

2016 Newsletter

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與旅遊業齊飛躍

Fly high with tourism industry. Welcome aboard IFT!



旅遊學院
INSTITUTO DE FORMAÇÃO TURÍSTICA
Institute for Tourism Studies

Expanded horizons

New Taipa campus opens a world of opportunities for IFT's development

Highlights

- IFT offers training to Cambodian tour guides, tourism reps from Portuguese-speaking countries
- Interview with the Head of Cultural Heritage at the Macao Cultural Affairs Bureau
- Tourism Retail and Marketing Management degree now also available via evening classes



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New Taipa campus raises commitment of IFT to quality tourism education

IFT held on 12 October last year a plaque unveiling ceremony to inaugurate officially our new Taipa campus, located on the former campus of the University of Macau. Macao's Chief Executive, Dr. Chui Sai On; accompanied by the Secretary for Social Affairs and Culture of the Macao SAR, Dr. Alexis Tam Chon Weng; and the Secretary-General of the World Tourism Organization (UNWTO), Dr. Taleb Rifai, attended the event.

The plaque unveiling ceremony was witnessed by many Institute staff and students, as well as guests and representatives of institutional partners of IFT from Macao and overseas. The event marked an important milestone for the Institute: the new campus – which is to be used to host classes starting from academic year 2016/17 – will allow us to offer improved conditions to students. It will enable IFT better to uphold our mission of providing quality education and training in the fields of tourism and hospitality.

IFT's new Taipa campus includes several buildings that were previously the responsibility of the University of Macau. These include: the former University of Macau Library building; a staff quarters; 2 laboratories; and a student dormitory complex.

The new premises are double the size of those that IFT currently occupies on the Mong-Há campus, which will be retained by the Institute. The previous IFT campus in Taipa, at César Fortune Building, was closed at the end of June this year.

At the new Taipa campus, IFT will offer classrooms, a library, accommodation for students, and a new training hotel. The new premises will enable the Institute to widen our programme and our course offerings, in spacious and state-of-the-art educational facilities. We look forward to having the space to be able to welcome greater numbers of local and international students and scholars to our campuses.

We also are making use of our new facilities in order to implement further, collaborative projects with regional and international governmental agencies and tourism organisations, including UNWTO. A first group of international trainees from Cambodia stayed at the Taipa campus in June this year while attending a 7-day training programme at IFT, organised in collaboration with UNWTO. The course involved officials from Cambodia's APSARA National Authority – in charge of managing the Angkor archaeological site – and a group of heritage tour guides. It was the first cooperation project following a memorandum of understanding on sustainable tourism development signed in May this year between Macao's Secretariat for Social Affairs and Culture and the Ministry of Tourism of the Kingdom of Cambodia.



Through the ongoing improvement and expansion of our facilities and our international links, IFT aims further to contribute to tourism education and training in Macao. This will help nurture talented industry professionals and leaders, capable of realising the vision of making Macao a World Centre of Tourism and Leisure.

Dr. Fanny Vong
President of IFT

旅遊學院 仔新校區的啟用標誌著學院發展的一個重要里程碑。部分課程將於2016/17學年在新校區上課，為學生提供更好的學習環境，同時讓學院更好地履行其使命，提供更多優質的旅遊教育和培訓。

IFT voted ‘Best Educational Organisation’ in Elite awards, for second year running



IFT was voted “Best Educational Organisation – Service and Brand” in the Macau Elite Service Award 2015 initiative. It is the second consecutive year the Institute has won the accolade.

The Macau Elite Service Award scheme is organised by media outlet Exmoo News, and co-organised by public broadcaster TDM. Winners are selected by public vote.

The ceremony for the 2015 honours took place in April this year at the Studio City integrated resort. IFT’s President, Dr. Fanny Vong, received the prize on behalf of the Institute. Commenting on the award, she expressed her appreciation for the continued trust and support shown to IFT by the Macao public.

The Macau Elite Service Award programme aims to recognise local companies and organisations for their outstanding service and contribution to the city’s development.

學院連續兩年獲頒“澳門優質服務品牌選舉”最優質教育文化業品牌獎。是次選舉由《力報》主辦、澳門廣播電視股份有限公司合辦，旨在表揚全澳市場上的優質服務企業機構，推動各行各業積極發展，鼓勵更多企業為市民提供更優質服務。

Pousada, Educational Restaurant again earn TripAdvisor honours

IFT’s Educational Hotel – Pousada de Mong-Há, and the IFT Educational Restaurant, have each received a “2016 Certificate of Excellence Award” from the popular international travel website TripAdvisor. The respective announcements were made in the second quarter of 2016. The Institute’s 2 training units have been among the recipients of the coveted annual award since 2012.

The achievement celebrates hospitality outlets that have earned exceptional TripAdvisor reviews from travellers during a 12-month qualifying period. To achieve the accolade, participating units must maintain an overall TripAdvisor bubble rating of at least 4 out of 5 and have a minimum number of reviews.

“With the Certificate of Excellence, TripAdvisor honours hospitality businesses that have consistently received strong praise and ratings from travellers,” says Heather Leisman, Vice President of Industry Marketing, TripAdvisor. “This recognition helps travellers identify and book properties that regularly deliver great service,” she adds.

Pousada de Mong-Há and the IFT Educational Restaurant are open to the general public. The facilities are designed to provide a rich learning environment for

IFT students, and allow them to interact with paying guests in a real-life setting.

旅遊學院望廈迎賓館及教學餐廳榮獲國際旅遊網站 TripAdvisor 2016年度卓越獎。這兩所實習單位自2012年起，每年均獲該項殊榮。



Institute delegation attends PATA Annual Summit 2016

A delegation from IFT attended the PATA Annual Summit 2016, organised by the Pacific Asia Travel Association, a body known by the acronym PATA. The event took place in Guam, a Pacific territory of the United States, from 18 to 21 May.

The IFT delegation included: IFT President Dr. Fanny Vong; Pousada de Mong-Há Director Ms. Helena Lo; and a group of Institute undergraduates. The Pousada is IFT's Educational Hotel and is located at its Mong-Há campus on Macao peninsula.

Around 500 delegates from approximately 30 international tourism destinations joined the event. The PATA conference theme was "Exploring the Secrets of the Blue Continent", with a focus on climate change and sustainable tourism development.

The PATA Youth Symposium 2016, on 18 May, took place on the sidelines of the summit. The forum offered participants an opportunity to engage with industry experts to discuss various tourism-related topics. More than 150 students, alumni and lecturers from educational institutions offering tourism-related courses – as well as industry professionals – took part in it.



"[The PATA Annual Summit 2016] was a very educational and memorable experience to broaden our horizons," said Tourism Business Management Year 4 student Tank Leong, one of the IFT undergraduates participating in the summit.

"[The event was a] great experience to learn and to make connections with people from the rest of the world," stated Tourism Event Management Year 4 student Yoyo Wu, who also joined the IFT delegation to the PATA Annual Summit 2016.

學院管理層及學生於5月18至21日出席在美國關島舉辦的2016亞太旅遊協會年度高峰會議。

IFT provides range of courses to build students' entrepreneurial skills



During the second semester of academic year 2015/16, IFT offered to its undergraduates several courses designed to build up their entrepreneurial skills. Some of these courses included hands-on projects, allowing participants better to understand how to develop and implement new business ideas.

As part of the Entrepreneurship course – open to all undergraduates at the Institute and led by IFT Visiting Assistant Professor Dr. Fernando Lourenço – representatives from several local firms and organisations were invited as guest speakers. The talks were designed to inspire entrepreneurial thinking in students.

Another course promoting entrepreneurial skills – and also led by Dr. Lourenço – was the Retail and Marketing Business Project course, for Tourism Retail and Marketing Management Year 3 undergraduates. Students taking part in it during the second semester of academic year 2015/16 offered marketing consultancy services to 2 local small businesses: a restaurant called The Darling Buds of May; and The Black Sheep Bar and Restaurant.

Services provided by the students included market research and analysis, and development of marketing and promotional campaigns. The feedback from the 2 firms was positive and several of the students' suggestions were adopted.

在2015/16學年第二學期，學院為其6個學士學位課程，分別是廚藝管理、文化遺產管理、酒店管理、旅遊企業管理、旅遊會展及節目管理和旅遊零售及市場推廣管理的學生開辦創業管理課程。課程導師羅導謙博士除了教授理論，還引導學生與本地中小企業進行不同類型的項目，從而獲得實踐經驗，以及邀請眾多本地企業家與學生分享他們的創業經驗。此外，羅導謙博士亦為學院零售及市場推廣管理三年級學生教授市場推廣項目課程，引導學生協助澳門餐廳提高宣傳力度，提升知名度。

IFT, Melco Crown Entertainment offer Hospitality Management diploma

IFT and the integrated resort developer cum operator Melco Crown Entertainment Ltd have joined forces in order to offer a new Diploma Programme in Hospitality Management. One of the goals of the programme is to help develop local talent.

The diploma is specially designed for the employees of Melco Crown and is taught by IFT instructors, using the facilities of the company's in-house Learning Academy.

The programme started in mid-June, at which time a total of 32 Melco Crown employees enrolled on the course. They attend classes 2 evenings per week and receive their diploma after a year, on successful completion of 207 hours of tuition.

“Our collaboration with IFT has resulted in this tailored diploma programme that suits our employees best,” says Mr. Lawrence Ho, Chairman and Chief Executive Officer of Melco Crown.

The Diploma in Hospitality Management consists of 6 modules: Hospitality Today; Customer Service and Conflict Handling in Hospitality Industry; Managing Front Office Operations; Marketing in the Hospitality Industry;



Management of Food and Beverage Operations; and Convention Management and Service. As part of the programme, participants will gain access to several professional certifications offered by the American Hotel and Lodging Educational Institute.

今年6月，學院旅業及酒店業學校與新濠博亞娛樂有限公司合作，為該企業的員工開設“款客服務管理文憑課程”。課程包含六大單元，涵蓋前堂、餐飲、顧客服務、市場及會展管理等範疇，總共207課時。學員更有機會參加美國酒店業協會教育學院的國際性考試，獲取專業資格。學院期望通過專業培訓，培育本地管理專才，鼓勵本地員工向上流動。

Institute thinks beyond Macao for recruitment of students



IFT has been increasing its student recruitment efforts outside Macao. In academic year 2015/16, Institute representatives took part in several student recruitment activities in Asian regions, with the aim of further promoting the educational offerings at the institution.

Hong Kong remained one of the focuses of recruitment activities by IFT. Representatives from the Institute visited several high schools in the neighbouring region, including: SKH St. Simon's Lui Ming Choi Secondary School; Yan Oi Tong Tin Ka Ping Secondary School; and Caritas Chai Wan Marden Foundation Secondary School.

IFT also joined several recruitment activities and events in the neighbouring city. It invited career counsellors and other representatives from Hong Kong schools to visit the Institute's facilities in, respectively, September and November last year.

Together with other Macao higher education institutions and with the support of the Tertiary Education Services Office, the Institute joined the Taipei Education Fair 2016, held in February. IFT also participated, in March, in the Korea Study Abroad Fair 2016; and, in April, in the China Higher Education Exhibition 2016, in Kuala Lumpur, Malaysia.

In March, IFT joined a delegation to the People's Republic of China – assembled by the Tertiary Education Services Office – of representatives from Macao higher education institutions. The participating institutions held student recruitment seminars in several cities, namely Beijing, Tianjin and Shijiazhuang. A similar activity took place in April, in Hefei and Wuhan.

