

Executive Summary

As the demand of hotel banquet services has been increasing rapidly in the hospitality industry, our consultant team has carried out an Industry Analysis Report to examine the industry, in order to gain a deeper understanding to the marketing trend and give recommendations to Hong Kong Gold Coast Hotel (HKGCH) in accordance with the findings.

Pilot studies were carried out before the proposal was drafted to understand the general condition in the hotel banquet services market. In depth interview was carried out with Ms. Esther Leung, Banquet Sales Co-coordinator and we have done a covert research to get the company and the industry data (See Appendix 9.2). We have also done a quantitative research of which 180 questionnaires were collected. Questionnaires were distributed to the target group of customers and we asked about their attitudes and preferences on choosing the banquet services in the hospitality industry.

This report analyzes the findings of the hotel banquet service in the hospitality industry with reference to the Porter's five forces model. These forces have brought various effects to HKGCH. After analysing the hotel, the bargaining power and the threat of substitute services and products had negative effect for the position of HKGCH in the industry.

We have made recommendations to improve the current situation. We suggested that HKGCH should renovate the banquet venues and improving the services provided. Additional services, such as shuttle bus and ferries to the central business districts, should be provided in order to increase the accessibility of the hotel. More promotions in television advertisements and international magazines should be done in order to increase the awareness of local and foreign customers to use the banquet services in HKGCH.



Hospitality Industry Analysis

A Case Study of Hong Kong Gold Coast Hotel

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1. Introduction

1.1 Background

The demand of banquet service is increasing in the hospitality industry in Hong Kong. People like to have wedding banquets, birthday parties, graduation dinners and company annual dinners in the hotels. Therefore, more new hotels have been established because of the high demand of banquet services. As a result, the competition is getting tougher. Being the only five-star beach resort hotel in Hong Kong, HKGCH, which is one of the Sino Group hotels, has to increase its quality of the banquet service for bigger market share.

1.2 Problem

HKGCH needs to increase its quality of banquet service to maintain competitiveness. In addition, the banquet packages of the hotel are not 'well organized'. The sales of banquet are relatively lower, compared with the other Sino Group hotels. Besides, it does not have a clear niche in the market. Therefore, this report analyzes the problems in the banquet service that HKGCH have. At the same time, recommendations are given in the hope of raising the quality of banquet service.

1.3 Significance

The demand for banquet service in Hong Kong has been increasing over these years. Hong Kong Census and Statistics Department points out that the consumption rate of hotels is increasing, which means more and more people, both local citizens and tourists, prefer to make use of the facilities in hotels. According to the Census and Statistics Department figures, the total restaurant receipts rose ten per cent after the SARS outbreak in Hong Kong (Li, 2005). This shows that the banquet industry is proliferating. The quality of banquet service has improved tremendous in the hope of increasing their own market shares and keeping up with their customers.

1.4 Scope

In this report, both the macro-analysis and micro-analyses will focus on the banquet service of hospitality in Hong Kong. Other areas are not included, such as

accommodations, travel agents and concierge services. For the macro-analysis, the overview of the whole Hong Kong banquet industry is presented. For the micro-analysis, which is Porter's Five-force Model, it only focuses on the banquet service of HKGCH. The SWOT analysis will not focus on the banquet services of Hong Kong whole industry, but only on HKGCH.

1.5 Organization

In the beginning of this report, aims of this project are briefly provided. After that, a macro-analysis of Hong Kong hospitality industry is presented. It gives an overview of the whole Hong Kong banquet industry. A micro-analysis, which is the Porter's five forces model, will be followed up. A SWOT analysis is presented as well. Both of them give in-depth analysis on the banquet service of Hong Kong and the HKGCH. Finally, problems of the banquet service in the hotel will be identified and followed up with recommendations. Last but not least, a conclusion is drawn to summarize the whole report.

2. Aims of the Project

In this project, we will analyze the whole hotel banquet services market and the marketing situation of HKGCH in five ways, namely the threat of new entrants, bargaining power of buyers and suppliers, threat of substitute products and services and the rivalry among the existing hotels offering similar services. We will make recommendations on how to improve the competitiveness of the banquet services of the hotel in the hope of raising the competitiveness and sales of banquet services and to reorganize the banquet packages that the hotel offers at the moment. In the long run, we hope the hotel can gain more market share in banquet industry and to be the leader in the middle-income market in banquet industry.

The key objectives of our project are divided into short and long term:

2.1 Short-term Objectives

To increase seven percent consumption rate of banquet services by June 2006 and;

To reorganize the banquet packages offered at the moment, including wedding

package and theme party package.

2.2 Long-term Objectives

To increase five percent market share in the banquet services industry and;

To gain the largest market share and to be the market leader in banquet services for middle income group.

3. Findings

In the following, we will look into the banquet service of the HKGCH based on Michael E. Porter's Five Forces Model. The forces are namely threat of new entrants, bargaining powers of suppliers, bargaining powers of buyers, threats of substitute products or services and jockeying for positions (rivalry among existing firms).

3.1 Threat of New Entrants

The banquet service in the hospitality industry is growing rapidly in Hong Kong. The rapid growth of the industry leads to the keen competition among hotels and new entrants to this industry.

Because of the increase in demand of buyers and the keen competition in the hospitality industry, hotels launch more varieties of banquet packages and menus for customers. HKGCH offers nearly ten kinds of banquet packages and each package targets on a specific group of customers.

According to the Porter's Five Forces Model, new entrants have to face certain entry barriers in order to position themselves in an industry and their entries to the industry will threaten the existing competitors in the industry. The threat of new entrants depends on six main barriers; economies of scale, product differentiation, capital requirements, cost disadvantages independent of size, access to distribution channels and government policy. Specific analyses of the hotel banquet services on the entry barriers and reaction from existing competitors are as follows:

3.1.1 Economies of Scale

Economies of scales tend to occur in industries with high capital costs in which

those costs can be distributed across a large number of units of production.

From the list of hotels in the Hong Kong Hotels Association, the hospitality industry is a large industry with 120 hotels in Hong Kong. HKGCH is one of them. It is one of the hotels owned by Sino Group Limited and it a well-established hotel with good economies of scale. The economies of scale provide a better competitive edge for HKGCH over their rival.

As an existing competitor in the industry, HKGCH has a rather stable position and has a loyal customer network. The new entrants are difficult to change customers' preference of HKGCH because they have been gaining a unique benefit from the economies of scales— its location and facilities.

HKGCH is the biggest hotel in Hong Kong in terms of area extent and is the only hotel which has a beach for customers to spend their time.

As Hong Kong is a crowded place and most of the hotels are located in the urban area of Hong Kong, HKGCH is able to enjoy the benefits of economies of scale and being special in the industry. The threat of new entrants is therefore reduced due to the uniqueness brought by the economies of scales.

3.1.2 *Product Differentiation*

Brand identification creates a barrier of the hotel banquet service industry. From the result of the street interview questionnaire (see Appendix 9.7 for the questionnaire result), HKGCH receives high brand identification. 98% of the informants (147 out of 150 people) recognise the name of the hotel. Yet, only 59% (89 out of 150) of the informants have consumed the products and services the hotel provided.

Although HKGCH positions itself as a five-star hotel, through the street interviews, 88% of the respondents (159 out of 180 people) consider it as a 4-star hotel (See Appendix 9.7 for the questionnaire result). They claimed that HKGCH was not as renowned as hotels such as Shangri-La and Marriott. If they want to hold a banquet in a five-star hotel, they would rather choose those international hotels. We find that the brand identification of the hotel is confusing and the unique selling point of the hotel is not well promoted to the customers. To further enhance the brand loyalty of HKGCH among consumers, heavy investment of advertising and promotions is needed. From the street interviews, 55% of customers regard advertising as the most

important source of information because it gives them a desire for service (See Appendix 9.7 for the questionnaire result).

HKGCH mainly relies on personal sales of the banquet services in the hotel site. It is possible for the hotel to expand the distribution channels, such as using the Internet and having wedding exhibitions, in order to reach the target customers easier. It also needs to clarify its unique selling point and promote its banquet services to the target audiences using the right channels.

3.1.3 Capital Requirements

HKGCH is owned by the Sino Group Hong Kong and therefore its financial support of the hotel basically comes from the Sino Group. A large amount of unrecoverable capital is required to enter or to improve the hotel banquet services in the industry.

To achieve customers' brand loyalty and raise customers' awareness of the banquet services, the existing supplier has spent a lot on advertising. Nonetheless, it is essential for the existing supplier to renovate the banquet venues in order to compete with the new entrants and to increase the attractiveness of the hotel. From our street interview, 71% of the respondents claimed that hotel decoration was an important criterion for their choice of services (See Appendix 9.7). Therefore, HKGCH should invest more on refurbishing the banquet venues and halls.

According to our pilot study, brand awareness of HKGCH is high whereas the actual consumption of its services is low. It is essential for the hotel to invest more to increase the actual sales of the banquet services, such as hiring shuttle bus to solve the location and transportation problems or offering gifts to encourage customers' return sales.

3.1.4 Cost Advantages Independent of Size

HKGCH has the advantages from the experience curve, access to the best raw materials sources and a favourable location.

From the interview of Ms. Esther Leung (See Appendix 9.2 for the interview transcript), HKGCH decided to enter the hotel banquets services industry starting from the opening of the hotel. It was designed to have ballrooms and function rooms available for customers to organize all kinds of celebrations. It has already been in the industry for more than ten years and it benefited from the experience

curve.

It is also the only five star beach resorts in Hong Kong. It is built besides one of the best natural resources of Hong Kong- the Castle Peak Bay. People can enjoy their time in the beach while using the services in the hotel.

Location is another cost advantage for t HKGCH. It is located in Tuen Mun, where the land cost is cheaper compared with those in the urban area. Customers can pay with a lower price to enjoy a five star class of services.

3.1.5 Access to Distribution Channels

From the interview with Ms. Esther Leung, hotel banquet service depends on personal sales at the hotel site because they want to show the potential customers the location of the banquet and let them observe the venue and plan for their banquet. Ms. Leung thinks that this is the only way they sell their services though it may be too far away for the potential customers from the city area to come to the site and discuss about the details of the banquet.

This barrier has affected the sales figure of hotel banquet services and it has not been cost-effective for staff to provide ‘sightseeing’ services in the hotel. As HKGCH is one of the hotels in Sino Group, it is possible for the customers to get details from other Sino Group hotels or even book the banquet halls through these hotels (a mean to increase distribution channels). It is also possible to use the online booking service just as many airlines and hotel room services are doing.

3.1.6 Government Policy

The government policy can limit entry into an industry through licensing requirements. In the hotel banquet service industry, licenses related to hotels and foods are essential for the existing competitors and the new entrants to survive in the market.

As the tourism industry in Hong Kong is increasing rapidly, the government is having a rather encouraging attitude in issuing licenses. There are more hotels opened in the coming future and the new entrants will benefit from the growth of hospitality industry.

Moreover, to offer food to the customers in the banquet service, there are lots of

licensing requirements for them to fulfil. From the interview of Ms. Esther Leung, food provided to the banquet services are produced by the hotel but not the restaurants outside the hotel. So, they have to renew the licenses frequently. However, these licenses has not been creating a barrier for HKGCH as it always keeps its service quality and as an existing competitor in the industry, it is not difficult for them to keep up with the high standard of license requirement.

3.2 Bargaining Power of the Suppliers

The cooking ingredients of dishes, such as meat, seafood, vegetable, and seasoning, are essential to banquet service of HKGCH. The price and quality of them directly affect the standard of the dishes. On the other hand, the process of handling and cooking the food is also very important to the hotel. In this section, two kinds of suppliers will be discussed. One is the food suppliers of cooking ingredients, while the other one is the food supplier of dishes.

3.2.1 The Food Suppliers of Cooking Ingredients

Most of the cooking ingredients are supplied from China, such as fruits, meats and vegetables. As the price of these ingredients in China are much cheaper than those in Hong Kong, the cost of preparing the dishes can be greatly reduced by six percent. However, the quality of the cooking ingredients would not be affected because the difference of the ingredients' quality between Hong Kong and China is rather minor.

For the higher priced cooking ingredients, such as lobster, crab, oyster, salmon and beef, they are imported from Australia, Japan and other European countries. This is because these suppliers can guaranteed to provide the best quality of cooking ingredients, but the prices are much higher.

