outbound industry, and make use of the framework to understand the firm performance of various business categories at the industry level. If the framework could be affirmed, outbound agents might ponder along the lines of the framework to explore different venues for improvement of firm performance.

According to Porter, firm performance mainly depends on whether or not a firm has joined a good industry. When a firm has joined a good industry, even if it does not handle other decisions that well, it can still enjoy great performance. On the other hand, when a firm has joined a bad industry, even if it does well in handling other decisions, it will still have poor performance. There are five major forces shaping an industry: (1) the number of rivals and the way they compete with each other in the industry, (2) the threat of new entrants, (3) the threat of substitutes, (4) the bargaining power of suppliers and (5) the bargaining power of customers.

Following this line of thought, a firm will have great performance under the following five conditions: (1) few rivals and they compete with each other by delivering better services rather than cutting prices, (2) no threat of new entrants, (3) no threat of substitutes, (4) low suppliers' bargaining power and (5) low customers' bargaining power. If a firm is operating under these five conditions, it may say that it is operating in a "five star" industry that is extremely favourable. If the opposite is true, the firm is operating in a "no star" industry that is extremely unfavourable.

Rivalry: Regarding rivalry, if the number of firms is small, and the way they compete with each other is healthy (e.g. identifying better ways to serve the customer), then the environment is favourable. If the opposite is true, then the environment is unfavourable. If the favourable conditions are only partially there, then the environment is neither favourable nor unfavourable. The 56 outbound agents were asked to rate how outbound agents competed with each other in the 92 business categories, i.e. the rivalry within the industry. We conducted statistical analysis and examined the relationship between rivalry and present performance, and that between rivalry and expected future performance. With these two analyses put together, it became quite clear that **when the rivalry condition was favourable, firm performance tended to become better.**

New entrants: The threat of new entrants can be examined from subjective perception and objective criteria for entry. If people feel that it is difficult for new entrants to enter an industry, and if the objective requirements are stringent (e.g. requiring a substantial amount of capital to launch a new firm), then the environment is favourable. If the opposite is true, it is



劉陽先生攝。Photo by Mr Liu Yang.

香港國際機場。

Hong Kong International Airport.

經營環境即屬有利。如情況相反，則經營環境屬於不利。我們以統計方法分析有關數據，並審察新入行者的威脅分別與當前表現、預期日後表現的關係。這兩項分析結果證實了新入行者的威脅越少，則公司表現就越佳。

替代品：審察行業裡有沒有替代品的威脅，這很重要。如果有的話，就必須審察這威脅會否日漸普遍。如果沒有威脅，經營環境即屬有利。如果有威脅，而且這威脅日漸普遍，則經營環境屬於不利。我們以統計方法分析有關數據，並審察替代品的威脅分別與當前表現、預期日後表現的關係。這兩項分析結果證實了替代品的威脅越少，則公司表現就越佳。

供應商的議價能力：議價能力要視乎雙方的互動關係而定。假如供應商有其他上佳選擇，而公司並沒有其他上佳選擇的話，那麼供應商的議價能力就很強。相反的話，供應商的議價能力就很弱。假如雙方都有其他上佳選

unfavourable. We conducted statistical analysis and examined the relationship between the threat of new entrants and present performance, and that between the threat of new entrants and expected future performance. The results of these two analyses affirmed that **when the threat of new entrants was less, firm performance tended to become better.**

Substitutes: It is important to examine whether there is any threat of substitutes. If there is, it becomes important to examine whether it is likely to become a trend. If there is no such threat, the industry environment is favourable. If there is such a threat, and the threat becomes a trend, it is unfavourable. We conducted statistical analysis and examined the relationship between the threat of substitutes and present performance, and that between the threat of substitutes and expected future performance. The results of these two analyses affirmed that **when the threat of substitutes was less, firm performance became better.**

Suppliers' bargaining power: Bargaining power hinges on the interaction between two parties. If the supplier has good alternatives, and the firm does not have good alternatives, the supplier has strong bargaining power. If the opposite is true, the supplier has weak bargaining power. If

擇，或者都只有其他不良選擇，那雙方的議價能力就不相上下。我們以統計方法分析有關數據，並審察了供應商的議價能力與當前表現的關係，結果發現兩者的關係很緊密。我們再以統計方法分析有關數據，並審察了供應商的議價能力與預期日後表現的關係，結果發現兩者在統計學上並沒有顯著關係。因此，將這兩項分析結果放在一起考慮後，我們可以部份確立供應商的議價能力對公司表現的影響。

顧客的議價能力：要分析顧客的議價能力，方法和分析供應商的議價能力差不多，只是這時的對手不是供應商，而是顧客。我們以統計方法分析有關數據，並審察了顧客的議價能力與當前表現的關係，結果發現兩者沒有顯著關係。我們再以統計方法分析有關數據，並審察了顧客的議價能力與預期日後表現的關係，結果發現兩者在統計學上呈現顯著的正相關。綜合這兩項分析結果，我們可以部份確立顧客的議價能力對公司表現的影響。