學院不斷加大在澳門以外的招生工作，在2015/16學年，學院派出代表赴中國內地及其他亞洲地區參與和舉辦多個招生活動，旨在進一步推廣學院課程。



Heritage Management students celebrate Inner Harbour's cultural richness



As part of the Cultural Mapping course, a group of Heritage Management Year 4 students organised an event to celebrate the cultural richness of the Inner Harbour area.

The course gives students the necessary knowledge and skills to identify, study, document and map tangible and intangible cultural resources.

The event – named “As Time Goes By” – took place on 5 March, in Beco dos Fatiões. Dozens of people living in the area joined the activity. It included: an introduction about a cultural mapping project of the Inner Harbour area

conducted by the students from IFT's Cultural Mapping course; an exhibition on the history of the Inner Harbour area; an experience sharing session with locals; and a showing of a documentary produced by the students about the Inner Harbour area.

IFT Visiting Professors Dr. Richard Engelhardt and Dr. Johannes Widodo teach the Cultural Mapping course. Dr. Engelhardt is a former UNESCO Regional Advisor for Culture in Asia and the Pacific; Dr. Widodo is an Associate Professor in the Department of Architecture of the National University of Singapore.

The “As Time Goes By” event highlighted the cultural uniqueness of the Inner Harbour area, focusing both on its tangible and intangible heritage. It celebrated the area's intricate urban network and how it shaped lives in that part of the city.

學院文化遺產管理學士學位課程四年級學生於3月5日在花王堂街快艇頭里籌辦社區活動“每當變幻時”，旨在向市民宣揚人情味對社區的重要性，推廣內港特色文化與情懷，約數十名本澳市民出席。活動是學院文化遺產管理課程四年級學生的“文化繪圖”課程作業，課程由學院客席教授暨國際知名文化遺產專家、聯合國教科文組織亞太區文化旅遊、文化政策及創意產業顧問魏理察博士，以及新加坡國立大學建築系助理教授Johannes Widodo博士帶領。

‘Mardi Gras’ student barbecue raises MOP93,000 for 3 orphanages

A group of Culinary Arts Management Year 2 students hosted a charity barbecue event in April, with the aim of raising awareness regarding the needs of orphaned and other vulnerable children in Macao.

The event – named “Mardi Gras” – took place at the Oasis restaurant at the Galaxy Macau integrated resort. It featured 2 sessions: the first – a picnic lunch – was offered to children from 3 local orphanages; the evening section – a barbecue-style dinner – targeted paying customers.

More than 400 people joined the evening session of the charity barbecue – which also featured entertainment – helping the students to raise MOP93,000. The proceeds were evenly divided between the 3 orphanages: Fountain of Hope; ECF Fellowship Orphanage; and Lar de Nossa Senhora da Penha.

As part of the fundraising effort, students also held several charity sales, namely at the IFT Main Campus and at Broadway Macau resort.



This was the seventh year that IFT students had organised a charity barbecue. It was also the year the charity event raised the most funds for local charities.

學院廚藝管理學士學位課程二年級學生在澳門銀河綠洲餐廳籌辦慈善燒烤活動“Mardi Gras”，活動由學生籌備、策劃及組職，並成功為澳門三間兒青院舍——希望之泉、恩慈院兒童之家及澳門明愛主教山兒童中心籌募共澳門幣93,000元。是次活動是學院學生連續第七年籌辦，也是歷年來籌募最多善款的一年。

‘Terra Madre 2016’ project champions healthy eating habits

A group of Tourism Event Management Year 2 students organised – between January and May – an educational project teaching healthy eating habits to Primary 5 students of the Macau Anglican College.

The initiative was named “Terra Madre” – Spanish for “Mother Earth” – following one of the mottos of the international slow food movement. The movement aims to promote an alternative to fast food, striving to protect traditional cuisine and encourage healthy lifestyles based on healthy food.

The educational project involved a total of more than 100 people, including students and teachers of 4 classes at the Macau Anglican College. Activities included a drama, games and workshops.



The IFT students also raised funds totalling MOP18,605.10 as part of the project. The funds were donated to the ECF Fellowship Orphanage, to sponsor educational projects and extra-curricular activities among the children cared for by the institution.

2016年1月至5月，學院旅遊會展及節目管理學士學位課程二年級學生舉辦了名為“地球之母2016”的慈善教育活動。活動是由學生籌集經費，以提高人們對健康飲食習慣的意識。

Series of 1990s-themed events promotes nostalgia, charity

A group of Tourism Event Management Year 3 students organised during the second semester of academic year 2015/16 a series of 1990s-inspired events. The series – named “My Tiny Times” – was a project for the Event Management: Hosting an Event course.

The series included several nostalgia-filled activities, including: charity sales; workshops; a photo competition; and a final party.

The closing event of the “My Tiny Times” was held on 23 April at the IFT Main Campus. About 300 guests joined the party, which included a décor with elements inspired by popular culture of the 1990s, and featured performances from several Macao artists.

The series was able to generate a total profit of MOP28,667.70. The funds were donated to support the operations of ECF Fellowship Orphanage.



學院旅遊會展及節目管理學士學位課程三年級學生於4月23日舉辦慈善活動“我的小時代”，讓人們回味過去的快樂和珍貴難忘的時光，現場設有音樂表演、美食、舞蹈、魔術表演及遊戲等活動，當晚參與的同學和市民都表示十分愉快。活動為恩慈院兒童之家籌得澳門幣28,667.70元的善款，並已捐予該慈善機構。

Forward thinking



IFT's new Taipa campus begins hosting classes in academic year 2016/17. The new space is twice the area of the Institute's main campus at Mong-Há Hill

The new IFT Taipa campus is swinging fully into action from academic year 2016/17. The site begins receiving classes in August but renovation work will continue for some time, as the Institute further adapts and upgrades the facilities there.

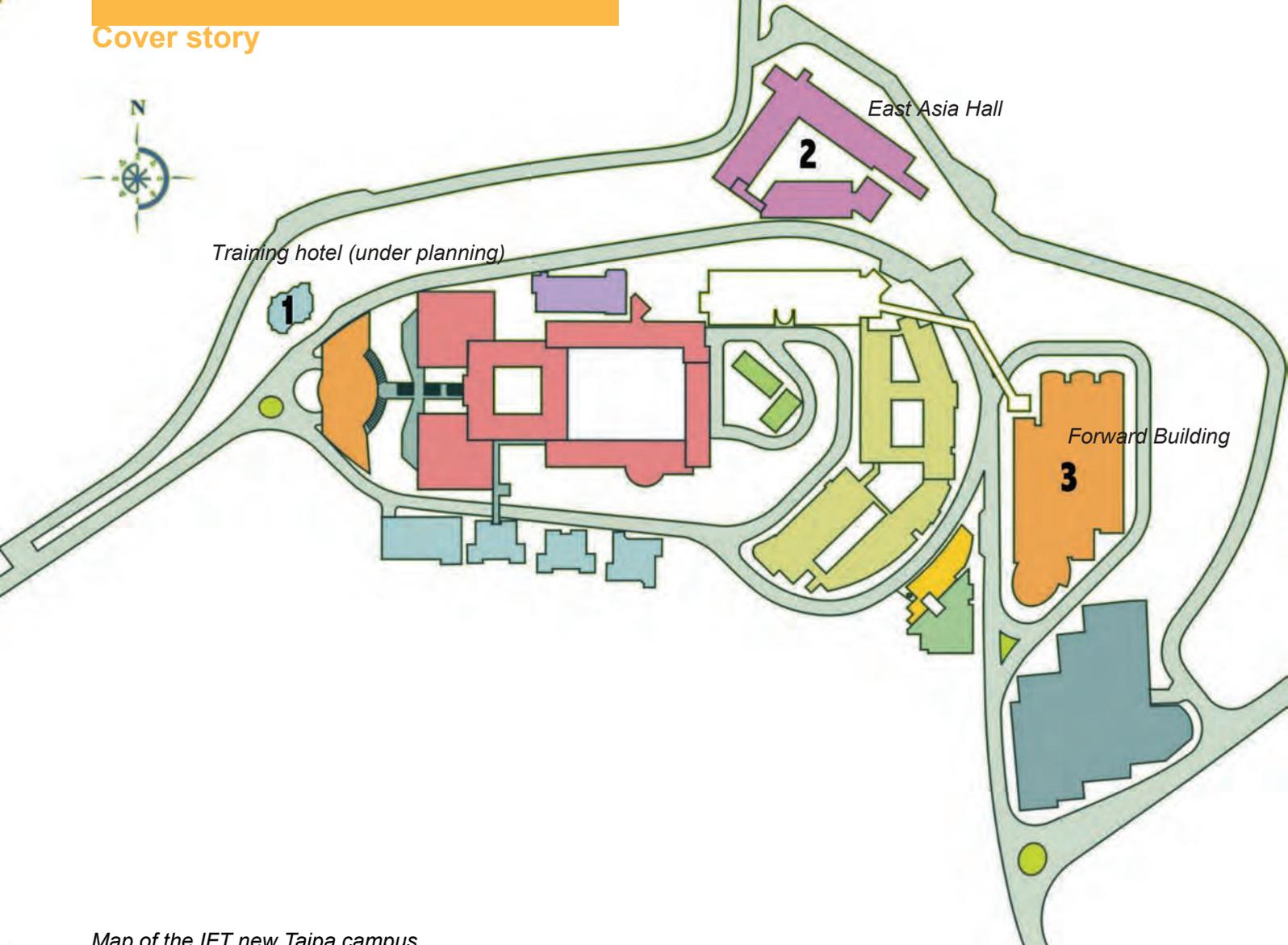
The new site is located on the former campus of the University of Macau in Taipa. It makes use of several buildings granted to the Institute by the Macao SAR Government following the University's move to Hengqin Island. Buildings granted to IFT comprise: the former University of Macau Library; the Staff Quarters building; 2 laboratories; and the East Asia Hall student dormitory.

"IFT had been waiting for a long time to expand physically," says Institute President Dr. Fanny Vong.

"We needed more space to offer better facilities to students and to lecturers."

Dr. Vong adds: "The new campus will enable us to offer more programmes; we will be able to enrich and enhance our learning and teaching environments; and students will have a lot more training areas."

The Institute plans to establish a second training hotel that would be located at the new Taipa campus, following on from the success of IFT's Educational Hotel, Pousada de Mong-Há. The new training unit will be located at the former Staff Quarters building of the former University of Macau campus. Discussions are under way regarding what the new educational hotel will contain, and how it will operate.



Map of the IFT new Taipa campus

Prior to the opening of the new Taipa campus, IFT vacated completely the facilities it leased for several years at the César Fortune Building, also in Taipa: they were closed at the end of June.

The new Taipa campus gives IFT the potential further to expand its efforts at internationalisation. The availability of extra student accommodation will allow the Institute to receive a greater number of international students, in particular on exchange programmes. IFT plans also to use the new facilities to strengthen its involvement in global academic research initiatives and as a regional hub for tourism education and training. Those steps follow a memorandum of understanding relating to those topics, signed last year between the Macao SAR Government and the World Tourism Organization (UNWTO).

Other proposals include separating IFT's 2 teaching units: the Tourism College – offering bachelor degree programmes – would have all its operations based in the new Taipa campus, while the Institute's Tourism and Hotel School – responsible for the vocational and professional training programmes – would remain in the

Mong-Há Hill facilities.

"The Mong-Há campus currently is very crowded because both the Tourism College and the Tourism and Hotel School have been sharing the site, and both have grown very rapidly over the past 10 years," says Dr. Vong.

"With the new campus, we feel it is now time to move degree programmes all to the same site," she adds. "That might happen already within 2 years. First, we still need to do some renovation work on the Taipa campus."