The basic cooking ingredients, such as seasoning and some natural ingredients are supplied by local companies. Lee Kum Kee, a Chinese season company, is one of the suppliers of the HKGCH. However, it is not dominant in the local market owing to other substitutes. The bargaining power is not strong enough to affect the hotel. So, the price is forced to be lower.

3.2.2 The Supplier of Dishes

According to the convert research interview (see Appendix 9.2 for the convert

research transcript), Ms Esther Leung, the hotel banquet service officer, claims that all the dishes provided for customers are prepared by the chefs of HKGCH rather than the outside restaurants.

As the hotel does not need to hire any restaurants, the hotel itself is the dishes supplier. Therefore, the switching cost of preparing the dishes can be lowered by 13%. As a result, the profitability can be increased by seven percent.

Besides, the hotel has a better control on the food quality and safety. The quality of cooking ingredients and the processes of preparing the dishes can be closely monitored by its managers and staffs, so the risk of using unclean raw materials and unstable of prepared dishes can be lowered. The mistakes of processing the food and dishes can be lowered as well. Also, the hotel would not have any problems of negotiating with the restaurants, such as the variety of dishes, the choice of cooking ingredients, etc.

To summarize, there is a large number of suppliers in the food market, so the market is not dominated by a few companies. As a result, the power of cooking ingredient suppliers is not powerful. The supplier, therefore, cannot raise the price. The cost of preparing the food can be lowered, while the profitability can be increased.

On the other hand, the hotel itself is the supplier of the dishes, as the hotel does not hire outside restaurants to cook the dishes. The switching cost can be lowered, and the quality of the food can be increased.

3.2.3 *The Supplier of Cooked Food*

According to the convert research interview (Appendix 9.2), Ms. Esther Leung, the hotel banquet service officer, claims that all the cooked food and dishes provided for the graduation dinners are prepared and cooked by HKGCH itself instead of other outside food suppliers.

As the hotel does not need to hire the outside food suppliers, the switching cost of preparing the cooked food and dishes is lowered by thirteen percent. As a result, the profitability can be increased by seven percent.

Besides, the HKGCH has a better control on the food quality and safety. As the hotel can closely monitor the quality of raw materials and prepared dishes by its managers and staff, the risk of using unclean raw materials and unstable of prepared dishes can

be lowered. The errors of processing the food can be lowered as well. They would not have any problem of negotiating with the food companies, such as the variety of dishes, the choice of raw materials, etc.

3.2.4 Conclusion

As there are a large numbers of raw material suppliers in the food market are not dominated by a few companies, the power of raw materials suppliers is not powerful. The supplier, therefore, cannot raise the price of the raw materials. The cost of production is lowered, while the profitability can be increased.

On the other hand, the hotel itself is the supplier of the cooked food, as they do not hire outside company to cook the dishes. The switching cost is lowered, but the quality of the food can be increased.

3.3 Bargaining Power of Buyers

Customers have the ability to negotiate with HKGCH to lower the price and have better quality services. Although it has a favourable and unique environment that differentiates itself from other hotels, its customers have strong bargaining power. This is because some big business companies and government departments purchase in large volume in banquet services. High price sensitivity, lack of food diversity and low switching cost to other hotels also give customers significant bargaining power.

3.3.1 Buyers Volume

The clients of banquet services of HKGCH include business companies, government departments, schools and households. Business companies and government departments purchase in large volumes. They book the Grand Ballroom on ground floor which can accommodate up to 1000 people. Standard Chartered Bank Ltd and Civil Services Bureau are regular customers of HKGCH. They hold annual dinners and parties every year in the hotel. These are fixed and heavy sources of income to the HKGCH. According to Ms Esther Leung, secondary schools and universities hold graduation dinners in Grand Ballroom as well, depending on the sizes of classes. Since they purchase in large volumes, the schools also have strong bargaining power and have the ability to negotiate the prices, quality and other

conditional services with HKGCH.

HKGCH also provides wedding packages, full moon packages and other thematic parties to individuals and households. They purchase in smaller volumes than business companies and schools. Thus, they are in weak positions when they come to terms with HKGCH.

3.3.2 Heterogeneity

HKGCH is able to differentiate itself from its competitors by its location and environment. According to the questionnaire study (See Appendix 9.7), people identify Hong Kong HKGCH by its unique location and beautiful environment. Contrast to other five stars hotels which situate in central business areas such as Central and Tsim Sha Tsui, HKGCH locates in Tuen Mun. Locating next to the Gold Coast Beach, HKGCH positions itself as a beach resort hotel which allows Hong Kong people enjoy sea views and relax from busy and competitive environment.

HKGCH has an outdoor ballroom - Grand Marquee in its ten acres garden. According to Ms Esther Leung, this Grand Marquee is the only outdoor ballroom in Hong Kong hotels and its one of the main unique selling points of HKGCH.

However, it fails to differentiate itself with others in terms of food diversity. HKGCH provides only Chinese and Western delicacies while its major competitors - Regal Airport Hotel, Regal Riverside Hotel, Harbour Plaza Resort City, Grand Hyatt and Royal Garden Hotel provide not only Chinese and Western food but also Italian, Japanese, American and Shanghai cuisines (please refer to Part 4.4 Threat of Substitute Products or Services for more details).

Besides, customers incur low costs when they switch to alternate hotels. HKGCH does not provide any discount or special offers encouraging customers to come again.

3.3.3 Price Sensitivity

Big business companies and government departments earn huge profits and have low incentive to lower the price of holding banquet services. However, households, schools and small companies are price sensitive as holding parties or annual dinners cost them significant fractions of their income or cost. Therefore, they have strong

incentives to lower the price.

Although the prices of banquet packages of HKGCH are more or less the same as other same ranking hotels, it provides less additional services than other hotels. Graduation dinner of HKGCH costs \$216 per person for Western buffet and \$2600 per 12 people table for Chinese food. For wedding parties, it costs from \$4980 per 12 people table to \$6980 per table. The price differences with its major competitors are less than 10%. However, HKGCH does not provide additional services free of charge. Photo taking services and decorations are not provided by the hotel. Also HKGCH only provides free shuttle bus services to Tsim Sha Tsui or Tsuen Wan for single trip only. These add additional costs to customers to book shuttle buses for the return trip and affect the choices of potential customers.

To summarise, HKGCH has some big business companies, government departments and schools as their regular customers. As they buy in large volume, they have the power to bargain for better quality services and lower price with HKGCH. Although HKGCH has a favourable and unique environment which differentiates itself from other hotels, it provides less additional services and limited diversity of food, compared with other five stars hotels. HKGCH does not provide any discounts or special offers to its existing customers. Therefore, their switching cost to other hotels is low. Besides, individual customers and small companies are price sensitive. HKGCH does not provide as many additional services as other hotels. Customers need to pay extra cost. These factors allow customers to play against other hotels and empower them to bargain for better services and lower price.

3.4 Threat of Substitute Products or Services

Substitute products or services limit the potential of the hotel banquet industry, unless the hotels upgrade the quality of its products or differentiate from them. The substitute products or services of the Hong Kong Gold Coast Hotel basically are all the other 120 hotels in Hong Kong, especially those hotels with similar class. We have done a survey with 180 respondents, in order to find out the major competitors of the hotel. (See Appendix 9.6 & 9.7 for survey questions and results)

According to the survey, the five major competitors are the (1) Regal Riverside Hotel, (2) Grand Hyatt Hong Kong, (3) Regal Airport Hotel, (4) The Royal Garden Hotel Hong Kong, and (5) Harbour Plaza Resort City. Other than visiting the

HKGCH, its target market mainly visit the above five hotels.

3.4.1 Food Diversity

HKGCH provides a peaceful environment for holding banquets. However, its diversity of food may decrease the power to fight with its competitors. HKGCH provides Cantonese and Western delicacies; while the Harbour Plaza Resort Hotel provides Cantonese and American delicacies.

Similarly, the Regal Riverside provides Chinese, Western, but also Asian cuisines for banquets.

Besides Cantonese and Western delicacies, Grand Hyatt Hong Kong even offers Japanese and Italian delicacies. Moreover, the Regal Airport Hotel offers four choices for banquets: Cantonese, Shanghainese, Japanese and American. The Royal Garden Hotel Hong Kong offers a wider variety of delicacies. Chinese, Beijing and Huaiyang, Japanese, and Italian cuisines are provided. Therefore, the competitive power of the HKGCH is not strong enough because it offers Cantonese and Western delicacies only. The threat of its substitutes is strong.

3.4.2 Accessibility

HKGCH is situated in Gold Coast, Tuen Mun, which is a peaceful resort. It is good for enjoying vacation. However, the hotel is not easily accessible for holding banquets. Usually the Central Business Districts (CBDs) are easily accessible by many kinds of public transport. Although the visitors can take the shuttle buses or buses to the hotel, the frequency is not high enough. Furthermore, people from CBDs have to travel over an hour to reach the hotel.

Grand Hyatt Hong Kong, and the Royal Garden Hotel Hong Kong are situated at the CBDs in Hong Kong. They are easily accessible by different kinds of public transport.

Regal Riverside Hotel, Regal Airport are not placed in the CBDs, but there are residents districts nearby. The target market can reach the hotels quickly.

Harbour Plaza Resort City is established in Tin Shui Wai, which is far from the CBDs.

Therefore, to compare with the above five hotels, HKGCH cannot gain competitive power over them. Substitutes often increase competition and cause price reduction in the industry. Yet, price reduction is not commonly appeared in the hospitality industry. It is because the hotels should keep the high prices in order to maintain high prestigious images.

On the other hand, all the hotels will actively make performance improvement, so as to gain more market share. Since the above five hotels are five stars hotels, the switching costs is not high, the performance of the hotels will be an important element for buyers to make consumptions decisions.

HKGCH should improve the problems in food diversity, and accessibility, in order to receive a high competitive power in the rivalry. The strong threat of the substitute products will be alleviated.

3.5 Jockeying for Positioning

3.5.1 Expanding the Market in the Industry

The industry growth is relatively fast, so it generates room for expansion of the hospitality industry. Business opportunities increase with growing supplies of customers, and this in fact will tend to reduce rivalry among existing firms. On the other hand, there are 120 hotels in Hong Kong, it is important to fight for a better market share so that HKGCH can consolidate its position as a five-star hotel. The total revenue of Hong Kong's hotels was HK\$16.7 billion in 2002. HKGCH has to continue its stable sales growth and fight for more market share with appropriate strategies, for example 5% from the middle-income group people and 5% from the banquet service industry to jockey itself as one of the market leaders of the hospitality industry in Hong Kong.

3.5.2 Price Competition

Because HKGCH is classified as a five-star hotel in Hong Kong, it needs to face the price competition of other similar rank's hotels in Hong Kong. For instance, during the peak season in July to August, hotels in Hong Kong launch banquet packages such as graduation dinner. Intense price and service competition result during this peak season, and the HKGCH markets itself with the gold coast scenery and outdoor ballrooms and bargained price to differentiate itself with other

competitors.

The hotel major competitors are Regal Airport Hotel, Regal Riverside Hotel, Harbour Plaza Resort City, Grand Hyatt and Royal Garden Hotel (See Appendix 9.7). These five stars hotel are alternative suppliers and substitutes which provide similar banquet services packages. However, they are different to a certain degree. Hong Kong Gold Coast stands itself differently from the hotels in urban areas because customers can choose to have service in the special outdoor Grand Marquee Hall, and can enjoy catering service outdoor with the swimming facilities and BBQ facilities nearby.

3.5.3 *Promotion*

Unlike Grand Hyatt, the HKGCH seldom has television advertisings on local television channels, such as TVB Pearl. However, the most obvious form of advertising of the hotel is through the Internet, for example, a new wedding promotional banquet packages have been publicised on their Internet homepage. Information about these packages is quite detailed, which include price and menu, and it is published in both Chinese and English. Though the hotel's banquet service does give discounts, it can further include information about special payment service. For instance, having a bigger discount when using certain credit cards so that more return sales can be generated, and as a result, customers' loyalty will be enhanced.

To sum up, the hotel has been doing quite well in differentiating itself from other competitors in the market in terms of market share and pricing, however the hotel should consider having better sales service and support to generate more loyal customers and better promotional and public relations strategies so that brand awareness can further be enhanced.