根據以上分析結果，我們可以肯定波特的行業分析框架，能大體上解釋香港外遊旅行社的業務表現。

策略分析

本研究另一主要目標，是從公司層面去瞭解外遊旅行社的業務表現。我們決定採用蕭恩·A·韋(Sean A. Way)的策略人力資源管理框架來評估公司策略。策略方向共有五個：(1)創造價值，(2)運作經濟(performance economy)，(3)運作效率(performance efficiency)，(4)市場互動，(5)低價。

創造價值：所謂創造價值的策略方向，指公司為提供給顧客的服務增值，使該服務在顧客心目中增加價值之餘，公司的成本又不致過度上升。結果是顧客得益增多，而公司又能賺取更多利潤。倘若有外遊旅行社找到了新的業務範疇，而顧客對此又非常欣賞，那麼該旅行社就會有更多生意和額外利潤。由於對業界整體來說這是新的業務範疇，因此業界整體的生意和利潤都會得以提高。此外，由於先前沒有

both parties have good alternatives, or both parties have poor alternatives, then the two parties are more or less equally powerful. We conducted statistical analysis and examined the relationship between suppliers' bargaining power and present performance. There was a strong relationship. We also conducted statistical analysis and examined the relationship between suppliers' bargaining power and expected future performance. We could not establish a statistically significant relationship. Thus, considering the results of these two analyses together, we might partially affirm the impact of suppliers' bargaining power on firm performance.

Customers' bargaining power: The analysis of customers' bargaining power is similar to the analysis of suppliers' bargaining power. The other party for the firm is now the customers rather than the suppliers. We conducted statistical analysis and examined the relationship between customers' bargaining power and present performance. We could not establish a significant relationship. We also conducted statistical analysis and examined the relationship between customers' bargaining power and expected future performance. This time, we could establish a statistically significant and positive relationship. Putting the results of these two analyses together, we might partially affirm the impact of customers' bargaining power on firm performance.

Based on all the above analyses, **we could safely conclude that Porter's industry analysis framework could largely explain the business performance of outbound travel agents in Hong Kong.**

Strategy analysis

Another major objective of this study was to understand the performance of outbound agents at the firm level. We decided to use Sean A. Way's framework in strategic human resource management to understand the firm strategy. There are five different strategic orientations: (1) value creation, (2) performance economy, (3) performance efficiency, (4) market dynamics and (5) low price.

Value creation: The strategic orientation of value creation is to increase the value of service to customers and widen the gap between the value to the customers and the cost to the firm. As a result, the customer may get more benefit and the firm may get more profit at the same time. If an outbound agent can find a new line of business, and if the customer treasures it a lot, then the agent will enjoy new business and additional profit. In the meantime, since this is a new business to the industry as a whole, it also increases industry business and industry profitability. Since it is a new business no existing agents have developed before, it does not have any adverse impact on other outbound

旅行社經營這種新業務，所以其他外遊旅行社不會因而受損。

運作經濟：所謂運作經濟的策略方向，指公司要找出合適的規模和範疇，使公司不僅能處理更多交易，而且能以更合宜的成本提供服務。假如有外遊旅行社能夠應付差不多所有顧客的需求(如擁有大量機位)，那麼該旅行社與顧客初次接觸時就差不多能完成交易，無須再四處張羅更多機位。這樣一來，該旅行社就肯定不會因能力有限而失去了生意，同時也肯定能順暢運作，並且能節省成本。此外，顧客會更感滿意，公司的利潤也會增加，而對業界或其他外遊旅行社也不會有影響。

運作效率：所謂運作效率的策略方向，指僱員在提供服務時，要確保工作有效率。假如有外遊旅行社能省卻處理顧客要求的一些步驟，那樣在服務顧客時就能減低成本。換言之，顧客的滿意程度相若，但公司的利潤卻可增加，而且對業界或其他外遊旅行社也不會有影響。

市場互動：所謂市場互動的策略方向，指及時因應對手的招數，作出部署。如果那些招數是高招，旅行社就有機會向對手學習，從而改善自己。有時對手的招數可能會損害旅行社或者整個行業，在這種情況下，旅行社仍可採取行動將損害減至最低。

低價：所謂低價的策略方向，是說旅行社放棄部份利潤以留住顧客，結果就是利潤下降。割價策略等同於從其他對手那裡偷走生意。雖然行業整體來說維持不變，但旅行社之間的生意卻經過重新分配，結果是旅行社因利潤下降而受損，而顧客卻能以較低價錢得到相同服務。長遠而言，旅行社會因此而變得越來越難以生存。

我們將當前表現與預期日後表現都分成三類：「非常好」、「好」、「不大好」，然後據此將那九十二個業務門類分組，再對比各組的策略方向。這般分析後，就可推斷出這三組業務門類在策略方向上的主要差異。

我們先據當前表現將那些業務門類分成三

agents.