Redevelopment in stages

The renovation work at the new Taipa campus has been at the top of the agenda for Mr. Wesley Lai. He is a veteran member of the IFT staff – having worked there since 1997 – and currently heads the information technology team. He leads the IFT internal group responsible for overseeing all relocation and redevelopment work relating to the new site.

“This project is a challenge,” says Mr. Lai. The entire redevelopment project for the new campus will take some years to be concluded.

“There is no final schedule to have everything ready,” Mr. Lai explains. “The work will be done in stages,” in order not to disturb classes and units already in operation on the new campus, he adds.

Planning is ongoing for part of the new facilities. The Institute wants to involve its various stakeholders in outlining the future of the Taipa campus.

The centrepiece of the new site is the former University of Macau Library building, which will host all IFT academic activities in Taipa. As part of the first phase, it features classrooms, offices for lecturers, a library and 2 auditoriums (one with 80 seats; the other with about 200 seats); all to be available at the start of academic year 2016/17.

The 5-floor building has been renamed by IFT: it is now called the ‘Forward Building’. When the initial letter of that facility’s name is combined with those of the Institute’s other 2 academic buildings located at the Mong-Há campus – namely the ‘I’ of the ‘Inspiration Building’ and the ‘T’ of the ‘Team Building’ – they form the ‘IFT’ initials of the whole institution. That reflects the Institute’s core beliefs: inspiration; a forward-looking spirit; and teamwork.

The new name for the Taipa campus building was chosen from suggestions generated in a competition held within the Institute. The name also aims to highlight the importance of the new site for the development of IFT, and the Institute’s positive view of the future.

At the beginning of academic year 2016/17, only parts of the Forward Building will be open to the public: other parts will be undergoing renovation work and upgrades.

“We got this building in October 2015,” Mr. Lai says. “We could not do many changes because we didn’t have much time for it.”

Plans for the Forward Building include eventually transferring there the IFT Multimedia Library – currently in the Mong-Há campus – but there is no final schedule for that.

“It is a very big building,” Mr. Lai says. “But it is also a very versatile building, with a structure based on columns, making it not too hard to adapt its layout.”

More space, improved quality

Macao’s Chief Executive, Dr. Chui Sai On, officially inaugurated the new facilities of IFT in Taipa in October last year. The Secretary-General of UNWTO, Dr. Taleb Rifai, and the Macao Secretary for Social Affairs and Culture, Dr. Alexis Tam Chon Weng, also attended the ceremony.

The Institute actually began using the new site in academic year 2015/16, namely part of the student accommodation at the 21-floor East Asia Hall. Students moved to the new dormitories in December last year.

“IFT currently is using almost half of that building as accommodation for students. The building is already hosting over 200 students,” says Mr. Lai.

East Asia Hall is designed for student accommodation. But IFT is considering using part of the building for other things, including: guestrooms for visitors from abroad; offices for faculty members; student leisure facilities; and areas for student extracurricular activities.

With more space available to IFT at the new Taipa campus, the Institute plans to undo some of the changes introduced to the Mong-Há campus over the years. At the time, those changes were made with the goal of making more space for academic operations. For example, at Pousada de Mong-Há, 10 rooms previously converted into offices for faculty members – reducing the total number of guestrooms at the educational hotel to 20 units – will be changed back once enough office space for lecturers is available at the Taipa campus.

A potential issue regarding the new site in Taipa is an undersupply of vehicle parking space. Mr. Lai says the Forward Building currently has approximately 50 reserved parking slots, but his team is looking into ways of increasing the number of spaces. IFT will continue to offer regular shuttle bus connections between both of its campuses, as it did previously between the Mong-Há campus and the César Fortune Building.

旅遊學院氹仔新校區位於澳門大學校園舊址，將於2016/17學年開始投入使用。由2016年8月起，學生可在新校區上課，而新校區的翻新工程將繼續進行，以優化校區設施。

‘Cities can use cultural heritage as a tool to promote sustainable urban development’

Ms. Deland Leong Wai Man, Head of the Department of Cultural Heritage at the Macao Cultural Affairs Bureau, says urban development and heritage protection are not conflicting forces. Tourism can also lend a helping hand to promote heritage, she adds



Ms. Deland Leong Wai Man, Head of the Department of Cultural Heritage at the Macao Cultural Affairs Bureau

Profile

It is hard for Ms. Deland Leong Wai Man to choose a favourite among the heritage-related projects she has worked on since becoming Head of the Department of Cultural Heritage at the Macao Cultural Affairs Bureau. “There have been quite a lot; they all were very interesting because they all were very different,” she says.

The Mandarin’s House preservation project “was very challenging” because of the scale and intricacy of the place, Ms. Leong points out. The conversion of a complex of historical houses in Travessa da Paixão into a cinematheque “was challenging too, because it was a complex site, involving a big courtyard and not only East and West styles, but also some Moorish influences,” she adds.

Ms. Leong trained as an architect, and practised in the United Kingdom and in Taiwan. She returned to Macao

around 8 years ago and joined the Cultural Affairs Bureau. “I have always been fascinated by heritage buildings; so, when I decided to return to Macao, this job really made sense to me,” she explains.

Macao-born Ms. Leong says she is happy to see how well the city’s heritage has been preserved. “The Government has put a lot of effort into conservation works and promotion; also, there has been a lot of work to provide a more integrated vision of the different heritage sites around the city.”

澳門文化局文化遺產廳廳長梁惠敏小姐表示，城市發展與文化遺產保護不存在衝突，旅遊業亦有助推廣文化遺產。

The Cultural Affairs Bureau has invested a lot of resources in heritage protection and promotion in Macao. Why is this investment important for the city?

Through heritage – no matter whether it is tangible or intangible heritage – we can better understand our culture. We can see where we came from, and that helps to define our unique identity. Through our heritage, we can better understand what makes us different from other places: this is very important for the citizens of Macao.

In Macao, heritage also plays an important role in tourism development.

Cities around the world increasingly understand that heritage assets can be very important resources for tourism development. Generally speaking, tourists like to see the local culture of the cities they visit. In that regard, heritage is a very important element. Heritage management and tourism can work hand-in-hand to show our culture not only to tourists but also to our own citizens.

Macao's heritage is unique, as it mixes Eastern and Western influences. What problems does this pose to Macao regarding heritage management?

This is not a problem but it is a challenge. Because the city's heritage is a mix of Eastern and Western cultures, we cannot directly borrow the conservation techniques from China or from Portugal. Because of the unique cultural heritage of Macao, we have our very own, specific way to approach conservation, no matter whether it is regarding the techniques and materials used, the management or the promotion.

How important is education for heritage protection in Macao?

It is very important. Talking about the Bachelor Degree Programme in Heritage Management at IFT, it is not specific to conservation or architectural engineering; it is about heritage in terms of logistics and management. For instance, at the Cultural Affairs Bureau, our job goes well beyond just implementing the “Cultural Heritage Protection Law”: we need to manage cultural heritage assets, as there are some heritage facilities opened to the public managed directly by us, such as the Mandarin's House, the Lou Kau Mansion and some other sites. Knowing how to preserve or renovate those buildings is not enough: knowing how to manage them, understanding visitors' needs, successfully organising events there, and promoting heritage itself are very important tasks as well. Having education programmes in these fields – namely at a degree level – is a big help to our work.

Heritage professionals in high demand

As the importance of heritage grows in Macao and internationally, do you foresee an increase in demand for this type of professional?

I definitely do. When we look back at the effort the

Government has put into cultural heritage protection – both for tangible and intangible assets – there has been quite a lot of progress. I think the community will continue increasing its efforts in this field. So we will need more and more people with this type of background to be involved in the sector.

That also relates to a growing international trend to promote sustainable management of heritage. How does this trend translate in Macao?

Heritage management in Macao previously was focused on building conservation; now we are seeing a growing focus on the protection of intangible heritage, and archaeological and movable heritage assets as well. The scope of heritage management is much wider than previously. In addition, we before mostly focused on preserving churches, temples and public buildings; now, we are trying to preserve other types of buildings too. These are ways to extend the scope of heritage protection to other types of cultural assets. All this is part of an effort to promote a sustainable management of heritage: if we were only to focus on historic, grand buildings, most of the smaller buildings and intangible assets would simply disappear.

We are working now on the “Historic Centre of Macao Protection and Management Plan”. This tool will also help promote a sustainable management of heritage in Macao. We will have a wider, higher-level vision on how to protect cultural heritage: it will not focus solely on how to preserve and renovate individual heritage buildings; it will also offer a clearer perception on how we can manage these resources better, in an integrated way.

In Macao, often there is a debate on whether it is possible to balance urban development and heritage protection. Are these conflicting interests?

I think there is no conflict between the two concepts. If a city develops too fast and without concern for its cultural heritage, it is not a healthy development. Cultural heritage should play a role as a very important element on urban development. Cities can use cultural heritage as a tool to promote sustainable urban development.

What are your expectations for the future of Macao's heritage?

We are witnessing a positive turning point. The “Cultural Heritage Protection Law” came into effect on 1 March 2014 and that was the beginning of a new chapter on heritage-related matters. In the future, it is likely that more and more buildings will become officially classified as “heritage buildings”; also more and more intangible cultural items will be included in Macao's list of intangible cultural heritage. Overall, I foresee that the number of classified assets will increase significantly. In tandem, we also have been doing a lot of heritage-related promotion work, particularly among locals: our aim is to enable more people to become aware of, and better to appreciate, their own.

Tourism Retail degree offered via evening classes

IFT is widening the range of degree programmes held in the evening, meeting the strong demand for courses delivered outside regular work hours



Tourism Retail and Marketing Management is the latest degree programme at IFT to be conducted via evening classes, complementing existing daytime classes. Starting in academic year 2016/17, the course will join the evening teaching schedule already populated by the Hotel Management programme and the Tourism Event Management programme.

“In academic year 2016/17, we will be increasing the offering of evening programmes by adding the Tourism Retail and Marketing Management programme,” says IFT Assistant Professor Dr. Cindia Lam, Coordinator for Evening Degree Programmes.

“The current Hotel Management and Tourism Event Management evening programmes will be kept the same, namely in [the] number of vacancies: we are taking between 30 to 40 students per programme, including for the new Tourism Retail and Marketing Management programme,” she adds.

Dr. Lam says the Institute plans – over the next few years – further to increase the range of programmes available via evening classes, and also to expand the number of vacancies per programme. “But we need to do it step by step,” she explains. “IFT is undergoing several changes and a big expansion; with the new Taipa campus, we need to have everything strategically planned first.”

The scholar notes that the addition of new programmes to the evening schedule will be contingent also on the needs of the tourism and hospitality industries, and the plans of the Macao SAR Government regarding the city’s economic development.

Demand for IFT evening programmes is high: the Institute received more than 300 applications for

academic year 2016/17, more than twice the number of total vacancies.

“We have middle-aged students... already working for quite a number of years and who want to enrich their knowledge,” says Dr. Lam. “At the same time, there are fresh high school graduates who need to work for financial or personal reasons and cannot take up the IFT daytime bachelor degree programmes: so evening classes provide them the perfect solution.”

Some differences, same high standards

The main difference between IFT programmes delivered in the daytime versus the evening is the medium of teaching: lectures for daytime programmes are in English; those for evening programmes are in Chinese. The evening programmes are also delivered in modules, “allowing evening students to design their class load [number of courses attended each year] according to their availability,” says Dr. Lam.

Students on evening bachelor degree programmes are required to attend a curricular internship, in the manner of their counterparts on daytime programmes. But evening students are given greater flexibility than their daytime peers regarding completion of their internship. Evening programme undergraduates who are already working can apply to have their work time counted for internship purposes, provided their job relates to the area of specialisation covered by their bachelor degree programme.