4. Problems

Although HKGCH (HKGCH) has a good and unique environment and remote location that differentiates from other hotels, it cannot provide encouragements and special offers to long-term clients and so the clients can change suppliers at a low cost easily. So, the hotel faces the problems of having low switching costs of banquet service from customers.

The bargaining power of buyers is high. Although HKGCH hotel has a pleasant view and located in the gold coast which differentiates it from other competitors, it

fails to provide encouragements and special offers to the existing long term buyers such as the Standard Chartered Bank and the Civil Service Bureau and so these buyers can change the suppliers at a low cost easily. These buyers tend to book the largest ball rooms to hold their functions such as conferences and exhibitions and occupy a large portion of HKGCH's services. Also, the banquet services are expensive and some potential buyers are sensitive to price and services' changes, which makes the bargaining power of buyers high. The price of the banquet services are forced to lower with high bargaining of power and force the hotel to strive for better services quality and services constantly.

There are threats of substitute products or services in HKGCH Hotel. The problems arise with the presence of other market leaders in the hospitality industry such as the Grand Hyatt hotel and the Harbour City resort city, which provides similar services and standards to the buyers.

The HKGCH provides a peaceful environment for holding banquets. However, the limited choice of food in the banquet packages of the hotel can also divert customers' preference of other hotel's banquet services, in which cuisine besides Chinese and Western delicacies will be offered.

Lastly, the hotel has the problems of accessibility due to the lack of transportation means to reach the hotel site. Though shuttle buses are available every hour in Tsuen Wan and Tsim Sha Tsui to reach the hotel in Tuen Mun, accessibility is still a problem because other competitors can be reached through more transportation means such as MTR and buses. Customers from the urban areas may not want to spend an hour travelling to Tuen Mun so frequently though the hotel has beautiful scenery surrounded by it.

Brand identification of the Gold Coast Hotel is confusing and the marketing gimmicks of the hotel are not well promoted to customers. This can be shown by the fact that in our street interviews, 88% of the respondents thought the hotel is a 4-star hotel (See Appendix 9.7), and would rather prefer choosing hospitality services in other internationally-renowned hotels. Heavy investments of advertising and promotions are required will make better image and identification of the hotel.

HKGCH mainly relies on personal sales of the banquet services in the site. It is possible for the hotel to expand the distribution channels in order to reach target customers, for example through TV advertising and magazines. It also has to clarify its unique selling points and promote the banquet services to reach the target

audiences using the most appropriate channels.

5. Recommendations

To better consolidate HKGCH as a 5-star hotel in Hong Kong and enhance the satisfaction of customers using the banquet services, we recommend the hotel to do the followings:

5.1 Increasing the Number of Routes of Shuttle Bus Services

Existing shuttle buses only travel to Tsuen Wan and Tsim Sha Tsui. Two more bus routes should be organized to Mongkok and Central to attract more people from CBDs to visit the hotel. It is expected that the sales of the hotel will increase especially in holidays.

5.2 Higher Frequency of Shuttle Buses

There is a shuttle bus from HKGCH to Tsim Sha Tsui, and to Tsuen Wan every hour. The frequency of shuttle bus service should be increased to one bus every half-hour. It facilitates the visitors and also leaves visitors a caring image of the hotel. It enhances the customers-hotel relationship. Also, better accessibility will attract more target customers to visit the hotel and purchase the banquet services.

5.3 Reopening Ferry Service

The Gold Coast pier is a significant feature of HKGCH. Visitors can view the harbour view when travelling to and leaving the hotel. The ferries will travel from the hotel to Central. To save the running cost, the ferry service will only be provided when the clients book it.

5.4 Increasing Promotion

Promotions of HKGCH are not enough at present. The hotel should increase its promotions in order to raise awareness and attractiveness from visitors. TV advertisements are the most effective media in promoting the hotel's image. A one-month series of TV advertisements selling the hotel's new packages and

services will be useful in attracting both local and overseas visitors.

To generate higher return sales, coupons should be prepared for customers to receive discounts in next purchase.

Moreover, it would be profitable if HKGCH co-operates with credit card companies to establish a 10 % discount campaign. For example, the credit cards can be American Express credit cards, Hang Sang Bank credit cards, and Citibank credit cards. The cardholders of these credit cards are the target market of the hotel. This campaign will attract them to visit the hotel, and sales will increase accordingly.

5.5 Wider Food Diversity

Food is the basic and the most important element in the hotel banquet service industry. Wider food diversity will attract more people to visit the hotel and purchase the banquets services. HKGCH will be more competitive if Japanese, Thai, Italian, and French delicacies are provided. French cuisine will be exclusively offered among its major competitors.

5.6 Chefs Cooking Displays

Chefs cooking displays are creative, and some customers get satisfactions and enjoyments when the food is freshly made in front of them. From the customer interviews we have done, 70% of them would like to watch this kind of displays. (See Appendix 9.6 & 9.7 for detailed questionnaire and results)

5.7 Additional Services

Additional services are useful to attract customers and improve the image of the hotel. It would be better to provide photo taking services, technicians, and distributing souvenirs in the banquet services because they add values of the banquets. Therefore, with those valuable services are provided at reasonable prices, the banquet services will be more attractive and economical.

5.8 Increase the Number of Waiters

There are usually ten waiters serving 120 people in a banquet of HKGCH. The

efficiency will be improved if two more waiters are added to serve the 120 people. It provides a more intensive caring of the customers and gives customer a warm and well-served feeling.

6. SWOT Analysis

6.1 Strength

HKGCH has its unique selling points and own strengths. It has high level of brand identification, unique and favorable location and price advantages over its competitors.

6.1.1 Brand Identification

HKGCH has a high recognition rate and good reputation. According to our pilot study (Refer to Appendix 9.7), 98% of our interviewees recognize the HKGCH Hotel and all of the interviewees think that it is a five or four stars hotel.

HKGCH Hotel has strong loyal customer networks. This enhances the reputation and images of the hotel.

6.1.2 Favorable Location

HKGCH's favorable location is an important factor that differentiates itself from other five stars hotels.

Different from other five stars hotels, HKGCH is located in Tuen Mun and next to the beach. This provides customers with sea views of South China Sea and a relaxing environment. This enables it to position itself as the only five stars beach resort in Hong Kong.

Also HKGCH is spacious and has a large beautiful ten arcs garden. This allows it to have an outdoor ballroom, i.e. the Grand Marquee. According to Esther Leung, this Grand Marquee is the only outdoor ballroom in Hong Kong. The availability of an outdoor ballroom is one of the unique selling points of banquet services of HKGCH.

6.1.3 *Price Advantages*

As HKGCH locates in Tuen Mun, it has cheaper land cost than other hotels which situate in central business areas like Tsim Sha Tsui and Central.

Raw materials including fruits, meats and vegetables are supplied from China. These raw materials have similar quality with those from Hong Kong but they are a lot cheaper. The cost of preparing dishes can be reduced by six percent.

Besides, HKGCH cooks the food for banquets by themselves. The switching cost of preparing the food is lowered by 13% and it does not need to negotiate with food suppliers companies.

HKGCH is a Sino Group Hotel and therefore it has financial support. It can launch new campaigns and increase its promotion in different channels easily.

6.2 **Weaknesses**

There are some internal weaknesses of HKGCH. They are (1) The food diversity, (2) Accessibility and (3) Promotion.

6.2.1 *The Food Diversity*

HKGCH lacks of food diversity, because it provides the Cantonese and Western delicacies for the customers only for the buffet, wedding parties and graduation dinner. The HKGCH's competitors, such as Regal Riverside Hotel and Harbour Plaza Resort City, provide different kinds of delicacies, for example, Italian, Japanese and French (see Appendix 9.5 for Regal Riverside Hotel interview transcript). The hotel provides rather less variety of cuisine compared to its competitors.

6.2.2 *Accessibility*

As HKGCH locates in remote area, it is inconvenient for customers to visit the hotel. Even though the free of charged shuffle buses are provided by the hotel, they are not frequent enough. Customers may choose other hotels instead, which are located in district and accessible areas. This is because customers can access those hotels by

different kind of public transports.

6.2.3 *Promotion*

HKGCH does not provide any special offers or discounts for the customers. The customers are not encouraged to visit the hotel again. The hotel, therefore, fails to establish the long term relationship with the customers and enhance the brand loyalty.

Furthermore, the hotel does not launch any advertising campaigns. It does not put any television or magazine advertisements. The only advertising channel is Internet. The hotel puts all the promotion packages on its homepage. However, it could not raise the public awareness on its hotel compared to its competitors.

The hotel should try to keep its customers by offering more special offers and discounts. Also, the hotel should consider putting some advertisement on television and magazine, as these two are the most effective media channel in Hong Kong.

6.3 **Opportunities**

An opportunity is the chance to introduce a new product or service that can generate superior returns. Opportunities can arise when changes occurs in the external environment.

HKGCH have great opportunities to rival for a higher position in the industry.

6.3.1 *External Promotions*

As our observation of the promotion methods and the feedbacks from the informants, HKGCH hotel should improve its external promotion strategies.

We suggest HKGCH place television advertisements in local television channels. It will increase the awareness of the local customers about the banquet service provided by the hotel and enhance the corporate image of HKGCH.

Further more, as the rate of tourism is increasing in Hong Kong, we could expand the target market to the international customers. Print advertisements can be placed

in international magazines (e.g. Vogue, Cosmopolitan.... etc.) in order to attract international customers to hold their banquets in HKGCH.

The unique selling point of the hotel should be well promoted as HKGCH is the only five-star beach resort in Hong Kong which provides an outdoor banquet venue with prominent sea view.

6.3.2 Repackaging of Banquet Services

Recently HKGCH has already offered many varieties of banquet packages to the customers to choose from. However, the quantities of the packages would cause confusion. We suggest the hotel cut off most of the packages and improve the popular ones in order to compete with our hotels in the market. More taste of food should be added to the food list in order to attract customers to try out the new tastes. It can also increase the competitiveness of the hotel in the industry.

6.3.3 Additional Services

One of the problems of HKGCH is the location problem. It is less accessible comparing to the competitors in the market. Transportation should be improved in order to encourage more customers to use the service. Shuttle bus services should be provided more frequently between HKGCH and the CBDs so as to increase the accessibility of the hotel and to rival with the competitors located in CBDs.

To increase the sales performance of the banquet services, HKCGH should encourage returns of customers. Free hotel rooms or dinner buffets can be offered to the customers in order to encourage their return to the hotel and to attract the guests in the banquets.

6.3.4 Repositioning in the Market

HKGCH has an ambiguous marketing position. It targets on every possible markets which will use the banquet service. It is the industry practice to target on diversities of markets. Therefore, we find opportunities for HKGCH to have a clearer position in the market. After analyzing the response from the informants, middle-income group have a higher possibility to use the hotel banquet services. The consuming power of this target group is also higher. We suggest that HKGCH should target mainly on the middle-income group market and become the leader in the

market.

6.4 Threats

6.4.1 Increase in Number of New Entrants

The hotel banquet service is growing rapidly in Hong Kong during these two years. The rapid growth generates room for expansion of the whole hospitality industry. Four more hotels were established this year. The rivalry becomes more intense as the number of competitors increases to 120.

6.4.2 Intense Rivalry

The HKGCH is facing an intense rivalry among the 120 hotels in Hong Kong, especially among the five stars hotels. There is not a big difference between the prices for banquets of different hotels. It leads to a low switching cost.

Moreover, the HKGCH charges 10% services charge during weekdays, while the Royal Garden Hotel does not. Therefore, the price sensitive buyers may easily change their choices due to the special offers provided by its competitors.

6.4.3 Strong Threats of Substitute Products and Services

According to food diversity, the HKGCH receives a lower competitive power than its five major competitors. The HKGCH provides only Cantonese and Western delicacies, while Regal Riverside Hotel, Grand Hyatt Hong Kong, Regal Airport Hotel, and Royal Garden Hotel Hong Kong offer more than two kinds of delicacies. From the quantitative survey done with 180 respondents, “Menu” is an important criterion of choosing banquet services (see Appendix 9.7 for the result in question 7). So, the food choice is important in competing with its competitors.