Performance economy: The strategic orientation of performance economy is to design an appropriate scale and scope for the firm so that it can handle more business and deliver service at a more reasonable cost. If an outbound agent has the capacity to meet the need of practically all customers' requests, e.g. having a large number of airline seats, then the firm can take up practically all business in the first customer encounter. There is no need for the agent to go around and find additional airline seats available. It will ensure that the agent will not lose any business because of limited capacity. It will also ensure that the agent is operating smoothly and in a cost saving manner. This will mean more satisfaction to the customer and more profit to the firm. It does not affect the industry or other outbound agents.

Performance efficiency: The strategic orientation of performance efficiency is to affirm that when employees deliver services, they are doing it efficiently. If an outbound agent can find ways to skip certain steps in handling customer requests, it will improve its cost in serving the customer. It will mean more profit to the firm and the same level of satisfaction to the customer. It does not affect the industry or other outbound agents.

Market dynamics: The strategic orientation of market dynamics is to cope with competitors' moves in a timely manner. If the moves are great practices, the agent has an opportunity to learn from the competitors and improve itself as well. Sometimes, the competitors' moves are practices that may hurt the agent and/or the industry. In this situation, the agent still has a chance to take appropriate actions to minimise the adverse impact.

Low price: The strategic orientation of low price is to give away some of the agent's profit to the customer in order to retain the customer at the expense of profit. The price cutting strategy is to steal business from other competitors. The industry as a whole remains the same. However, the business will be reallocated among agents, which will lose out because of lower profit, while customers will be able to enjoy the same at a lower price. In the long run, it becomes increasingly difficult for the agents to survive.

We classified present performance and expected future performance each into three categories, i.e. "very good", "good" and "not so good". We used this as a base to group the 92 business categories and contrast their strategic orientations. Based on the analysis results, we can infer the major difference among these three groups of business types in terms of their strategic orientations.

We took present performance as a base to classify the business categories into three groups and conducted statistical analysis to contrast their

組，然後以統計分析的方法，對比三組業務門類在策略方向上的相異之處。結果顯示以創造價值的策略方向而論，「不大好」的業務門類沒有「好」及「非常好」的業務門類那麼注重創造價值。可是，在其餘四種策略方向上，這三組業務門類都沒有呈現甚麼差別。

我們再據預期日後表現將那些業務門類分成三組，然後以統計分析的方法，對比三組業務門類在策略方向上的相異之處。結果顯示以創造價值的策略方向而論，「不大好」的業務門類沒有「好」的業務門類那麼注重創造價值，而「好」的業務門類也沒有「非常好」的業務門類那麼注重創造價值。此外，在其餘四種策略方向上，這三組業務門類也都沒有呈現甚麼差別。

根據以上分析，我們的結論是，創造價值是成敗的關鍵。

建議

基於上述研究結果，我們向外遊旅行社提出兩點建議：

1. 行業分析框架使外遊旅行社能選出有利潤的業務類別。上文找到了一些有利潤的業務類別(如會議展覽及獎勵旅遊)，這些都是大有可為的業務類別。另一方面，即使是普普通通的業務類別(如機票連酒店套票)，但仍可設法改變決定行業優劣的五大因素，從而爭取可喜的業績。因此，外遊旅行社的行政總裁需要瞭解行業分析框架，運用創意，找出有效的方法，以塑造他們有意從事的業務口別。由於這是高階層的決策，只有行政總裁才能學習並將這概念有效推行。
2. 外遊旅行社最好能多注意創造價值的策略方向，因為在公司層面上，這是最能判別成敗的策略方向。假如行政總裁和他們的部下能銳意推行創造價值的概念，那麼業界就較有可能出現更多有營利能力的外遊旅行社。☞

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differences on the five strategic orientations. It showed that in terms of the strategic orientation of value creation, the “not so good” business categories did not pay as much attention to this strategic orientation than the “good” and “very good” ones. However, the three groups did not show any difference when contrasting the other four strategic orientations.

We also took expected future performance as a base to classify the business categories into three groups and conducted statistical analysis to contrast their differences on the five strategic orientations. It showed that in terms of the strategic orientation of value creation, the “not so good” business categories did not pay as much attention to this strategic orientation than the “good” ones, and the “good” ones did not pay as much attention than the “very good” ones. Again, the three groups did not show any difference when contrasting the other four strategic orientations.

Based on the above analysis, **we came to the conclusion that value creation was the key to differentiating winners from losers.**

Recommendations

Based on the above findings, there are two recommended actions for outbound agents:

1. The industry analysis framework can enable outbound agents to choose profitable business categories. Those profitable categories identified earlier in this article (e.g. MICE) are outstanding ones. On the other hand, even for run-of-the-mill categories (e.g. air-plus-hotel packages), there are ways to shape the five forces and achieve admirable business results. **It becomes important, therefore, for CEOs of outbound agents to understand the industry analysis framework, exercise creativity and identify an effective way to shape the business category they want to engage in.** Since this is a strategic decision, only the CEOs can learn and implement this idea effectively.
2. **Outbound agents are advised to pay more attention to the strategic orientation of value creation. This is the most important strategic direction at the firm level to differentiate winners from losers.** When CEOs and their associates embrace the concept of value creation, it is more likely to have more profitable outbound agents in the industry. ☞

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