Students on evening programmes can choose to complete a ‘2-year plus 2-year’ programme. At the end of the first 2 years of study they will receive a diploma certificate; once completing a further 2-year study period, they will receive a bachelor degree. The majority of students on evening programmes chooses however to take a different route, namely the 4-year bachelor degree programme. This option does not entitle them to a diploma certificate, but such students enjoy greater flexibility in terms of internship arrangements than students in the 2+2 programme.

Despite some structural differences, standards are the same for daytime and evening programmes, states Dr. Lam.

“We have very strict requirements in recruiting the faculty members [for evening programmes] and in ensuring they are delivering programmes at exactly the same standard as our daytime programmes. Graduates from both types of programmes get the same certificate: potential employers do not differentiate between candidates on the basis of what type of bachelor degree programme they have studied,” she adds.

於2016/17學年，學院開設旅遊零售及市場推廣管理學士學位夜間課程，該課程亦設有日間課程。除了該課程，學院亦開辦酒店管理與旅遊會展及節目管理學士學位夜間課程。

Heritage conservation lessons in Tianjin offered via evening classes

IFT students join second edition of cultural exchange programme in Tianjin, to learn more on heritage protection practices in the People's Republic of China

A group of around 30 Macao tertiary education students – including 13 IFT undergraduates – joined in June a cultural exchange programme co-organised by Tianjin's Nankai University in that Chinese city.

The 15-day scheme was being held for a second consecutive year. It aims to help Macao students learn about conservation of cultural heritage in the People's Republic of China, says Dr. Li Zhong, Vice Dean of the College of Tourism and Service Management at Nankai University.

“The programme continued to revolve around Tianjin's conservation works regarding historic buildings and related development experiences,” Dr. Li says. “In terms of content, there were more courses included this time in the programme when compared to the first edition, and research works undertaken by the participating students were more complex.”

During the programme, the IFT students – along with students from University of Macau, Macao Polytechnic Institute, Macao University of Science and Technology, and City University of Macau – attended several seminars. The participants engaged also in discussions on heritage conservation and completed special activities at some prominent cultural heritage sites in Tianjin, Mr Li says.

In addition, students toured some of the projects handled by state-owned Tianjin Historical Architecture Restoration and Development Co Ltd, a firm specially set up for protecting historic buildings in the city. Sites visited included the Mansion of Prince Qing (known as Qingwangfu); and the Garden of Serenity – the former residence of Chinese emperor Puyi, and a place also known as Jingyuan Garden.

Aside from visiting many of Tianjin's historic landmarks and the old foreign-country concession territories in the city, the students also spent time in the Sino-Singapore Tianjin Eco-city. The latter is a joint venture between the governments of China and Singapore that aims to be a model for urban sustainable development. The students also visited the National Animation and Industry Comprehensive Demonstration Park. The Eco-city and the Demonstration Park are in Binhai New Area.

Learning experience

Dr. Li says one of the goals of the cultural exchange programme was to allow participants to experience



Dr. Li Zhong, Vice Dean of the College of Tourism and Service Management at Nankai University

innovative ways of promoting the conservation of cultural heritage.

“Many of our historical sites have been developed into restaurants, hotels or bases for cultural and creative businesses,” Dr. Li says. “Through this experience, students can better understand the operation of these sites.”

The Central Government of the People's Republic of China and the Macao SAR Government both supported the programme. The Macao Foundation sponsored the initiative, covering the cost of travel, accommodation and other related expenses.

The programme was organised by: the Subcommittee for Liaison with Hong Kong, Macao, Chinese Taiwan and Overseas Chinese of the National Committee of the Chinese People's Political Consultative Conference; the Liaison Office of the Central People's Government in Macao SAR; the Office of the Tianjin Provincial Committee of the National Committee of the Chinese People's Political Consultative Conference; the Subcommittee for Liaison with Hong Kong, Macao, Chinese Taiwan and Overseas Chinese and Foreign Affairs of the Tianjin Provincial Committee of the National Committee of the Chinese People's Political Consultative Conference; Nankai University; and IFT.

2016年6月6至20日，13名旅遊學院學生在學院任連萍副教授和陶婉瑩講師陪同下，前往中國內地天津市參加2016年澳門大學生天津學習交流計劃，深入了解天津市文化遺產的保護工作與旅遊業發展的情況。



Leading through understanding

Participants in IFT's Executive Development Programme on Leadership and Motivation say course will help them become better leaders

Leadership skills are an essential tool for managers in today's workplace. Being able to set a direction, articulate an inspiring vision and guide teams or entire organisations is nonetheless challenging.

In order to promote leadership skills in the tourism and hospitality sectors in Macao and beyond, IFT hosted in May a 2-day Executive Development Programme on Leadership and Motivation. The course was led by Dr. J. Bruce Tracey, Professor in the School of Hotel Administration at Cornell University, in the United States.

A total of 21 professionals from several areas joined the programme. One of the highlights of the course, according to students, was the discussion on the need for leaders better to understand team members in order to enhance team performance.

Ms. Sharon Tudela, Director at Macau-based Bridgewater Consulting Services, was one of the participants on the course. She says she joined the programme to "understand specifically the concerns and the challenges that people in leadership [positions] in the hospitality business face".

"[Through the programme] I realised that leadership challenges are universal," Ms. Tudela states. "It's all about understanding people: understanding yourself first of all, knowing your strengths and weaknesses;

and knowing your staff... knowing what their needs are, empowering them."

Mr. Francis Lam, Executive Manager at the Macau Tower Convention and Entertainment Centre, also attended the executive development programme led by Dr. Tracey. The main insight gained from the course, he suggests, was the need for leaders better to understand others in order to be effective managers of people. "Otherwise, there is no way you can really change anything," he says.

Mr. Lam says the topics discussed during class would be useful for him in the workplace. While noting his own team members are very loyal to the company, he says that also carries the risk they will be less open to novelty and innovation than he might wish. Mr. Lam now hopes he can change that with the motivational tools learned on the IFT programme.

Becoming a better leader

"[The programme] was very interesting, very interactive, and I got to know a lot of people," says participant Mr. Francis Ho, Assistant I.T. Manager at Hotel Lisboa. He adds that one of the issues highlighted during the course was the need for leaders to provide their team with a vision; an insight he now wants to implement at his workplace.

The programme was also attended by 3 IFT lecturers. One of them was English language Lecturer Mr. Trevor Ho, who praises the course syllabus. “As a teacher, sometimes I might have missed out the importance of affiliation with others, or of interpersonal relationship with my students,” he comments. Mr. Ho says what he learned at the programme would be “very useful” for his career in education.

Programme leader Dr. Tracey says one of the goals of the course was “to enhance [the students’] view of leadership... and, in doing so, hopefully stimulate [in

them] a broader perspective” of the different roles of a leader. Another objective was to share with participants some skills that could help them “make decisions more effectively, based on analysis of their particular situations,” he adds.

“They [the students] are hungry to know what to do, back in their own job settings” to become better leaders, Dr. Tracey says.

Leadership beyond borders

Two representatives of tourism-related government bodies from, respectively, Sri Lanka and the Philippines attended the IFT Executive Development Programme on Motivation and Leadership, held in May.

“This was a very effective and useful programme for us,” says Mr. Mihira Liyanaarachchi, Director of Domestic Tourism and Community Relations of the Sri Lanka Tourism Development Authority.

The other tourism official attending the course was Mr. Roberto Alabado, Regional Director of the Philippines’ Department of Tourism - Region XI. He praises the course, saying he felt the programme allowed him to improve his leadership skills.

The participation of Mr. Liyanaarachchi and Mr. Alabado on the IFT course was the result of a memorandum of understanding signed between Macao SAR and UNWTO in October 2015, in which both parties agreed to collaborate to enhance the quality of human resources in tourism. IFT was charged with the responsibility to offer training programmes to UNWTO-nominated participants.

IFT to host executive programme on strategic resilience

The next executive development programme to be hosted by IFT will focus on strategic resilience. It will be held on 23 and 24 August.

The programme will be led by Mr. André Mack, Director at Lausanne Hospitality Consulting, a company under Ecole hôtelière de Lausanne, and the Swiss Hotel Association. He has extensive experience in the in-flight catering industry and in management consulting. Mr. Mack has specialised in the areas of strategic marketing, customer service and business process re-engineering.

Participants in the programme are expected to learn how to identify and overcome challenges by using strategic leadership skills. Upon completion of the course, they will be better equipped to anticipate what is known as “strategic decay”: the idea that the value of any strategy – no matter how successful initially – diminishes over time. Course participants will also be equipped to plan successfully for what is known as “organisational resilience” – by employing business process re-engineering and innovation. Some of the skills to be discussed in class include how to notice and anticipate change, and how to promote innovation strategies.

為了進一步提升澳門本地從業員的領導能力，學院於5月舉行為期兩日的“領導與激勵”高級管理課程。課程由來自美國康奈爾大學酒店管理學院J. Bruce Tracey教授主講，吸引了21位來自不同領域的行政人員參加。部分學員稱，課程讓他們明白到認識團隊成員特點的重要性，這樣才能有助提高團隊績效。

Tourism and Portuguese-language countries

IFT holds its first-ever tourism planning workshop for representatives of tourism-related bodies from Portuguese-speaking countries



IFT hosted in June – for the first time – a training workshop tailor-made for participants from Portuguese-speaking countries, also known as the Lusophone nations. The programme on tourism planning and development was aimed at representatives of tourism-related government bodies from Lusophone countries.

The workshop was part of IFT’s ongoing work to support the Macao SAR Government’s efforts to promote the city as a commercial and trade co-operation service platform between the People’s Republic of China and Portuguese-speaking countries.

The programme was headed by IFT Visiting Professor Dr. John Ap. Before becoming an academic, he was a town planner specialising in recreation and tourism planning. He has also served as a consultant to several organisations, including the International Association of Amusement Parks and Attractions (IAAPA) and the United Nations Organization for Education, Science and Culture (UNESCO).

“We provided participants with an introduction to what is involved when we plan and develop for tourism,” says Dr. Ap. “I shared with them some basic principles about tourism planning and design, namely about order, coordination, balance and establishing an appropriate experience [for visitors]... Ultimately, you want to ensure that the tourist has a wonderful and memorable experience when they come to visit,” the IFT scholar explains.

“This was a very valuable workshop and will help us improve our tourism planning,” says participant

Mr. Amostra Alfandiga, a representative from the Ministry of Culture and Tourism of Mozambique. “We discussed several topics related to tourism planning and development, and the value chain in the tourism sector,” he adds.

The 10 participants in the workshop were in Macao at the invitation of the Macao Government Tourism Office, for a 2-week training opportunity.

Tourism cooperation

The IFT workshop had 2 sessions. In the morning one, participants discussed the guiding principles of tourism planning, different approaches to tourism development, and related operational and technical requirements. During the afternoon, the group and Dr. Ap toured and studied several tourism attractions in Macao, and then discussed tourism planning strategies relevant to those respective attractions.

IFT plans to continue providing training courses to representatives of Portuguese-speaking countries. The aim is to enhance exchanges and mutual learning between Macao and Lusophone countries in relation to tourism.

學院於6月為葡語系國家與旅遊相關的政府機構代表，舉辦了旅遊規劃工作坊，這是學院首次為葡語系國家代表特別設計的培訓工作坊。是次培訓是學院支持澳門特區政府推動澳門成為中國及葡語系國家合作服務平台的持續進行工作之一。

IFT, Cambodia join hands for tour guide training

Group of Cambodian heritage tour guides and tourism officials attends training programme organised by IFT



Angkor in Cambodia is one of the most important – and most visited – archaeological sites in Southeast Asia. To build further the skills of those working in the Cambodian temple complex, IFT organised a 5-day professional training programme tailor-made for a group of 20 tour guides from Angkor.