To compare the accessibility of the HKGCH with its five competitors, the hotel gains little competitive power from it. Its competitors, except the Harbour Plaza Resort City, benefit from the high population density of the CBDs. They are easily access from the CBDs, so the potential customers may visit them due to convenience. Though the HKGCH provides the exclusive gold coast scenery, it takes more than one hour from CBDs to reach there.

6.4.4 *Lack of Promotions*

Comparing with its competitors, such as Grand Hyatt Hong Kong, the HKGCH seldom publicise its banquet services on television. Therefore, the brand image is not as good as it wants to promote. From the quantitative survey with 180 respondents, 88% of them classified it as a four-star hotel (see Appendix 9.7 for the results in question 5). After all, the HKGCH should invest more on promotions to promote its attractive banquet environment.

7. **Conclusion**

In our analysis, we find that the sales of banquet services of HKGCH are low compared with other hotels in Hong Kong. But with an increasing demand for banquet services in recent years, we see an opportunity for the HKGCH to improve its services, sales and profit margin. We analyze the situation according to the Michael Porter's Five Forces Model (E Porter, 1972).

7.1 **Problems**

HKGCH locates in Tuen Mun in New Territories. It is inaccessible compared with other five stars hotels which situate in central business areas. Besides, the food diversity provided by HKGCH is limited. Only Chinese and Western food are available. Few additional services other than food and drink are provided. Shuttle buses services to only two destinations per hour are inadequate to customers. These problems discourage people from purchasing banquet services in HKGCH.

7.2 **Aims and Objectives**

For short-term objectives, we focus on increasing consumption rate of banquet services by June 2006 and reorganizing the banquet packages offered at the moment. For long term objectives, we aims to increase market share in the banquet services industry and to gain the largest market share and to be the market leader in banquet services for middle income group.

7.3 **Porter Five Forces Analysis**

7.3.1 Threats of New Entrants

HKGCH does not face severe threat from the new entrants. It is because it enjoys economies of scale due to its experiences, favourable location and loyal customer networks. HKGCH has sufficient capital to implement new campaigns as it is a Sino Group Hotel. Also it locates in Tuen Mun and this allows HKGCH to enjoy low land cost. Government's supportive attitudes towards hospitality industry also help HKGCH to face the threats from new entrants. Although HKGCH enjoys product differentiation due to its unique location and environment, it fails to clarify its unique selling points to the public. Also the distribution channels are too few as people can only book banquet services in person.

7.3.2 Bargaining Power of Supplier

There are large numbers of raw material suppliers in the food market and there are no dominating companies in this market. Thus the suppliers cannot raise the prices and their bargaining power is not powerful. On the other hand, the hotel supplies cooked food itself to customers. This saves the switching cost and ensures the quality of the food.

7.3.3 Bargaining Power of Buyer

Although HKGCH has a favourable and unique environment which differentiates itself from other hotels, it provides similar services and less diversity of food compared with other five stars hotels. Also it does not provide any discounts or special offers to its existing customers. Big companies and departments buy in large volumes and the switching cost of customers to other hotels is low. Also individual customers and small companies are highly price sensitive. These factors empower customers to bargain for better services and lower price.

7.3.4 Threat of Substitute Services and Products

HKGCH cannot gain competitive power over other five stars hotels. Intense rivalry among hotels causes price reduction in the industry. Yet, price reduction is not commonly appeared in the hospitality industry in order to maintain high prestigious images. For non price competition, HKGCH is in a lower position also. It provides limited food diversity. Only Chinese and Western food are available while its major competitors include Japanese, Italian and Shanghai cuisines. Besides, its location is

far from central business areas while others are in Central and Tsim Sha Tsui.

7.3.5 *Jockeying for Position*

Price competition is intense in banquet services and this drives hotels to non price competition in order to gain larger market share in the hospitality industry. HKGCH can make use of its unique location and environment to compete with other hotels. As the demand for banquet services is expected to increase in the near future, HKGCH has the potential to increase its market share as well.

7.4 **Recommendations**

We suggest HKGCH to increase the destinations of shuttle buses services from two to four and increase the frequency from one in every hour to one in every half hour. Reopening of ferry services from its pier to Central is recommended. But it is provided only on request to save running cost. Television advertisements and coupons distribution will encourage customers to repurchase in HKGCH. We also suggest HKGCH cooperate with credit cards companies to launch discount campaigns.

Thai, Italian, Japanese and French cuisines should be added to the banquet services menu to increase food diversity. According to our survey, chef cooking display is popular among customers and therefore we suggest HKGCH includes chef cooking display in its banquet services. Additional services such as photo taking services, technical support and souvenirs presentation are recommended in order to compete with other hotels. Besides, the number of waiters and waitress should be increased from one waiter serving one 12 people table to two serving one table.

Through implementing the recommendations, we can solve the problems and increase HKGCH's profit margin and be the market leader in banquet services in Hong Kong.

8. Appendix

8.1 Letter of Transmittal

May 3, 2005

Jason Chan
Managing Director, Sino Group of Hotels
Sino Group

Dear Mr. Chan,

As requested in your memo of February 18, 2005, the Market Research Consultant Team has completed the final industry analysis report of the banquet services in the hospitality industry based on Hong Kong Gold Coast Hotel.

The Industry Analysis Report aims to collect information about the banquet service marketing trend and to analyze the findings based on our primary and secondary research data, so that we can position Hong Kong Gold Coast Hotel better and give recommendations for the management of the hotel to improve its services.

The research project is based on primary data we gathered from two questionnaires, interview other hotels' managers and our customers. We have also gathered secondary information from the Internet and other organizations of the hospitality industry to gain an overview of the hospitality industry so that we know how to improve our banquet services. We will analyze the industry based on the Porter's Five Force Model and SWOT analysis. Finally, based on our findings, we will give suggestions and recommendations on how to use the US\$1,000,000 grant wisely to renovate the hotel banquet services.

Should you have any queries regarding our industry analysis report, please contact me at michelle.chan@sinogroup.com.hk or reach me at Extension 8927.

Sincerely,

Michelle Chan
Team Leader
Market Research Consultant Team

8.2 Interview Transcript with Ms. Esther Leung, Banquet Sales Co-ordinator of HKGCH

Market Trend:

1. What is the market trend of the banquet services in Hong Kong?

More and more people like to organize banquets in hotels. Our hotels are fully booked in the peak season (the end of a year) and we have got booking for next years peak season already. And they want to have banquets in hotel because the environment is better than the traditional Chinese restaurant. They think that having banquets in hotels are for rich people, which indicates that they are having a higher social status.

2. How were the sales in banquet services of your hotel of last year?

This is confidential data of our company. But I can tell you that our company is having a great increase of sales for the banquet services. Especially SARS affected our sales a lot, after that our sales has grown significantly.

3. What are your major competitors in your industry?

The hotels of the same level. (Do u think we can 'write' those hotels we mentioned?)

4. What factors are affecting the performance of sales?

The major factor should be customers. Customers will only come to our hotel if they satisfy with the food and service quality. So, return sales is important to our company.

Location affects our sales. As we are in Tuen Mun, it limits our customers to those who live in Tuen Mun. However, we are offering single trip shuttle bus for those who held banquets in our hotel. This is still a major problem as it limits the accessibility to the hotel.

Target Customers:

1. What are the target customers? (Where do they usually come from?)

Usually, our customers of banquet services are companies. They usually organize annual balls and dinners in our company. We have to maintain them as our long term customers as they will have annual dinner every year. Because of the trend of holding wedding banquets in hotels, we have bigger sales of wedding banquets these two years. Most of the customers are in mid income group. They demand in high quality of service and decoration. There is also some amount of graduation dinner held in our hotel. But they are usually using our small banquet rooms. They are less picky on the food and service.

2. How much do customers usually spend?

It depends on the package they choose. Our hotel offers many special packages for the customers to choose from. These packages are available in the websites or they can also come to our site and introduced by our sales executives.

3. Which package(s) do they usually choose/prefer?

They always make changes to the menus we offered them. And usually they will not choose the cheapest one. They demand more in quality.

Food:

1. What is the food supplier of your banquet service in your hotel?

Our food is supplied by our hotel chefs. We don't have any external supplier.

And the food is bought by our professional merchandisers. We make sure that all the foods are fresh and in the best quality.

2. There are Western buffet, Chinese delicacies and International delicacies. Which one is more popular?

Our hotel provided mainly Chinese and Western delicacies. Chinese one is popular for wedding banquets and Western one for the others. Generally, they prefer to have Western buffets.

3. Could you tell us more about the distribution of cost on banquet?

Confidential. But most cost will go to the cost of labour and food.

8.3 Interview Transcript with the Assistant Catering Manager of HKGCH

Hong Kong Gold Coast Hotel

Assistant Catering Manager, Rosa Ng

March 24

Face-to-face interview

Market Trend:

1. What is the market trend of the banquet services in Hong Kong?

It's now increasing. During the SARS stage, the whole hotel industry was suffering from the downturn. Fortunately, the sales are rising this year, probably these two seasons.

2. What factors are affecting the performance of sales of your hotel?

I think, mostly the price. As the prices of the banquets and packages are very reasonable, the suitable price for the best delicacies. We provide a variety of Western cuisine. They are suitable for our customers.

Target Customers:

3. What are your target customers?

We target at the middle income people.

4. What is the mean income?

Probably over \$10,000, but I can't tell you the exact mean income.

5. How much do customers usually spend?

It depends. The money they spent is different in wedding parties, annual dinners, or graduation dinners.

6. Which package(s) do they usually choose/prefer?

You mean the wedding parties, annual dinners, cocktail parties, etc.?

7. Yes, what do your customers usually consume?

Mostly wedding parties, and family gatherings.

Food Suppliers:

8. What is the food supplier of your banquet service in your hotel?

We make the food by ourselves. The food for banquets is cook by our own hotel. They are all fresh made.

Customers' Preference for the Food of the Hotel

9. There are Western buffet, and Chinese delicacies in your hotel. Then which one is more popular?

They are almost the same.

10. Can you give me just a general comparison?

I think the Western buffet; we have a standard number of customers every night.

11. Could you tell us more about the distribution of cost on banquet?

Actually we spend much on the raw materials. We have to ensure that the food we provide is in high quality. We purchase and produce high quality and fresh food everyday. Food is directly affected the cost and the price of the banquets.

8.4 Interview Transcript with a Waiter of HKGCH

Hong Kong Gold Coast Hotel

Waiter, Christine Yeung

March 24

Face-to-face interview

Market Trend:

1. What do you think about the sales of the banquet services of your hotel last year?

Last year, it was better than the previous year. I mean it's increasing from year to year. There were more customers especially in the last Christmas and Lunar New Year.

2. What factors are affecting the high consumption rate?

I think the decoration and the reasonable price. There is a beach nearby; therefore many people come here for relaxing. Then, they will come to our hotel to enjoy a lunch or dinner. Also, the prices are not very high. I think the prices are reasonable for the high quality of food.

Target Customers:

3. What are the target customers?

Most of them are family. The parents bring their children to have dinner, probably buffets.

4. How about the banquets?

The customers are usually the managers of companies. They may hold banquets for annual dinners, or lunch meetings.

5. Then, can you give an example?

I'm sorry. I can't tell you about this.

6. How much do the customers usually spend?

It varies from different packages. For example, the banquets held by banks were in large scale, so the money they spent was much more.

Customers' preference for the food of the hotel:

7. There are Western buffet and Chinese delicacies. Then, which one is more popular?

Most of them chose buffets, and sometimes Chinese dinner. Some companies enjoy the feeling of "union", I think.

8.5 Interview Transcript with Manager of Miramar Hotel

Hotel Miramar Hong Kong (28 March)

Interview with Banquet Sales Team Assistant Manager – Johnny Tsui

Q: We are students of City University of Hong Kong and we are doing a project on hospitality industry. We would like to ask you some basic information about your hotel and analyze the market. First, thanks for accepting our interview.

A: You are welcome.

Banquet:

Q: First, which banquet services does your hotel provide?

A: We have wedding package, spring dinner, full moon dinner, graduation dinner, kid's birthday dinner and celebration dinner. We will also hold parties and annual ball for customers on their request.

Q: What kind of food does your hotel provide in your banquet? Which one is more popular?

A: We have different kinds of food provided. But this depends on what banquet do they want to hold. For example, we provide mainly Cantonese food and Chinese food for wedding package and we have Thai, Japanese, Italian and even Hawaiian food in Graduation dinner.

Q: What is included in the banquet packages? How much does it cost?

A: We have different types of banquet packages and each of them involves different types of services. For example, we provide not only food and drinks but also photo taking, cakes, decoration, karaoke, mahjong, accommodation exacta. If you want to know the details of how much the banquet services they cost, here are some leaflets or you can refer to our website www.miramarhk.com.

Q: What is the market trend of banquet services in Hong Kong?

A: There will more hotels in the market established in the near future and the competition in the market will be keen. Also most existing hotels are now trying to expand their market in banquet services. But luckily, the demand for banquet services is increasing on the other hand as well. For example, we had over 20 % increases in banquet services last year compared with the year 2003. And we expect the market will continue to expand in the future.

Q: When is the peak season in holding banquet in your hotel? And when is the off season?

A: Well, there is no a strong distinction between peak and off season. But as you can expect that graduation dinner is mostly held in May to August and business companies hold their annual dinner or Christmas party in end of the year or at the beginning of a new year.

Customers:

Q: How many people purchase banquet services in your hotel per month? Are they companies or schools? How many people are they?

A: We cannot tell you the exact number as this is a commercial secret. But we hold over 60 banquets on average each month. Business companies and schools are only part of them. Couples and

families are other big segments.

Q: Does your hotel give any discounts to loyal customers or companies?

A: We usually reserve a place for our regular clients at the end of each year and we will know what their special requirements are. We usually will give them more parking spaces and give them extra dishes or services. But the price of the holding banquet is more or less fixed.

Q: How are the sales in banquet services of your hotel last year?

A: This is a commercial secret but what I can tell is the sales increased last year.

Q: Who are your target customers?

A: We provide different types of packages for them to choose. The graduation dinner targets schools and students and the wedding packages target couples. As our hotel is a 5 star hotel, our customers mainly come from middle to upper class family and big to medium sized companies.

Q: How much do they spend on average?

A: Well, every one is not the same. It is difficult to tell.

Q: Which package do they usually prefer?

A: Most families and couples prefer the most traditional menu and packages with more additional services such as mahjong and photo taking. And for companies, they tend to choose big packages or those especially designed for them.

Supplier:

Q: What is the food supplier of your banquet services in your hotel?

A: We provide the food ourselves.

Competition in the Market:

Q: There are many new hotels established this year and more hotels provide banquet services now. What do you think about it? Does it pose as a threat to your hotel?

A: It definitely increases the competition in our banquet services market. We will continue to provide different varieties of banquets to our customers and introduce some new packages in the market. But as our hotel has a long history and good reputation, this will not act as a threat to our hotel. But this will lead to a modification when we provide our banquet services to our customers.

Q: How can you differentiate your hotel's banquet services to other hotels?

A: We have more banquet packages than other hotels such as celebration package, kids' birthday package, wedding package, full moon packages exacta. Also we have a good reputation and high standing. The location is accessible also. For the food, we have cuisines from different parts of the world such as Hawaiian food and Italian food.

Q: How do you describe your position in the market?

A: Well, we have been in a high standing in the market for banquet services. I can say that we are

one of the most popular choices in holding banquet services in Hong Kong.

Q: That's all for our questions. Thanks for helping us and spare time to do our interview. We know more about your hotel situation now. Thank you.

A: You're welcome. This is my name card. Feel free to ask me questions.

Q: Thank you.

8.6 Interview Transcript with Manager of Regal Riverside Hotel

Basic Information about the Interview

The telephone interview was conducted in 23, March 2005 at 16:00 pm. Mr. Frankie Chan, the Banquet Service Assistant Manager of Regal Riverside Hotel, spared fifteen minutes for answering the following questions.

Questions on the Market Trend:

1. What is the market trend of the banquet services in Hong Kong?

As far as I know, the demand of banquet services in Hong Kong has been increasing after the SARS period. The fastest growing and most popular event is the wedding. More and more couples like to hold their weddings in hotels, as they like to have cocktail parties here. Some of the couples also like to hold the traditional Chinese style for their wedding.

2. How were the sales in banquet services of your hotel last year?

I'm so sorry that I can't tell you the exact figures of the sales. According to our hotel policy, we cannot disclose any sales figures. However, I can tell you that the sales of the banquet service of our hotel have been increasing after the SARS period.

3. What factors are affecting the performance of sales?

That's a lot. Some factors that we cannot control, for example, the economic environment and the government policy. The preference of customers is the major factor that affecting the sales. Even though we will change our packages to attract the customers, you know, it still takes time to do it.

Questions on the Target Customers:

1. What are the target customers? (Where do they usually come from?)

Our packages target at the higher-income group people. However, we also offer some special discount packages to attract some middle-income group people. This is because we want to broaden the target market.

2. How much do customers usually spend?

It's hard to tell. It's varies, for example, customers spend around HK\$80 for tea buffet. If customers hold the graduation dinners or wedding parties for around 180 people, they usually spend

around HK\$ 40,000.

3. Which package(s) do they usually choose/prefer?

For the wedding parties, customers prefer to hold the western style, so they prefer the cocktail party package. Recently, the karaoke package is very popular. Customers like to book a room to enjoy buffet and singing karaoke with their friends.

Questions on the Food:

1. What is the food supplier of your banquet service in your hotel?

This is not to be disclosed too. However, all the dishes to serve customers are prepared by our own hotel.

2. What kinds of cuisine are included in the buffet?

The Western and Chinese cuisines must be included, as it is the very basic. Besides, we also offer Japanese, French, Korean and Spanish cuisines. We want to make the buffet as the international delicacies.

3. Could you tell us more about the distribution of cost on banquet?

I could only tell you that we put a lot of money on choosing the chefs, because we offer different kinds of cuisine. We need to hire different chefs, who can specify to prepare the different style of cuisine.

8.7 HKCGH Customer Interviews

Interview 1

English

Questionnaire for Interviewing Customers

Questions on food and service

1. What banquet service do you have in Hong Kong Gold Coast Hotel?
I just attended a wedding party there.

2. Why did you visit Hong Kong Gold Coast Hotel?
Actually the host family chooses it.

3. Do you know why they choose this hotel?
They like the marquee hall. This is beautiful and not so expensive.

4. What do you think about the food quality?
Well, I think there is not enough variety. But as a whole, I think it is okay.

5. What do you think about the services provided?
It seems that there are not many waiters or waitresses in the party. But they can refill the food and drinks within an acceptable time. But I suggest there can be more waiters and

waitresses.

6. What do you think about the environment and the decorations of the marquee hall?
I think it is very nice!! I like the environment and the marquee hall a lot! It is very beautiful.
7. What recommendations would you give for improving the food and service quality?
Well, I think they can have more varieties of food. Not only some traditional dishes. For the services, as I have mentioned before, more waiters and waitresses are better.

Personal Background

Age: 30+

Income level: above \$20000

Education Level: university graduated

Chinese

顧客問卷調查

關於食物與服務：

1. 你在黃金海岸酒店享用什麼宴會或晚餐的服務呢（生日派對/週年晚會）?
我只是來參加婚禮。
2. 為什麼會選擇黃金海岸酒店呢?
其實是主人家選擇的。他們喜歡戶外的翠鳳廳。那裡很美而且不太貴。
3. 你覺得食物的質素如何?
唔，我覺得不夠多款式，但整體都不錯。
4. 你覺得服務質素如何?
好像不太多侍應生，但他們會在可接受的時間內補充食物，我會建議有多些侍應生。
5. 你覺得餐館/宴會廳的環境及裝潢如何?
我認為很好，我很喜歡這個環境，因為很美。
5. 你會給什麼建議去改善食品與服務?
唔，我覺得要多些食物款式。不只有傳統的，另外可加多些侍應生。

個人資料：

年齡: 30

收入: 港幣每個月\$20,000

教育程度: 大專程度

Interview 2

English

Questionnaire for Interviewing Customers

Questions on food and service

1. What banquet service do you have in Hong Kong Gold Coast Hotel?

I went there for graduation dinner.

2. Why did you choose Hong Kong Gold Coast Hotel?

Actually our classmates like this hotel also. The main reason is that it is near to the beach and the environment is very attractive.

3. What do you think about the food quality?

I think the taste is acceptable. But the price is too high and the food is not worthwhile for the amount.

4. What do you think about the services provided?

It is quite nice. They serve us quite well. But the food refill can be faster.

5. What do you think about the environment and the decorations of the ballrooms?

The environment of the hotel is very good and I like it the most. But for the decoration, we need to prepare the stuff ourselves. This is what I dislike most. Before we choose this hotel for our graduation dinner, we check what is included in the graduation dinner package in other hotels as well. They do provide more thorough decoration services.

6. What recommendations would you give for improving the food and service quality?

Well, for the food, they can provide better food as they charge a high price. Also the waiters and waitresses can refill the food faster.

Personal Background

Age: 17

Income level: nil

Education Level: Secondary seven

Chinese

顧客問卷調查

關於食物與服務：

1. 你在黃金海岸酒店享用什麼宴會或晚餐的服務呢（生日派對/週年晚會）？

我去畢業晚宴。

2. 為什麼會選擇黃金海岸酒店呢?
其實是我的同學想去，主要是因為近海灘和環境好。
3. 你覺得食物的質素如何?
可以接受。但價錢略貴，這食物不值這個價錢。
4. 你覺得服務質素如何?

不錯，但上食物的時間可以再快一些。

5. 你覺得餐館/宴會廳的環境及裝潢如何?
我最喜歡這環境，但我們要自己佈置和準備，這是最不喜歡的，其他酒店是有包括這服務的。
6. 你會給什麼建議去改善食品與服務?
唔，食物方面可以便宜一些，侍應生可以上食物快一點。

個人資料：

年齡: 17

收入: N.A.

教育程度: 中七

Interview 3

English

Questionnaire for Interviewing Customers

Questions on food and service

1. What banquet service do you have in Hong Kong Gold Coast Hotel? (birthday? Annual dinner?)

Easter Holiday Party in the Cafe Lagoon.

2. Why did you choose/visit Hong Kong Gold Coast Hotel?

I chose HK Gold Coast, because I was attracted by the promotion of Easter Egg-quisite Dinner Buffet. I think my kids like to have a Easter buffet dinner here. Even though the price is a little bit higher than my expectation, the food and the environment are really nice.

3. What do you think about the food quality?

Quite delicious! There is a wide range of food. The refill and change of food is quite often too. However, there are not enough desserts and drinks for us to choose.

4. What do you think about the services provided?

The waiters and waitresses are very polite and helpful. They change the dishes quite often, which is very nice.

5. What do you think about the environment and the decorations of the restaurants/ballrooms?

The decorations are really nice. The theme of Easter holiday is very good. I really like the bunny in the lobby. My kids did take some photos with it.

6. What recommendations would you give for improving the food and service quality?

More choices for the drinks and desserts would be better.

Personal Background

Age: 36

Income level: HK\$28,000/month

Education Level: University

Chinese

顧客問卷調查

關於食物與服務：

1. 你在黃金海岸酒店曾享用什麼宴會或晚餐的服務呢? (生日派對/週年晚會)

在聆瀾咖啡廳參加復活節派對

2. 為什麼會選擇黃金海岸酒呢?

因為我見到它的宣傳，覺得的小朋友會喜歡在這裡食自助晚餐。雖然價錢比我預期中貴，但食物及環境都很好。

3. 你覺得食物的質素如何?

幾好味，有很多不同的選擇，而且都會 refill 食物，不過飲品及甜品的選擇就不夠。

4. 你覺得服務質素如何?

服務員都很有禮貌，亦會常常幫客人換碟子。

5. 你覺得餐館/宴會廳的環境及裝潢如何?

餐館的裝潢很好，很有復活節的氣息，最特別就是有人在酒店的走廊扮復活兔，我的小朋友都有都佢合照。

6. 你會給什麼建議去改善食品與服務?

多一點飲品及甜品的選擇會更加好。

個人資料

年齡: 36

收入: 港幣每個月\$28,000

教育程度: 大專程度

Interview 4

English

Questionnaire for Interviewing Customers

Questions on food and service

1. What banquet service do you have in Hong Kong Gold Coast Hotel? (birthday? Annual dinner?)

Having dinner at Breakers Fun Pub.

2. Why did you choose/visit Hong Kong Gold Coast Hotel?

I came with my friends, as they prefer this pub.