A total of 4 officials from the APSARA National Authority – the Cambodian management authority responsible for the protection of Angkor – also attended the course, held in June in Macao.

This was the first cooperation project between IFT and the Cambodian authorities under the framework of a memorandum of understanding signed in May between the Macao SAR Government and the Ministry of Tourism of the Kingdom of Cambodia. The agreement envisions the promotion of sustainable tourism development via the training of professionals in that field, and via partnerships in tourism industry education.

The June programme – offered by IFT in collaboration with the World Tourism Organization (UNWTO) – focused on capacity building regarding tour guides for international visitors at Angkor. The training programme included lectures, visits to the Historic Centre of Macao and workshops.

During their stay in Macao, the course participants were received by Macao's Secretary for Social Affairs and Culture, Dr. Alexis Tam Chon Weng.

Programme lecturers comprised: IFT Invited Assistant Professor Dr. Sharif Shams Imon, who is also the Coordinator for the Institute's Heritage Management Bachelor Degree Programme; IFT Visiting Professor Dr. John Ap; IFT Assistant Professor Dr. Cora Wong; and Dr. Ong Chi Ee, from the National University of Singapore.

'Amazing' course

Stretching over some 400 square kilometres – including forested areas – the Angkor archaeological site contains the remains of several capitals of the Khmer Empire, dating from the 9th to the 15th century. They include the famous Temple of Angkor Wat and the Bayon Temple with its countless sculptural decorations. Angkor was inscribed on the World Heritage List of the United Nations Educational, Scientific and Cultural Organization (UNESCO) in 1992.

Dr. Imon says the course aimed to improve the quality of visitor experience at Angkor. "Although the focus was Angkor, the principles discussed are equally

applicable to any heritage site."

He adds: "We focused on guiding [work]; but guiding alone cannot achieve that objective [of improving the quality of visitor experience]. So, we talked about site presentation, visitor facilities, infrastructure, etcetera."

The course "was really amazing", says Ms. Channa Uy, one of the tour guides that attended the programme. "It taught us how to improve our skills not only as tour guides, but also as heritage interpreters, and how to present our site."

Chanvirak Sarm, one of the APSARA officials who joined the programme, agrees. "Heritage protection and the growth of tourism are both very important for Cambodia," he says.

"The lecturers in this programme had a strong background in heritage protection," Mr Sarm states. "And we didn't learn only in the classroom: we also had the opportunity to explore in situ what the Macao SAR Government has done so far in this area."

Course lecturer Dr. Ong says the Cambodian group was "very interested and curious about a whole range of topics, from interpretation to conservation".

The former IFT faculty member says the Institute can benefit from "working as a focal point and a regional hub for training in tourism- and heritage-related issues" in order further to enhance its international profile in this field. "It is a niche IFT should continue to pursue," he adds.

學院於6月為柬埔寨旅遊部 APSARA National Authority 官員及文化遺產導遊舉辦專業培訓，為期5日。這是澳門特區政府與柬埔寨王國旅遊部5月簽訂合作備忘錄後，雙方首個合作項目，也是學院首次特別為柬埔寨設計的培訓課程。

Portuguese for tourism staff

IFT launches Portuguese language courses tailored to the needs of the hospitality and tourism industries

IFT's Tourism and Hotel School has launched a series of Portuguese language courses designed for those working in the hospitality and tourism sectors. The overall aim of the programmes is to support the further development of Macao as a world centre of tourism and leisure, and as a service platform between China and Portuguese-speaking countries.

The courses are being offered in partnership with the Instituto Português do Oriente, also known by its Portuguese acronym IPOR. The latter is a not-for-profit organisation promoting Portuguese culture and language in Macao.

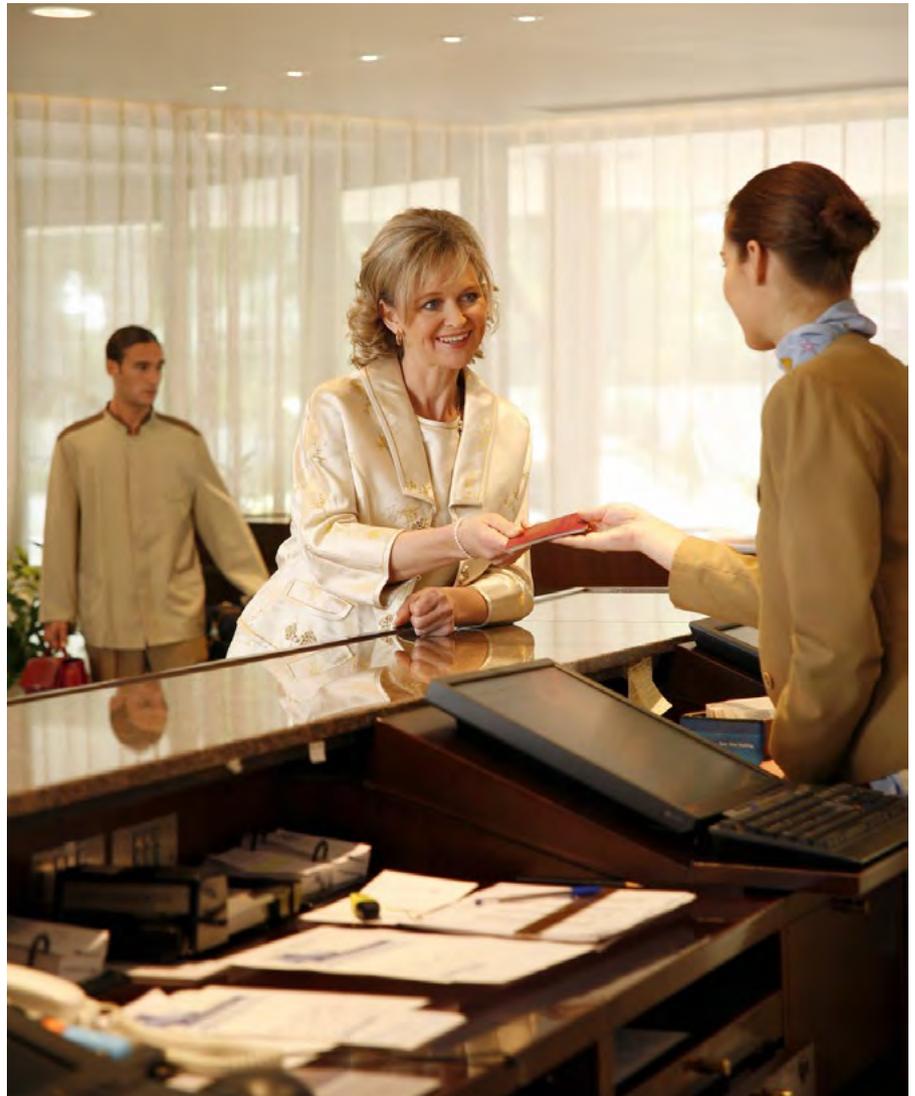
The programmes, each covering an aggregate of 30 hours, comprise: Portuguese for the Hotel Sector; Portuguese for the Food and Beverage Sector; and Portuguese for the Travel and Tourism Sector. The courses are open only to Macao residents, and are free.

Students who successfully complete all 3 courses will be issued an A1-level certificate by IPOR. The certificate is issued under the Common European Framework of Reference for Languages, an international standard for defining language skills. The A1-level certificate recognises a basic ability to communicate and exchange information.

High demand

The Portuguese for the Hotel Sector course made its debut in May. Classes finished at the end of June. IFT initially planned to offer 25 vacancies for the programme, but it had to open a second class, due to very high demand: approximately 250 applications were received.

The course focused on introducing students to the elementary Portuguese vocabulary and grammar needed to perform basic front-of-house operations at a hotel. That included greeting guests and



confirming reservation details, and naming and describing hotel and room facilities.

The Portuguese for the Food and Beverage Sector and Portuguese for the Travel and Tourism Sector courses follow a similar approach to the Hotel Sector one. The main aim is to allow students to serve and communicate with clients in Portuguese. In the case of the Portuguese for the Travel and Tourism Sector programme, students will also learn how to name in Portuguese the main monuments and tourism attractions of Macao.

The partnership between IFT and IPOR for Portuguese language teaching began in 1997. Bachelor degree programme students at IFT are

required to learn a second language aside from English, and Portuguese is one of the options available. IPOR has been responsible for the design of materials, and delivery of, these Portuguese language courses.

According to a representative from the IFT Tourism and Hotel School, the Institute plans further collaboration with IPOR regarding Portuguese language related projects. The possibility of developing learning materials specific to the hospitality and tourism sectors is one of the areas under discussion.

學院日前為旅遊及酒店業從業員推出了一系列葡語課程，旨在讓學員懂得以葡語與客人溝通及提供服務。

The science of arts management

IFT promotes development of the city's cultural industry through new Certificate Programme in Performing Arts Event Management



arts and the public," he states.

More than meets the eye

One of the areas covered in the certificate programme is marketing of performing arts: topics include market analysis, strategic brand management and the 4 Ps of online marketing (price, product, promotion and place).

"Performing arts marketing is not just about ticket sales," explains course lecturer Ms. Meggy Cheng. She is the Head of Marketing and Communications at the Chung Ying Theatre Company in Hong Kong.

"It is also about advocating your organisation's vision to the public; it is also about education. It is not just about selling more tickets: specially when you know that even if you give out the tickets for free, that does not guarantee that people will come to watch the performance."

Fellow programme lecturer Mr. Richard Chua, from Malaysia's KDU University College, says the certificate "is a very strategic and positive move" for Macao's cultural events industry.

He adds: "When talking about performing arts, a lot of people look at the stage; people think of directors and actors as they seem to reflect the glitz and the glamour of the performing arts. Actually, the people behind the scenes – especially the administrators and the management – are the ones who are powering the whole trade."

學院與澳門文化局合作開辦“表演藝術管理證書”課程，科目涵蓋六大領域，總課時達189小時，旨在透過培養表演藝術範疇的管理者，推動澳門文創產業發展。第一批學生將於今年11月完成該課程。

IFT and Macao's Cultural Affairs Bureau have linked to offer a Certificate Programme in Performing Arts Event Management. The first batch of participants started classes in April and is expected to conclude them in November.

The 189-hour course is divided into 6 modules: classes consist of theoretical and practical study, with classes covering a range of subjects, including performing arts theory, marketing, production management, and lighting and sound design. The programme seeks to promote the development of Macao's cultural and creative industries by improving the professional skills of managers in the performing arts sector.

The course sees the continuation of a collaboration between the Institute and the Cultural Affairs Bureau that in 2011 resulted in the introduction of a programme leading to a Certificate in Arts Administration.

"This new course really takes into consideration the Macao cultural landscape," says course lecturer Dr. Benny Lim. He is Assistant Professor at the Chinese University of Hong Kong, and has specialised in performing arts management and policy.

Dr. Lim adds: "Although modern performing arts have been around for quite a number of years in Macao, it [the sector] is still at a developing stage. It has not reached maturity yet: but it is getting better and better, growing and becoming more important."

He says the certificate programme aims to produce professionals with specific managerial skills who have theoretical knowledge in performing arts and are able to speak different "languages". This applies not only in terms of being able to communicate across cultures, but also being able to address professionals across arts disciplines, such as performers, stage technicians and designers.