3. What do you think about the food quality?

I think that the food is okay. The choices of drinks are good enough.

4. What do you think about the services provided?

The services are really good. I like live band performance very much.

5. What do you think about the environment and the decorations of the restaurants/ballrooms?

The atmosphere and the environment are very relaxing. The decoration of the pub has the feelings of traditional American. I really enjoy having drinks here and chat with my friends.

6. What recommendations would you give for improving the food and service quality?

I think more variety of snacks would be better. More other European food would be better.

Personal Background

Age: 27

Income level: HK\$20,000/per month

Education Level: University

Chinese

顧客問卷調查

關於食物與服務：

1. 你在黃金海岸酒店曾享用什麼宴會或晚餐的服務呢? (生日派對/週年晚會)
曾在百家歡樂吧吃過晚飯。
2. 為什麼會選擇黃金海岸酒店呢?
因為我的朋友喜歡來這間酒吧。
3. 你覺得食物的質素如何?
不錯，都有不少選擇。
4. 你覺得服務質素如何?
不錯，個人比較喜歡現場樂隊表演。
5. 你覺得餐館/宴會廳的環境及裝潢如何?
氣氛及環境都很輕鬆，裝潢很有美國的感覺，在這裡與朋友傾嚮都不錯。
6. 你會給什麼建議去改善食品與服務?
多一點小食的選擇會更加好，例如歐洲的款式。

個人資料：

年齡: 27

收入: 港幣每個月\$20,000

教育程度: 大專程度

Interview 5

English

Questionnaire for Interviewing Customers

Questions on food and service

1. What banquet service do you have in Hong Kong Gold Coast Hotel? (birthday? Annual dinner?)
Wedding, I joined a wedding party.
2. Why did you choose/visit Hong Kong Gold Coast Hotel?
I joined my friend's wedding party tonight. We lived in Tuen Mun.
3. What do you think about the food quality?

Not bad. I had a buffet dinner tonight, but not enough choices.

4. What do you think about the services provided?

Very good. The waiters were polite, and they are well-dressed. They also had good command of English, but not Putonghua.

5. What do you think about the environment and the decorations of the restaurants/ballrooms?

The ballroom was spacious, but a bit dull. The decorations were a bit old and old-fashioned.

6. What recommendations would you give for improving the food and service quality?

Most people like Japanese food nowadays. I think the hotel should provide Japanese food in the buffets. Thai food is quite good also.

Personal Background

Age: 26

Income level: HKD\$12,000

Education Level: University graduate

Chinese

顧客問卷調查

關於食物與服務

1. 你在黃金海岸酒店享用什麼宴會或晚餐的服務呢 (生日派對/週年晚會)?

婚宴, 我來參加婚宴。

2. 為什麼會選擇黃金海岸酒店呢?

我今晚來參加朋友的婚宴, 我們都住在屯門。

3. 你覺得食物的質素如何?

不錯, 我今晚吃自助餐, 不過選擇就不足夠了。

4. 你覺得服務質素如何?

很好, 服務質員很有禮貌, 而且他們衣著整齊得體。他們還操流利英語, 但普通話就稍為遜色。

5. 你覺得餐館/宴會廳的環境及裝潢如何?

宴會廳很寬敞, 不過略為暗, 燈光可以加強一點。佈置都比較舊, 比較土氣。

6. 你會給什麼建議去改善食品與服務?

近年來香港人都很喜歡日本菜。我認為如果酒店能夠在自助餐提供日本菜會很好。泰國菜也不錯。

個人資料:

年齡: 26

收入: 港幣每個月\$12,000

教育程度: 大專程度

Interview 6

English

Questionnaire for Interviewing Customers

Questions on food and service

1. What banquet service do you have in Hong Kong Gold Coast Hotel? (birthday? Annual dinner?)

Annual dinner. Chinese dinner.

2. Why did you choose/visit Hong Kong Gold Coast Hotel?

I joined the annual dinner of my bank; you can see it, Standard Chartered Bank. My managers like this hotel.

3. What do you think about the food quality?

It tasted good, and the quantity was adequate. Some of the food was not very fresh however.

4. What do you think about the services provided?

The waiters were good, they were very polite. But some of them didn't have enough smiles. Waiters should bear wonderful smiles as they have to serve their clients. Smile is very important.

5. What do you think about the environment and the decorations of the restaurants/ballrooms?

The environment was good. The style of the Marquee Hall was special. Unfortunately the view was not attractive. And if you look carefully, the tables were quite old.

6. What recommendations would you give for improving the food and service quality?

The most important problem was accessibility. It is too far from my home. The shuttle bus should be extended to Hong Kong Island.

Personal Background

Age: 34

Income level: HKD\$15,000

Education Level: University graduate

Chinese

顧客問卷調查

關於食物與服務：

1. 你在黃金海岸酒店享用什麼宴會或晚餐的服務呢 (生日派對/週年晚會)?
週年晚會, 中式的。
2. 為什麼會選擇黃金海岸酒店呢?
我來參加我銀行的週年晚會, 渣打銀行. 我的經理喜歡這間酒店.
3. 你覺得食物的質素如何?
味道很好, 質量也足夠. 但有些食物比較……不太新鮮。
4. 你覺得服務質素如何?
服務員很好, 他們很有禮貌。但是, 有幾位就笑容不足夠了。服務員應該常常帶著親切的笑容。因為他們需要服務客人的, 笑容很重要。
5. 你覺得餐館/宴會廳的環境及裝潢如何?
環境很好, 翠蓬廳的設計很特別。可惜, 風景就不吸引了。還有, 如果你細心一看, 餐桌都比較舊。
6. 你會給什麼建議去改善食品與服務?
最大的問題是交通問題, 這裡離我的家很遠, 所以穿梭巴士應該伸延至香港島。

個人資料：

年齡: 34

收入: 港幣每個月\$15,000

教育程度: 大專程度

Interview 7

English

Questionnaire for Interviewing Customers

Questions on food and service

1. What banquet service do you have in Hong Kong Gold Coast Hotel? (birthday? Annual dinner?)
Graduation Dinner.

2. Why did you choose/visit Hong Kong Gold Coast Hotel?
My student invited me to their graduation dinner.

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3. What do you think about the food quality?

The taste is good. But it seems that the quantity is not enough. And they didn't refill the food always. But overall, it is acceptable. Especially the cakes, they look great!

4. What do you think about the services provided?

I think there are not enough waiters.

5. What do you think about the environment and the decorations of the restaurants/ballrooms?

The room is quite stuffy, although the sea view is good, we can't really benefit from it. This lighting is bad. And I think the decoration is too simple.

6. What recommendations would you give for improving the food and service quality?

The hotel should really decorate the banquet rooms. At least they should change the lightings and make the rooms more attractive. The food is ok. I recommend them to introduce some new taste of food.

Personal Background

Age: 40

Income level: 35,000

Education Level: University

Chinese

顧客問卷調查

關於食物與服務：

1. 你在黃金海岸酒店享用什麼宴會或晚餐的服務呢 (生日派對/週年晚會)?

謝師宴。

2. 為什麼會選擇黃金海岸酒店呢?

我的學生邀請我參加。

3. 你覺得食物的質素如何?

味道不錯，但品種不多，亦不時常加食物，但總括來說是可以接受，特別是蛋糕，真的很好味。

4. 你覺得服務質素如何?

好像侍應生不多。

5. 你覺得餐館/宴會廳的環境及裝潢如何?

D 宴會廳好焗，個海景好靚，不過我地好似無用。D 燈光好暗，而且個裝修好似好簡單。

6. 你會給什麼建議去改善食品與服務?

可以裝修下 d 廳。最少轉下 d 燈光和令佢地覺得吸引 d. d 野食無大問題，如果可以加多 d 口味會更加好

個人資料：

年齡: 40

收入: 35,000

教育程度：大專程度

Interview 8

English

Questionnaire for Interviewing Customers

Questions on food and service

1. What banquet service do you have in Hong Kong Gold Coast Hotel? (birthday? Annual dinner?)

Annual dinner of my company.

2. Why did you choose/visit Hong Kong Gold Coast Hotel?

My company have a larger profit and want to have an annual dinner in a high-class hotel. And I'm responsible to search for the hotel.

3. What do you think about the food quality?

OK. But not as good as I think. I think this hotel will offer high quality food as other high-class hotel. For example Regal hotels.

4. What do you think about the services provided?

The waiters are good. They assist us whenever we need help. But it seems that the waiters are not enough and the refill of buffet is not enough.

5. What do you think about the environment and the decorations of the restaurants/ballrooms?

We use the grand ballroom. I think the decoration is ok! The luxury feeling of the ballroom is perfect for annual dinner. Our staff also feels relax to enjoy the time here.

6. What recommendations would you give for improving the food and service quality?

I think the food should be hotter; the variety is ok. If the hotel can give us discount, we will consider have the annual dinner here again next year.

Personal Background

Age: 35

Income level: more than \$20k

Education Level: Degree

Chinese

顧客問卷調查

關於食物與服務：

1. 你在黃金海岸酒店享用什麼宴會或晚餐的服務呢 (生日派對/週年晚會)?
公司的週年晚宴。
2. 為什麼會選擇黃金海岸酒店呢?
公司今年賺多左錢, 想响間高級 d 的酒店搞晚宴慰勞 d 員工. 是我負責幫公司搵酒店的.
3. 你覺得食物的質素如何?
幾好! 但無我諗咁好。我以為 d 野食好似其他酒店的質素, 好似富豪個 d 咁。
4. 你覺得服務質素如何?
D 侍應都幾好. 成日都幫到手. 但係好似唔係幾夠人, 同埋 d 野食加得唔係幾夠.
5. 你覺得餐館/宴會廳的環境及裝潢如何?
我地用最大的 ballroom, 我覺得個裝潢 ok!個裝修好豪華, 好啱我地用來做 annual dinner.
D 同事都話個環境好好。
6. 你會給什麼建議去改善食品與服務?
D 野食可以熱 d, 多好多款式選擇, 如果酒店比多 d 折扣, 我下年都會响度搞。

個人資料：

年齡: 35

收入: 2 萬元以上

教育程度: 大學程度

Interview 9

English

Questionnaire for Interviewing Customers

Questions on food and service

1. What banquet service do you have in Hong Kong Gold Coast Hotel? (birthday? Annual dinner?)
Wedding banquet.
2. Why did you choose/visit Hong Kong Gold Coast Hotel?
Convenience. I live in Yuen Long.
3. What do you think about the food quality?
The Chinese cuisine is particularly good.
4. What do you think about the services provided?
There is not enough waiter.
5. What do you think about the environment and the decorations of the restaurants/ballrooms?
I think the decoration is elegant. But the air-conditioners are too cold.
6. What recommendations would you give for improving the food and service quality?
The price should be lowered.

Personal Background

Age: 65
Income level: more than \$60k
Education Level: Primary

Chinese

顧客問卷調查

關於食物與服務：

1. 你在黃金海岸酒店享用什麼宴會或晚餐的服務呢（生日派對/週年晚會）？
婚宴。
2. 為什麼會選擇黃金海岸酒店呢？
方便嘛，我住元朗的。
3. 你覺得食物的質素如何？
啲中菜幾好！
4. 你覺得服務質素如何？
啲侍應唔係好夠。
5. 你覺得餐館/宴會廳的環境及裝潢如何？
裝修好豪華，不過冷氣凍咗啲。
6. 你會給什麼建議去改善食品與服務？

計平啲囉。

個人資料：

年齡: 65

收入: 6 萬元以上

教育程度: 小學程度

Interview 10

English

Questionnaire for Interviewing Customers

Questions on food and service

1. What banquet service do you have in Hong Kong Gold Coast Hotel? (birthday? Annual dinner?)

Wedding banquet.

2. Why did you choose/visit Hong Kong Gold Coast Hotel?

My friend recommended me to go.

3. What do you think about the food quality?

The desserts are particularly good and have more choices than other hotels. Main dishes are okay, at least there is lamb meat.

4. What do you think about the services provided?

There is not enough waiter to be frank, sometimes only 2 to 3 there.

5. What do you think about the environment and the decorations of the restaurants/ballrooms?

The decoration is elegant. But the air-conditioning seems a bit cold.

6. What recommendations would you give for improving the food and service quality?

There should be more food choice and waiters!