"One of the key considerations when we developed the course was looking at what we think performing arts managers need to be equipped with," Dr. Lim explains. "They must be accountable to stakeholders; they must do audience development; they have to be able to work as a bridge between the artists and the rest of the stakeholders; and they must promote accessibility between the

IFT Café adds new flavour to Nam Van Lake waterfront

Outlet run by IFT is part of the Macao SAR Government's project to revamp the Nam Van Lake area as a new tourism and leisure spot



The trademark flavours of IFT's culinary delicacies are now available on the waterfront of Nam Van Lake. Since June, the Institute has been running a café there, on a temporary basis. It is part of an effort by the Macao SAR Government to revitalise the Nam Van Lake area and turn it into a new leisure and tourism hub.

The revitalised waterfront includes recreational facilities, shops selling cultural and creative products, a book market, and a weekend craft market. The area will additionally have regular outdoor performances. At the lake, pedal boats are also available for visitors to enjoy.

The new IFT Café not only serves IFT's famously appetising food; but it also provides training to IFT students. The outlet additionally operates as a venue to promote culture, and will regularly host exhibitions featuring local artwork, says Executive Assistant Manager of Food and Beverage at IFT, Mr. David Wong.

Visual artist Mr. Fortes Pakeong Sequeira was the first to have his work featured on the Café's walls.

"People can come, have a quick coffee and a quick bite, and even a glass of wine if they want," explains Mr. Wong.

Other Government bodies involved in the overall revitalisation project for the area – a zone that has been named 'Anim'Arte Nam Van' – include: the Cultural Affairs Bureau; the Sports Bureau; and the Macao Government Tourism Office. The project has a budget of MOP4 million.

Facelift for Nam Van

IFT President Dr. Fanny Vong says: "For IFT, we are honoured to be part of this [Nam Van] project. We are

running temporarily this Café to help kick off the project: later on, most of the venues in the whole site will be handed over to private entities through an open bidding process."

"During the time IFT is temporarily managing the Café, it will provide a lot of opportunities for our students to practise: we have a kitchen area, and we have the culture and arts part [at the Café seating area]. As IFT also offers courses related to cultural and creative industries, this is a win-win for us," Dr. Vong states.

She adds: "We run this place temporarily to kick off the whole project, and at the same time it also gives students a picture of how to conceptualise a tourism idea and then to bring it to fruition."

Despite being away from the IFT Main Campus at Mong-Há Hill, the IFT Café "upholds very high standards" – similar to those at its sister venue, the IFT Educational Restaurant – explains Dr. Vong.

"The difference is that at the IFT Main Campus, students have equipment ready, and [have] the entire team of staff and teachers that can be approached to ask questions," she says. "Here [at Nam Van], there may be last-minute issues that students haven't thought about. This is good learning practice for them."

The temporary operation of the IFT Café will last for about "6 to 9 months", according to the IFT President. "I believe after the shops are handed over to private entities, the shop concessionaires will still be able to engage IFT students, namely for internships," notes Dr. Vong.

The facelift of the Nam Van Lake area was one of the tourism development projects outlined in the Government's Policy Address for 2016.

"We hope that after half a year of operation, we will be able to see whether the project is successful," Secretary for Social Affairs and Culture, Dr. Alexis Tam Chon Weng, told reporters during the official launch of Anime'Arte Nam Van.

He added that, in the future, the Government could extend the concept to the neighbouring Sai Van Lake area.

位於“南灣·雅文湖畔”的旅遊學院咖啡廊不僅為市民及旅客提供高質素的餐飲服務，亦旨在推廣本地藝術，同時成為學院學生重要的培訓場所。

A taste of Peru

The Consul General of Peru attended a special showcase session at IFT to introduce students to some of the culinary delicacies of his country



IFT hosted in April a showcase of Peruvian cuisine with an unusual guest chef: Mr. Sergio Ávila, the Consul General of Peru in Hong Kong and Macao.

“IFT is an international school, and it is important that students learn about Peruvian cuisine,” says Mr. Ávila. “Peruvian cuisine is unique, and very well known around the world.”

There are several internationally renowned Peruvian cuisine restaurants. “Central”, in Peru’s capital Lima, was in 4th spot – the highest position for a South American restaurant – in “The World’s 50 Best Restaurants 2016” rankings. The list – compiled by William Reed Media – is the result of a poll of 972 independent experts.

Other restaurants offering Peruvian cuisine featured on “The World’s 50 Best Restaurants 2016” list include “Maido”, ranked 13th; and “Astrid y Gastón”, placed at number 30. Both are also in Lima.

At the IFT showcase, Mr Ávila introduced participants to 2 Peruvian signature dishes: quinoa salad and “lomo saltado” (a stir-fried dish combining several ingredients). He also taught students how to prepare Peru’s national drink, “Pisco Sour”.

“We choose quinoa salad because quinoa is getting more well known all over the world. You can have it now in the best restaurants anywhere,” Mr Ávila says. “It’s a very good ingredient, very healthy.”

According to the Food and Agriculture Organization of the United Nations, quinoa is the grain crop with the most nutrients per 100 calories. It has no cholesterol and does not cause allergies.

Mr Ávila says quinoa is a very versatile ingredient,

which can be mixed in salad or eaten as a side dish.

“Lomo saltado” is a Peruvian stir-fried meat dish. It is widely popular in Peru and the result of a fusion between Peruvian and Chinese cuisines: it is cooked using a wok and prepared with Peruvian pisco, a popular brandy produced in South America.

Refreshing cocktail

Mr Ávila showed IFT students a second use for pisco: namely as an ingredient for “Pisco Sour”. The cocktail – also containing lime, egg whites, sugar syrup and Angostura bitters (for garnish) – was created in the 1920s by American bartender Victor Vaughen Morris.

“It’s our national drink. In all celebrations in Peru we toast with ‘Pisco Sour’,” Mr Ávila says. “It’s very easy to drink, very refreshing. It is perfect for tropical weather.”

There are 2 main varieties of pisco, produced in Peru and Chile, respectively. They use different grape varieties and production styles.

“The Peruvian and Chilean pisco are different,” Mr Ávila explains. He adds that the difference becomes particularly evident in mixes with other drinks.

“There is a cocktail in Chile that mixes pisco with a cola drink, called Pisco. It is mixed with cola, pisco and lemon,” Mr Ávila says. “But if you use Peruvian pisco for that drink, it will taste horrible.”

秘魯駐港澳總領事Sergio Ávila 先生於4月29日向學院學生展示秘魯菜的烹調手法和技巧，同時亦調製了秘魯的國飲皮斯科酸酒。他認為是次展示可讓學生了解秘魯的特色菜式和獨特文化。

Student research showcase

Graduation theses adjudged outstanding and produced by IFT students in the second semester of academic year 2015/16 recognised via TEd Summit



IFT hosted in June the second edition of the Institute's Tourism Education Student Summit, branded as TEd Summit. During the event, the findings of 20 student graduation theses adjudged outstanding and produced in the second semester of academic year 2015/16, were publicly presented and evaluated by special panels made up of tourism industry professionals and IFT scholars.

A total of 5 undergraduates received respectively a 'Best Paper Scholarship', based on their presentations at the summit.

The TEd Summit is hosted twice a year, at the end of each semester, to celebrate the best graduation theses produced in that period. The first edition took place in January.

Starting from academic year 2015/16, IFT became the first higher education institution in Macao requiring all students enrolled on a daytime bachelor of science degree programme to complete an individual thesis project in order to graduate. Students have a full semester in Year 4 to conclude the work: some do it in the first semester, others in the second.

IFT President Dr. Fanny Vong says the new thesis requirement has been an extraordinary experience for the faculty and students alike. She says undergraduates are able to acquire useful research skills that can be applied to future projects.

"We understand the [tourism] industry is asking for more [from graduates]. Employers are not looking just for hands-on skills or administrative abilities; they are also looking for people who can think by themselves," Dr. Vong says. "People who can offer new ideas and suggestions; who can digest the overwhelming quantity of data available to firms and find useful patterns that

can help inform business decisions."

A total of 282 IFT Year 4 students successfully completed their respective individual thesis projects in academic year 2015/16. Of those, around 150 did so in the second semester.

'Worthwhile challenge'

"I think no student or faculty member is going to say that the [thesis] project was easy... but I think one thing that everyone agrees on is that it is a worthwhile challenge," says IFT Lecturer Dr. Laurie Baker Malungu. She oversees the graduation thesis process as Regent for Thesis.

An important outcome of the scheme is that students get to understand in detail the hospitality and tourism industries – as part of the data and information collection process for their respective thesis – Dr. Baker Malungu states.

Hotel Management student Cindy Xiao was one of the recipients of a Best Paper Scholarship at the second edition of the TEd Summit. Her research focused on what impact intangible services provided by 5-star casino hotels in Macao had on satisfaction levels of those hotels' mainland Chinese guests. Cindy says the most rewarding parts of the thesis development process were learning how to write one, and understanding the factors affecting satisfaction levels of hotel customers.

Remus Xu, a student in Tourism Business Management, produced a thesis on the different perceptions of the local Chinese and Portuguese communities respectively regarding Macao's brand image as a destination. His work was also awarded a Best Paper Scholarship. Remus says he particularly enjoyed identifying the cultural differences between the Chinese

and Portuguese communities in Macao.

The graduation theses produced in academic year 2015/16 were largely focused on Macao, but students are welcome to look beyond the city's borders, says Dr. Baker Malungu. "There is no limitation to what students can research, as long as the thesis can be

guided [by an IFT faculty member] and students can have access to the relevant data," she says.

Other students also awarded a Best Paper Scholarship in the second edition of the TEd Summit were: Jenna Wu; Anastasiia Chuguevskaia; and Cindy Mui.

International recognition

While only in its first year, IFT's thesis project scheme has already achieved international recognition. A total of 8 students presented research papers based on their graduation thesis projects in international conferences and events in academic year 2015/16: awards were given to 3 of them.

An additional 3 IFT students are to join international conferences in September, in respectively Spain and the United Kingdom, to present papers based on their theses.

IFT Lecturer Dr. Laurie Baker Malungu, Regent for Thesis, says these results underline the quality of the research produced by IFT students.

Hotel Management student Yuna Pan received a 1st Place Best Paper Award at ISCONTOUR 2016 – International Student Conference in Tourism Research. "It was a huge surprise for me," Yuna says. "I was already very surprised when my paper was accepted for the conference," she states. The event, held in Krems, Austria, in May, had participants from more than 40 countries.

Her thesis was about the influence of temperature on customer satisfaction and behaviour. Yuna says it "was really challenging" to complete the work, but that she learned a lot throughout the process, including about project and time management.

Fellow IFT Hotel Management student Raul Monteiro received a 3rd Place Best Paper Award at the ISCONTOUR 2016 conference, for a paper on optimism among industry professionals and perceived promotion chances. He says it was "quite an achievement" to see his work recognised internationally.

Raul advises IFT students that – when selecting the subject for their respective thesis project – they should choose one to which they can relate. "That way, you will feel motivated in order to further explore the topic," he says.

IFT Tourism Business Management student Meka Chen also got an award for a research paper based on her thesis – a 2nd Place Undergraduate Award – at the 6th Korea America Hospitality and Tourism Educators Conference. The event was held in Las Vegas, Nevada, in the United States, in April.

Her paper – submitted with thesis supervisor, IFT Invited Assistant Professor Choi Suh Hee – was on tourists' motivation for, and satisfaction with, visits to the Ruins of St. Paul's and surroundings.

"Before the paper presentation, I was quite nervous," she recalls. "Everyone presenting did a very good job; I didn't imagine I could get an award."

Meka adds: "I never thought I could join this type of conference; but the thesis project gave me this opportunity."



Yuna Pan (centre)



Raul Monteiro (centre)



Meka Chen (second right) and her thesis supervisor, IFT Invited Assistant Professor Choi Suh Hee (second left)

學院於2016年6月15日舉辦“旅遊教育2016春季峰會”，活動目的是讓學院優秀的準畢業生向公眾和旅遊業界代表發表其對業界現況所作的研究成果。自2015/16學年起，學院學士學位四年級課程增設了撰寫研究論文作為畢業要求，確保準畢業生除了具實際操作能力外，還具備了解和分析旅遊業動態的能力。本學年共有282名學生成功完成畢業研究論文。

When in Rome, learn

IFT Hotel Management Year 2 student Melody Chan recalls her participation at this year's Incontro Romano International Forum in Rome, Italy

"My participation at Incontro Romano International Forum 2016 was the first time I had visited Europe: a lot of firsts for me took place during that trip. I had the opportunity to meet and learn from other people, see new places and experience a new culture in Rome, Italy. It was an amazing and memorable journey.

"There were 6 IFT Hotel Management Bachelor Degree Programme students – including me – attending the event, together with an IFT representative.

"Incontro Romano is an international forum for young people and looks at the latest tourism industry trends. This year, the congress took place in March, and 300 participants from all over the world attended, to present research papers and represent their respective countries.

"To be selected to join the event, I and my fellow IFT colleagues conducted 2 research projects, respectively on tourists visiting Macao, and on festive events that bring family members together.

"In addition, we represented Macao at the international service fair segment of Incontro Romano, setting up a booth explaining the art of welcoming people into your home during the Chinese New Year period. The booth introduced visitors to several traditional practices and to the importance of this festival to Chinese people. The preparation work for the booth made us improve our organizational skills, and we also learned a lot from the exhibits of other participating groups.

"Aside from the Incontro Romano forum and fair, we gained a lot of experience by joining other activities. We had the chance to participate in an Italian culinary workshop arranged by a local culinary school. There, we learned how to make ravioli and carbonara step by step with the help of local instructors and students. It was a win-win situation as we could learn some cooking skills from them, and the Italian students could practise their English with us.

Tuscan memories

"We also had the opportunity to visit The St. Regis Rome Hotel. The front office manager and the food and beverage manager welcomed us warmly and provided us with a detailed introduction of the property and its operations. The hotel tour was exclusive and full of fruitful discussions.

"We also were able to attend the Palm Sunday Mass in St Peter's Square. The religious fervour of the people attending could be sensed in their chanting and holding of olive branches.

"The best part of the trip was the opportunity to do a



wine tour in Tuscany, central Italy. We were able to taste several wines together with cheese, honey and ham, while visiting some of the region's beautiful vineyards.

"We also toured winemaking facilities and learned about the process of producing wine. It was an interesting experience to learn in loco, complementing what we had been taught during our wine study lessons at IFT.

"From my point of view, Italy – especially Rome – is a special place, full of history. Historical sites filled with wonderful stories can be found at the turn of every corner. But – as the saying goes – Rome was not built in a day, and it also cannot be absorbed in a week: the length of time we spent there. We really enjoyed the stay and were very grateful to IFT and all supporting staff for offering us this meaningful opportunity to improve in Italy our research skills and to experience a different culture."

酒店管理學士學位課程二年級學生陳瑛亮和5位同學在導師的帶領下，前往羅馬參與2016年Incontro Romano論壇。Incontro Romano論壇是一個給予有意投身旅遊業的一個國際青年交流平台，吸引來自世界各地約300名人士出席，介紹他們的研究並設置展位展示所代表的國家或地區。

How hotels address bad online reviews

Research featuring IFT Lecturer Mr. Kirk Yan looks into how hotels respond to negative online reviews, and the likely motivations for the strategy chosen

Online reviews are increasingly an important source of information for customers booking accommodation. Even if they do not book their stay online, most clients will at least review online opinions from other customers before making a hotel booking decision. While more and more hotels try using the trend to their advantage, how do they react when a bad review pops on the computer screen?

Results from a new study show hoteliers usually opt for one of the following approaches: publicly respond to both positive and negative online reviews; privately contact complainers; or make no response.

The findings of the research were presented at the ENTER 2016: Conference on Information and Communication Technologies in Tourism, held in February in Bilbao, Spain. IFT Lecturer Mr. Kirk Yan and 2 representatives from the Hong Kong Polytechnic University – Dr. Chen Yi-Fan and Dr. Rob Law – were involved in the research project, which was titled “Managing Negative Electronic Word of Mouth (eWOM) from the Perspective of Luxury Hotel Managers”.

The research included interviews with managers at 13 of Hong Kong’s 4- and 5-star hotels. Each interview took on average 50 minutes and interviewees were asked about their responses to negative online reviews.

Taking control

“The majority of the hotel managers openly addressed positive and negative eWOM. A few managers privately contacted the negative eWOM generators. Only 1 manager regularly monitored and collected eWOM from different channels but did not make any response,” stated the research team.

Through their qualitative study, the researchers concluded that the hotels that adopted a policy of openly addressing all customer comments tended “to take a more active control in influencing and shaping the perception of customers by expressing their voice in management response.”

The study added: “[These hotels] will provide an explanation to clarify and justify issues, especially when misunderstanding and untrue claims are made by customers.” The paper noted that – among those hotel managers that chose to make an open, public response to online criticism – the main motivating factor was the opportunity to allow “future customers to exercise fair judgment by listening to the sides [commentaries] of service providers... [as well as of] previous customers”.

The study findings pointed to 2 reasons leading some hotels to prefer only private contact with the authors of negative online reviews. “The uppermost reason is that managers intend to protect the organisation from abuse



and opportunistic customers,” the researchers stated.

“They also value the merit and significant effect of personal touch and attentiveness in complaint handling,” they added.

It was rare for hotels to opt to take no overt action in dealing with negative online reviews, according to the research findings. The authors said the most likely reason for that choice stemmed from a conservative attitude, “because of the uncertainty of the sequential consequence brought by a management

The authors

IFT Lecturer Mr. Kirk Yan worked for over a decade in the food and beverage sector, before joining the training and education field. He worked for different upscale hotels and restaurants in Switzerland and Hong Kong.

Mr. Yan has a master degree in hotel and tourism management from the Hong Kong Polytechnic University. He joined IFT in academic year 2014/15, and now teaches food and beverage-related courses in the Culinary Arts Management Bachelor Degree Programme.

Dr. Rob Law is a Professor in the School of Hotel and Tourism Management at the Hong Kong Polytechnic University. He has supervised more than 100 postdoctoral fellows and graduate students.

Dr. Chen Yi-fan was one of the PhD students of Dr. Law, with a doctoral thesis dedicated to the topic “Managing negative eWOM by response from the perspective of luxury hotel managers”.

學院講師殷嘉駒參與了一項研究，探究酒店如何回應網上的負面評價及至不同類型的回覆所帶來之利弊。

Step out of your comfort zone

IFT alumna Ms. Kitty Sousa, a senior MGM Macau HR executive, says industry newbies should not shy away from challenges

Juggling the human resources case files of scores of expatriate workers is all in a day's work for Ms. Kitty Sousa, Assistant Director of Relocation at integrated resort developer and operator MGM Macau.

"When team members – wherever they come from in the world – have an issue and they come to see us, and then they leave the office feeling happy and settled, this is very rewarding," she explains.

"In my current HR role at MGM Macau I also participate in careers fairs and HR activities to share with industry entrants my experiences regarding internships in hospitality," Ms. Sousa adds.

"Every year at MGM Macau we accept 2 batches of IFT interns. Those in each intake work for 6 months in different areas of our hotel. On each occasion we give a talk, and hold an experience sharing session with the students: not to try and 'sell' the company to them as an employer but to provide them with information and insights to enable them to make the right choices."

Ms. Sousa explains that her skills in human resources management have been honed over a number of years.

"Early in my career I had to deal with the HR processes of 200 expatriate staff all at the same time, regularly going down to the Government immigration office to deal with such matters. If I had not had that kind of experience, I don't think I could have taught my own staff now how to do that, or have been able to set an example for them," states Ms. Sousa.



She graduated from IFT in 2001 with a Bachelor Degree in Tourism Business Management.

"I was so lucky that after graduation... I had an opportunity to stay in the Institute as an instructor. At that time the economy was not very good, so the Government had provided some training programmes for unemployed people. I was one of the instructors for that – mainly focusing on customer service [and] some courses on hotel operations. This started my career in the industry," explains Ms. Sousa.

After working as an instructor for several years, she joined Wynn Macau as part of the pre-opening team, prior to the property's launch in September 2006.

"The gaming industry had just started to open up, with overseas investment, so I thought it was a great chance for me to broaden my vision by joining the industry," says Ms. Sousa.

"I was working in the relocation team at Wynn," with responsibility for helping overseas workers coming into the property, she adds.

"As the scale of the business became bigger and bigger, the human resources unit went through restructure, so that they had to have a focused team on that specific job," Ms. Sousa explains.

Confidence boost

She says the experience of studying at IFT was an important contribution to her professional development.

"How much was shaped by own personality and how much was shaped by studying at IFT? I would say half and half," Ms. Sousa explains.

"I am talkative, and active, and like to try new things – this is my personality – and because I am the eldest daughter in the family, I was used to taking on a lot of responsibility," she adds.

But Ms. Sousa also acknowledges that when it came to spoken communication in English, learning at IFT via the medium of that language brought her out of her shell.

"No matter which industry you are working in, communication is really important. And those skills are very important when studying in IFT," she states.

Asked if she had advice to new entrants to the hotel and tourism industry, including the next batch of IFT graduates, Ms. Sousa says: "I would suggest for them to try to start their career in an operational area. If you aim to be a management person eventually, you have to start from the rank and file: you have to start in operations so you can learn how to manage your people."

She adds: "Fresh graduates should try to open themselves up to new challenges, and not just stay in their comfort zone."

學院畢業生林嘉怡小姐目前在澳門美高梅擔任助理外募總監一職，她勉勵學院應屆畢業生，無須害怕職場上的挑戰，因為這些挑戰有助他們增進自己的管理技能。

A window to UNWTO

Partnership between IFT and World Tourism Organization offers IFT alumna Ms. Mandy Ho opportunity for 1-year internship at international body's headquarters

'Hola', 'sí' and 'buenos días' – Spanish respectively for 'hello', 'yes' and 'good morning' – are some of the new words IFT alumna Ms. Mandy Ho has since June been seeking to master. The IFT graduate was selected from a group of candidates for a 1-year internship at the headquarters of the World Tourism Organization (UNWTO) in Madrid, Spain.

"Prior to learning about this opportunity, I did not have a plan to go out of Macao," says Ms. Ho. She reconsidered her position in light of the internship programme and the opportunity better to understand the inner workings of UNWTO. "I also thought Spain was a very interesting place, worth knowing better," she adds.

Ms. Ho was assigned to UNWTO's Regional Programme for Asia and the Pacific for the internship. She will assist in collecting and producing tourism-related information and in preparing high-level meetings, among other administrative tasks.

Macao-born Ms. Ho graduated from IFT in 2012 with a Bachelor Degree in Tourism Event Management. She worked in customer services at the Venetian Macao Convention and Exhibition Centre for about a year. After that, she joined the 12-month Cultural Representative Programme for Walt Disney World in Florida, in the United States. She also learned of this opportunity via IFT.

In the summer of 2014, Ms. Ho became part of the human resources department of Sheraton Grand Macao Hotel, Cotai Central. She resigned from her job there to attend the UNWTO internship in Spain.

Great source of information

Ms. Ho advises all IFT alumni to maintain close ties with the Institute after graduating. She says IFT regularly provides its alumni network with useful information, including on new courses, promotional offers and other activities.