Personal Background

Age: 43

Income level: more than \$30k

Education Level: University Postgraduate

Chinese

顧客問卷調查

關於食物與服務：

1. 你在黃金海岸酒店享用什麼宴會或晚餐的服務呢 (生日派對/週年晚會)?
婚宴。
2. 為什麼會選擇黃金海岸酒店呢?
朋友介紹。
3. 你覺得食物的質素如何?
啲 dessert 幾好，有好多選擇，多過出面啲酒店，主菜都算係咁，都有羊扒個啲！
4. 你覺得服務質素如何?
啲侍應真係唔係好夠，有時得兩三個人咁。
5. 你覺得餐館/宴會廳的環境及裝潢如何?
裝修豪華，冷氣好似凍咗啲。
6. 你會給什麼建議去改善食品與服務?
應該多啲食品選擇喇，服務咪多啲 waiter 囉。

個人資料：

年齡: 43

收入: 3 萬元以上

教育程度: 大學程度

8.8 Field Notes of Interview with Ms. Esther Leung, Banquet Sales Coordinator of HKGCH

Banquet

- Food constantly supplied thru-out banquet, even for expensive ones like oysters
- Customers can add in food dishes with \$
- For example: If set menu only contains Chinese food, customers can add/replace with Japanese dishes
- One free food punch provided for each guest
- All food are prepared and supplied by the HKGC itself
- Customers can use the garden besides the Grand Marquee for reception
- Banquet room needs to be returned around 11pm-12pm
- The Banquet sales coordinator will draft the customers a proposal if they want the service.
- Prices are subjected to 10% service charge

Ballrooms

- The Grand Ballroom
- Price: Will exceed \$100,000
- located at the ground floor
- usually for wedding banquet and corporate meetings and conferences (important events)
- Max. accommodation: 700 guests
- bride room available
- the largest ballroom of the hotel → total service area: 542 sq. metres
- Customers can use the foyer outside
- karaoke and multimedia facilities available
- Need to return the room at 11pm
- Function Rooms
- Located in the lobby floor
- Max. accommodation: 240 people
- The room is in an elongated shape → Rm dimension: 34 x 7.3 x 2.7 m
- Combination of 5 function rooms
- Cuisine can placed on the corridor or inside the ballroom
- Usually for graduation dinner (private events and business events)

Grand Marquee

- Located outdoor, in a tent, air-conditioned
- Can accommodate 300 guests
- Usually for graduation dinner and wedding parties (private events and business events)
- Have overhead visualizer, but customers need to bring laptops
- Next to courtyard, garden and swimming pool
- Have sea view, can see the marine and the boats

- Shuttle bus available to and from HKGC
- To Tsuen Wan MTR: 7am-8pm weekdays & 7am-12pm Saturday, bus every one hr
- To Tsim Sha Tsui: 9:35am-10:45pm, every 2-4 hours
- To Central: 7.0am and 5.8pm

8.9 Questionnaire of Street Interview about Perception of HKGCH

English

Questionnaire of Public Perception of Hong Kong Gold Coast Hotel

We are a group of students majoring in English for Professional Communication in City University of Hong Kong. We are now conducting a street interview about public perception of Hong Kong Gold Coast Hotel. The purpose of this survey is to collect the data of your hotel consumption behaviour and thought of its banquet services. All the collected data will be solely for academic use.

How to complete this questionnaire?

Please circle your answers.

e.g. Do you like Hong Kong Gold Coast Hotel? a) Yes b) No

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1. Have you heard of Hong Kong Gold Coast Hotel?
 - a) Yes
 - b) No
2. Have you ever consumed services in Hong Kong Gold Coast Hotel?
 - a) Yes
 - b) No
3. Which rank will you classify for the Hong Kong Gold Coast Hotel?
 - a) 5-star
 - b) 4-star
 - c) 3-star
 - d) 2-star
 - e) 1-star
4. What is your most important criteria of choosing banquet services? [Choose only one answer]
 - a) Decoration
 - b) Price
 - c) Environment
 - d) Location
 - e) Reputation
 - f) Menu
5. Which promotional method do you think is the most effective for Hong Kong Gold Coast Hotel? [Choose only one answer]
 - a) Advertising
 - b) Public Relations
 - c) Discount
 - d) Coupons
 - e) Special Offers
6. Which hotel will you frequently visit besides Hong Kong Gold Coast Hotel? [Choose only one

answer]

- a) Emperor Hotel
 - b) Grand Hyatt Hong Kong
 - c) Harbour Plaza Resort City
 - d) New Miramar Hotel HK
 - e) Park Lane Hotel
 - f) Regal Riverside Hotel
 - g) Royal Airport Hotel
 - h) Royal Garden Hotel Hong Kong
7. Would you prefer to see chef cooking display in the banquet service?
- a) Yes
 - b) No

Finally, I would like to know some of your personal information:

8. What is your age group?
- a) 18-24
 - b) 25-34
 - c) 35-44
 - d) 45-54
 - e) 55 and above
9. What is your income range?
- a) Less than \$5000
 - b) \$5000-10000
 - c) \$10001-15000
 - d) \$15001-20000
 - e) \$20001-25000
 - f) \$25001-30000
 - g) Above \$30000

That's the end of our interview. Thank you for your co-operation. Should you have any comment of the interview, please contact our team leader Michelle Chan at michellechan@sinogroup.com.hk.

Chinese

顧客對香港黃金海岸酒店之問卷調查

你好，我們是城市大學英文及傳播系的學生，現正在街上訪問市民對於香港黃金海岸酒店之服務及宴會服務的意見，本訪問只作學術用途研究。

怎樣回答問卷題目：

請卷出適當答案

例如：你喜不喜歡到香港黃金海岸酒店？ a) 喜歡 b) 不喜歡

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1. 你曾否聽過香港黃金海岸酒店的名稱呢？

- a) 曾
- b) 未曾

2. 你曾否使用過香港黃金海岸酒店的設施或者服務呢？

- a) 曾
- b) 未曾

3. 你認為香港黃金海岸酒店屬哪個星級的酒店呢？

- a) 五星級
- b) 四星級
- c) 三星級
- d) 二星級
- e) 一星級

4. 哪個因素最影響你選擇酒店的服務呢？[只須填一答案]

- a) 酒店佈置
- b) 價錢
- c) 環境
- d) 地點
- e) 名氣
- f) 菜餚

5. 哪個宣傳效應你認為最適當運用於香港黃金海岸酒店呢？[只須填一答案]

- a) 廣告
- b) 公關服務
- c) 折扣
- d) 贈卷
- e) 特別優惠

6. 除香港黃金海岸酒店外，你最常到哪間酒店呢？[只須填一答案]

- a) 英皇駿景酒店
- b) 香港君悅酒店
- c) 嘉湖海逸酒店
- d) 美麗華酒店
- e) 柏寧酒店
- f) 麗豪酒店
- g) 富豪機場酒店
- h) 帝苑酒店

7. 你會否願意在宴會上欣賞廚師即場示範表演呢？

- a) 願意
- b) 不願意

最後，請回答以下個人問題：

8. 你的年齡組別是介符：

- a) 18-24
- b) 25-34
- c) 35-44
- d) 45-54
- e) 55 及以上

9. 你的薪金介乎：

- a) 少於 \$5000

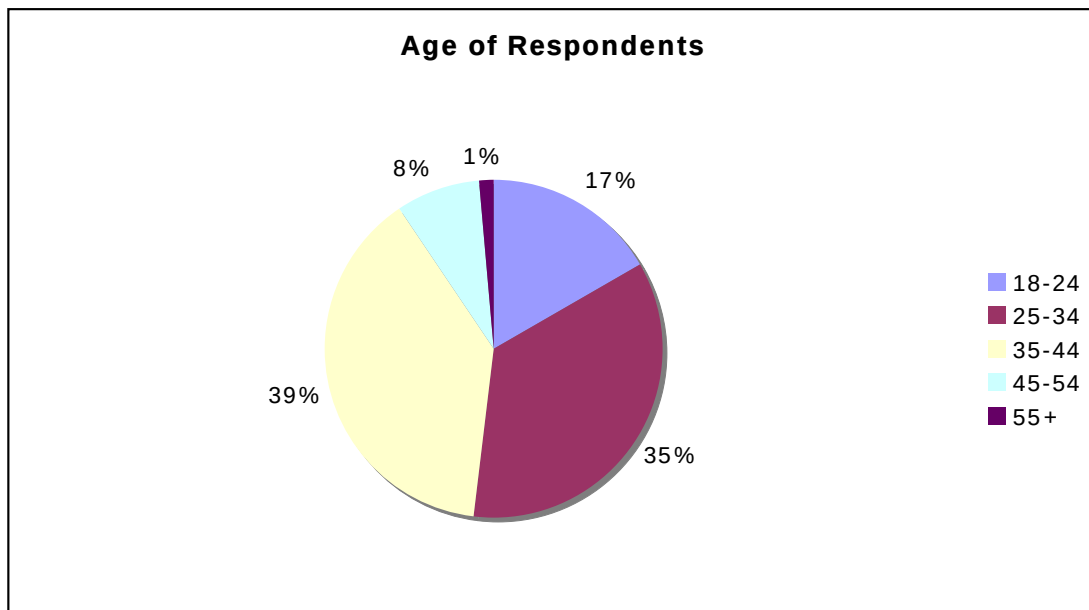
- b) \$5000-10000

- c) \$10001-15000
- d) \$15001-20000
- e) \$20001-25000
- f) \$25001-30000
- g) 多於 \$30000

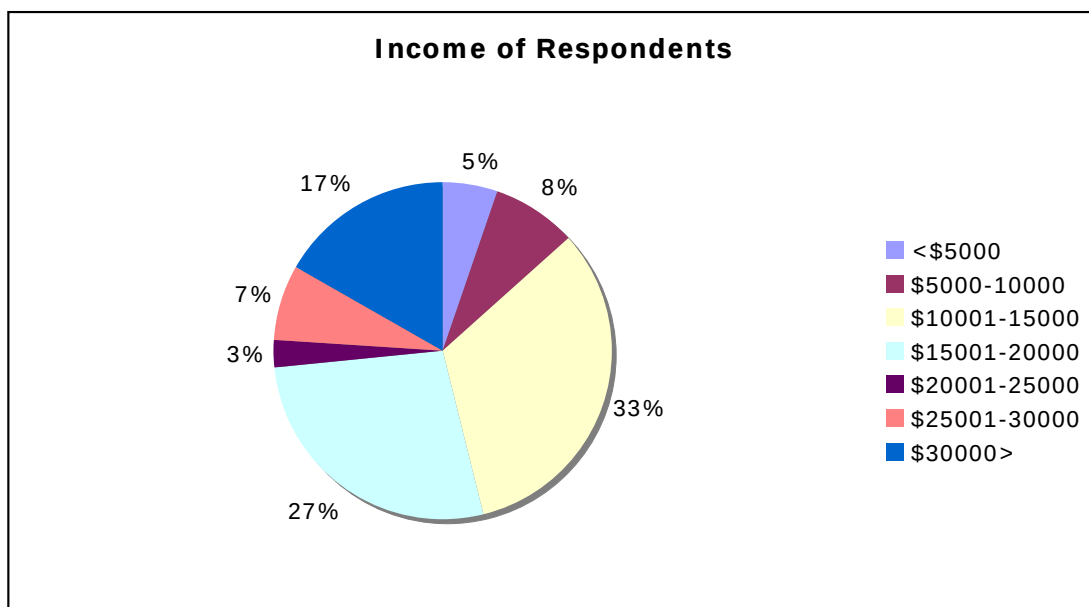
本問卷經已完成，多謝你的參與，若有疑問，請與本研究主席陳希雯小姐聯絡：
michellechan@sinogroup.com.hk.

8.10 Results of Street Interview of Public Perception about HKGCH

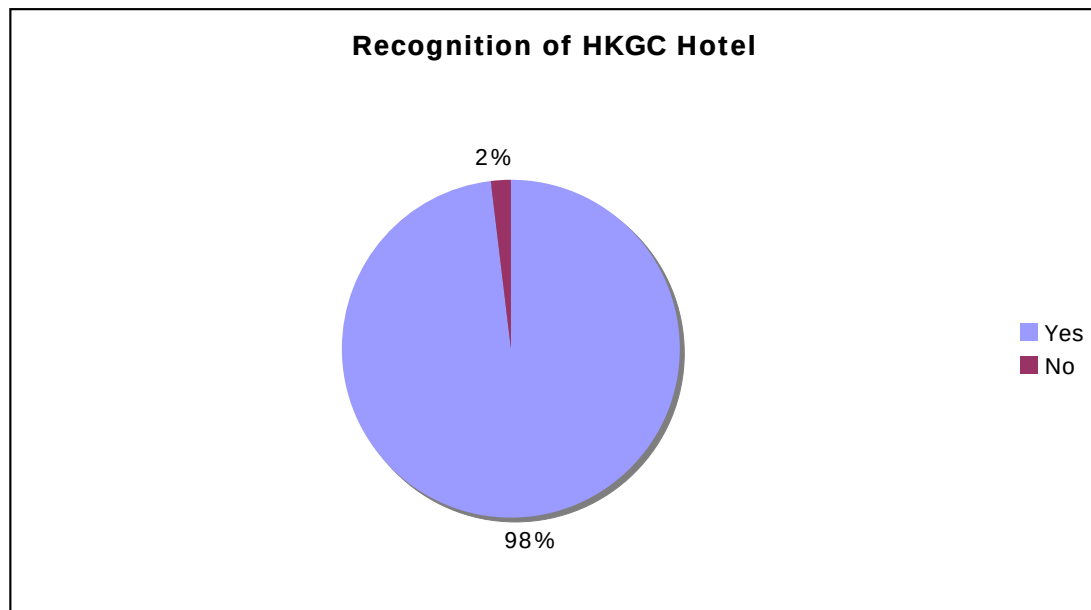
Question 1



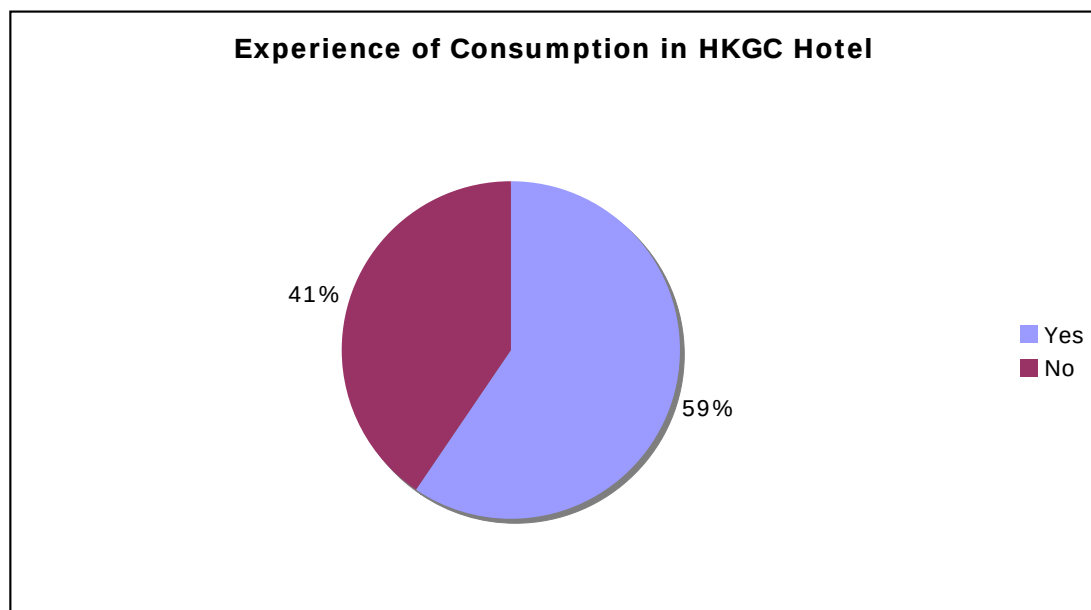
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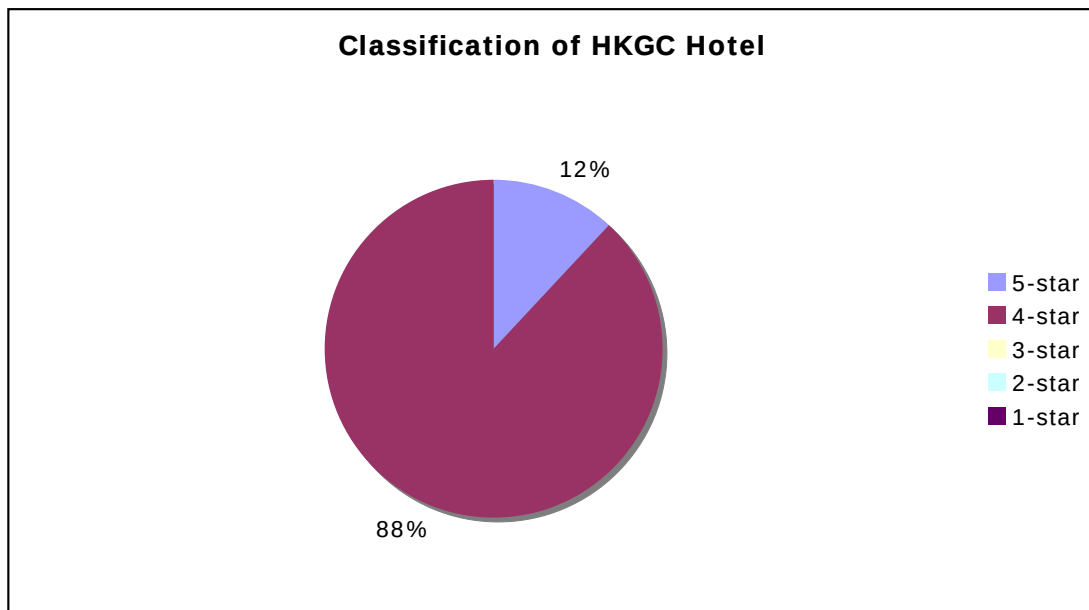
Question 3



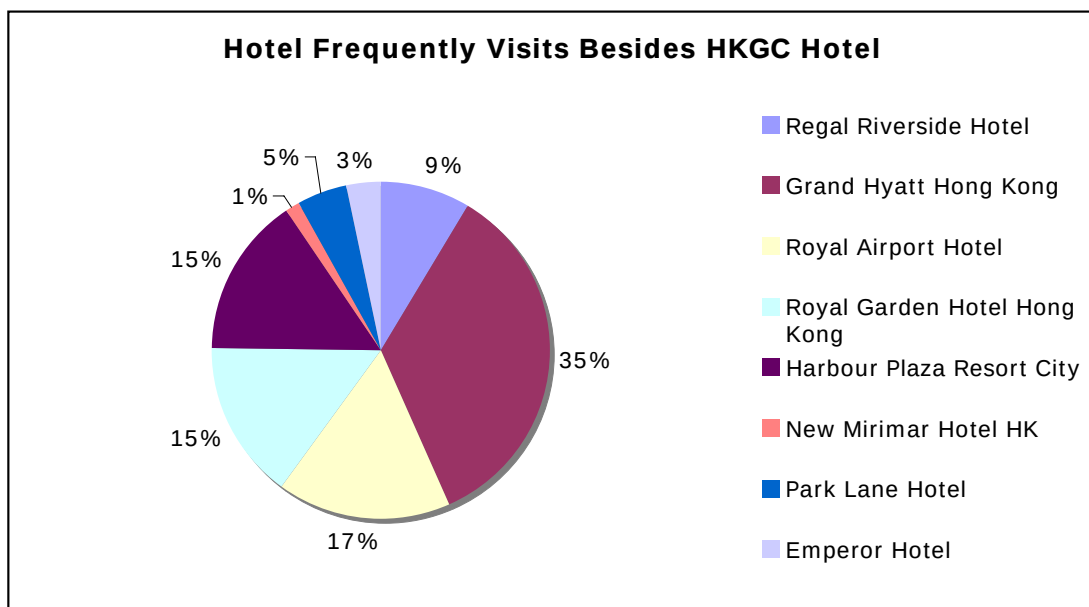
Question 4



Question 5

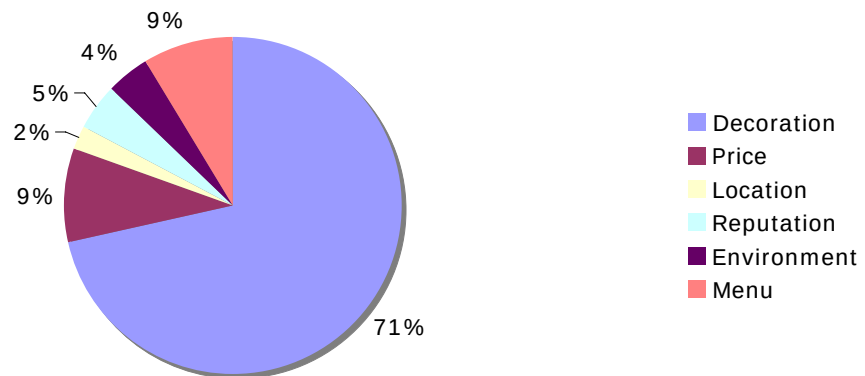


Question 6



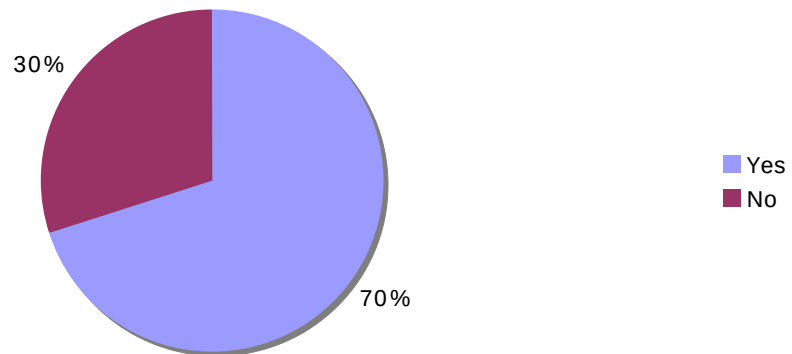
Question 7

Most Important Criteria of Choosing Banquet Services

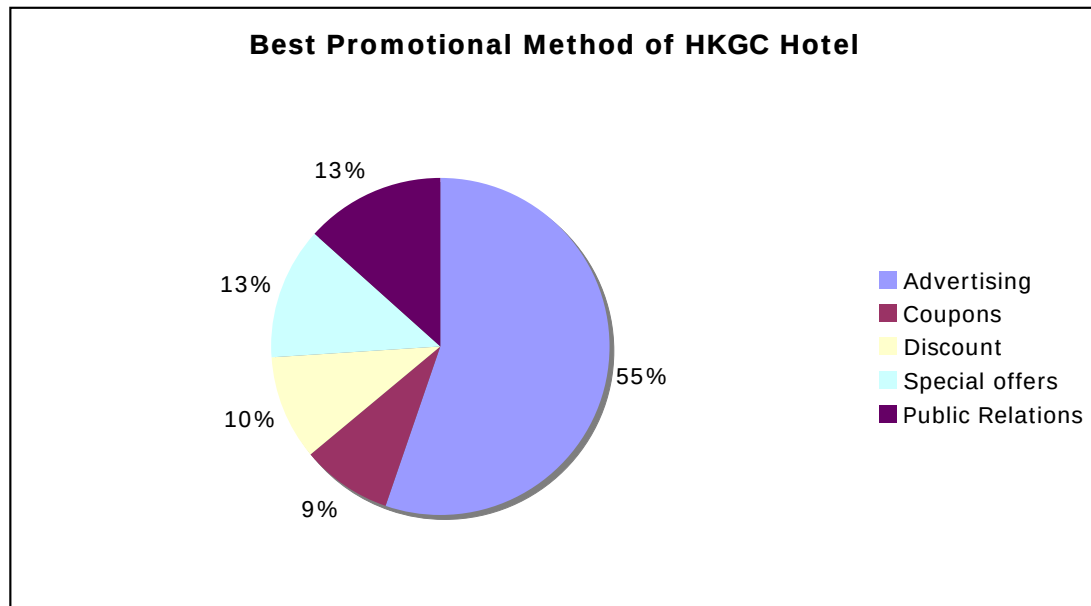


Question 8

Do you like to see chef cooking display?



Question 9



9. Bibliography

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