"It was in one of the IFT emails that I read about the UNWTO internship opportunity," she says.



Ms. Ho adds: "The connection between IFT and alumni is really helpful. In the Macao hospitality industry, I really see a lot of people who graduated from IFT. In a small place like Macao, networking is quite important."

Ms. Ho also praises the education she received from the Institute, saying it has been very useful so far in her career.

"IFT provides very practical knowledge to students. During the 4 years of your bachelor degree programme, you are not just studying; you have practicum, internship and several hands-on projects," she says.

"Your learning process goes beyond what you read in books; you learn how to work with different people, from different backgrounds. Those people skills are really important in the service industry."

學院校友何佩欣在學院與世界旅遊組織的合作下，獲得機會在世界旅遊組織馬德里總部進行為期一年的實習工作。

IFT alumni reunion dinners hosted in Macao, Beijing and Guangzhou

IFT hosted in the second semester of academic year 2015/16 several alumni reunion dinners, with the aim of strengthening the ties between the Institute and its alumni.

The 2016 IFT Alumni Annual Dinner was held on 8 June at the IFT Educational Restaurant. The event offered participants a platform for networking and sharing professional experiences.

The Institute also hosted 2 alumni reunion dinners in the People's Republic of China. The first took place on 14 March in Beijing; the second was held in Guangzhou, on 24 May.

IFT President, Dr. Fanny Vong – alongside other Institute representatives – attended all 3 events: she gave the attendees updates on the latest developments relating to IFT. Participants also discussed a range of topics, including the growth of Macao's tourism industry.

學院於2015/16學年第二學期分別在澳門、北京及廣州舉辦數個校友聯歡晚宴，加強學院與校友的關係。



2016 IFT Alumni Annual Dinner



Alumni dinner in Beijing



Alumni dinner in Guangzhou

Alumni share career experiences with Institute undergraduates

Two IFT alumni were invited to discuss some of their post-graduation experiences with current Institute students during a 'sharing session' held on 4 May. The alumni also talked about their experiences while studying at IFT and the latest developments in Macao's tourism and hospitality sectors.

The invited alumni were: Ms. Racey U Pui Si, Assistant Manager, Revenue Management, at Sheraton Grand Macao Hotel, Cotai Central (pictured, left); and Ms. Louise Fong Chio Loi, Manager of Compensation and Benefits, Human Resources Division, at Wynn Palace (pictured, right).

IFT regularly invites alumni to meet current students. During the sessions, guests talk about their career and industry experience. They also offer advice to current undergraduates on how to meet career challenges and avoid potential pitfalls once they enter the labour market.



學院於2016年5月4日邀請校友余佩思和馮肖蕾回校與學生分享他們在學院的學習生涯及工作經驗，學院希望透過校友經驗分享座談會，提升學生的自信心及加強他們對學院的歸屬感，讓他們掌握旅遊及酒店業發展的最新資訊。

An appetite for culinary adventure

Year 4 student Vicky Wong was the first Culinary Arts Management undergraduate to join an exchange programme, spending part of academic year 2015/16 in Chinese Taiwan

Culinary Arts Management undergraduate Vicky Wong has experienced the real flavour of Chinese Taiwan: she spent the first semester of academic year 2015/16 at the Kaohsiung University of Hospitality and Tourism as an exchange student.

“I already had visited Taiwan, but just as a tourist,” she says. “During this exchange programme, I learned how to take care of myself, instead of just relying on my parents. I had to solve a lot of things by myself; I became more independent.”

Vicky was the first student from the Culinary Arts Management Bachelor Degree Programme to venture out of Macao on a student exchange scheme. The Culinary Arts Management course was launched by IFT in academic year 2011/12.

She admits her first days in Kaohsiung – the second largest city in Chinese Taiwan – were challenging. “At the beginning, it was quite hard for me to adapt to the lifestyle there. While I can speak Mandarin fluently, there are cultural differences,” Vicky says.

She adds: “Luckily, I met some students from Macao who were full-time students at that university; so they helped me understand the differences between Macao’s culture and Chinese Taiwan’s.”

Baking a future

The IFT student says she opted to go to the Kaohsiung University of Hospitality and Tourism as an exchange student in order to experience a different way of learning about culinary arts. “That school already has a long experience – over 20 years – in teaching culinary courses,” Vicky explains, additionally praising the institution’s equipment and facilities.

Another reason for going to Kaohsiung was the opportunity to attend a programme focused on baking.

“I specially love desserts, so I went to the Baking Technology and Management Bachelor Degree Programme, as it specialises in baking and dessert decoration techniques. I attended a lot of practicum sessions while I was there,” Vicky says.

She adds: “That school is very focused on detail. You have to perform each step in a very detail-orientated way. It was quite good to have this opportunity.”



Vicky Wong at the Kaohsiung University of Hospitality and Tourism

The Macao-born IFT student says the semester in Taiwan was a “positive” experience. She advises fellow students in the Culinary Arts Management programme to do the same: go out on exchange programmes and taste more of the world.

Vicky says she also built new friendships in Kaohsiung. “I met an interesting group of people, with a huge passion for pastry, like me. Working with them was a very nice experience.”

Her time as an exchange student led to one change that family and friends will easily notice: her tiramisu is now tastier, she says with a laugh. The new, improved recipe was learned at Kaohsiung University of Hospitality and Tourism: perfect technique, high quality ingredients and... “lots of mascarpone cheese,” she says, laughing.

廚藝管理學士學位課程四年級學生黃綺靜是該課程首位參加交換生計劃的學生，她在2015/16學年第一學期赴中國台灣高雄餐旅大學進行學習交流，收獲良多。

Education matters

Wynn Macau has revamped its scholarship scheme for IFT students in order to reward the best Institute undergraduates undertaking an internship with the organisation



Ms. Zuleika Mok, Senior Vice President for Human Resources at Wynn Macau (third from the left), and the recipients of Wynn Macau scholarships for first semester 2015/16

Integrated resort developer and operator Wynn Macau Ltd has introduced a new scholarship programme for IFT undergraduates, with effect from academic year 2015/16. The aim is to recognise the best of the students from the Institute that are undertaking their Year 3 curricular internship with the company.

“A few years ago, we offered 2 scholarships per year to IFT students,” explains Senior Vice President for Human Resources at Wynn Macau, Ms. Zuleika Mok. “But we felt we would like the scholarship programme to benefit more students: we have now 6 recipients per annum.”

The revamp meant the scholarship recipients are selected by Wynn Macau, from among the IFT students undertaking their curricular internship with the organisation. The scholarships are awarded on the basis of the candidate’s performance as an intern, rather than on academic performance.

“The only way we get to know the students is through the internship placement,” Ms. Mok explains.

Wynn Macau is not only focusing on operational aspects when assessing candidates for the scholarship scheme, but also putting special emphasis on how interns relate to the firm’s 4 corporate values. These are: to care about everyone and everything; to take responsibility for things and not leave them to others; to show unending attention to detail; and always to strive to be better.

“Often, interns will be very attached to their own department,” says Ms. Mok. “But we want them to be able to also look at themselves as a Wynn Macau member regardless of what their area of specialisation is, and to be fully immersed in our corporate values.”

Hard work, positive attitude

Ms. Mok adds that students “really need to work very hard and to prove their ability” in order to receive a scholarship.

“Students who may be very competent in terms of academic fulfilment may not be scholarship recipients. Oftentimes, we see those who receive the scholarship are very participative in other projects... apart from [those of] their operational unit.”

Of the 20 or so IFT interns that Wynn Macau takes each semester, 3 are awarded scholarships. The value of each scholarship is MOP10,000.

Ms. Mok states there are quite a number of IFT alumni working at Wynn Macau. The company looks at the Year 3 curricular internship as a platform to establish a connection with Institute undergraduates for potential future recruitment opportunities. “Often, when we recruit, we recruit a lot of IFT graduates who once were our interns,” she says.

The Wynn Macau representative adds that the firm strives to organise its internship programme in such a way that it provides real value to interns, getting them ready for their future professional life.

“We want to make sure that students, during their 6 months of experience with us, already feel part of Wynn; that they are not just coming in to get the credits and fulfil the course requirement,” Ms. Mok explains.

She states: “We nurture talent and hopefully – in the future – they will return to be part of our team.”

With the opening this summer of the Wynn Palace integrated resort on Cotai, the firm expects to expand its intake of IFT interns. “Once Wynn Palace has fully opened, we will revisit our scholarship programme, to see how we can further improve it,” explains Ms. Mok.

綜合度假村營運商永利澳門有限公司早前為學院學士學位課程學生推出新的獎學金計劃，計劃由2015/16學年開始，旨在嘉許在該機構進行實習課程且表現優秀的學院三年級學生。

Circle of happiness

Lecturer Mr. Stephen Sayers finds joy in contributing to the betterment of the community. One of the routes he uses is the IFT Volunteer Circle

“Youth, Excellence and Service” (Y.E.S.) is the motto of the IFT Volunteer Circle, a student group dedicated to the betterment of the wider community, particularly the younger generations.

The initiative was launched by students in September 2013 with the help of IFT Lecturer Mr. Stephen Sayers. He teaches English language courses at the Institute.

Mr. Sayers says the vision of the Bahá'í Faith – a religion that emphasises the spiritual unity of all humankind and the 2-fold purpose of individual and collective transformation – influenced his effort in helping to establish the IFT Volunteer Circle. Through community building activities over the past 25 years, he has been actively engaged in a wide range of community service projects.

“My experience of community building was not so much in charity; it was in learning to build capacity, especially in the area of the education of youth and children. In serving others I found myself growing in capacity, so I thought we could encourage IFT students to serve the community and, through that, enrich their education too,” he explains.

About 20 to 30 students were involved with the IFT Volunteer Circle in the second semester of academic year 2015/16.

The group has partnerships with 2 local non-governmental organisations. Members can volunteer for the Moral Empowerment through Language Programme (MTEL), run by the Badi Foundation: the scheme aims to assist teenagers between the ages of 12 and 15 to improve their language skills, while helping them to develop a sound moral framework.

IFT Volunteer Circle members also can join the Best Buddies Programme, run in Macao by the Fuhong Society. It pairs students 1-to-1 with intellectually challenged people, in order that they can all share interests, experiences and activities.

Additionally, the IFT Volunteer Circle is looking to build links internationally with other, similar, organisations. It already has close ties with Asia University in Tokyo, Japan.

In March, the group joined a National Research Forum in Tokyo for student volunteers and their supporters. The IFT Volunteer Circle was the only non-Japanese university group invited to take part in the activity, which was attended by more than 600 people from 150 universities.

From music to English teaching

Mr. Sayers was born and grew up in New Zealand. His first university degree was unrelated to English language teaching: it was in music, at the University of Auckland.

“My father loved music,” Mr. Sayers explains. “I learned violin but I don't play so much any more.”

Music has had an important role in his relationship with Macao, a city Mr. Sayers visited for the first time in 1989.

“I had taken a year out of my studies and I was travelling with a group



IFT Lecturer Mr. Stephen Sayers (second right) during an orientation activity by the IFT Volunteer Circle

of friends,” he recalls. “I was in Hong Kong and we were meant to come to Macao just for a weekend but I ended up staying for a year. While here, I taught some English and I played in the Macau Sinfonietta.”

English language teaching eventually won out compared to music, becoming Mr. Sayers' career path. He specialised in it, with a master degree in teaching English as a foreign language.

It was during his first stay in Macao that Mr. Sayers also made his first visit to the People's Republic of China. “I went to a minority arts festival in Guiyang; there were about 5,000 minority people there,” he says. “For a young, 23-year-old guy, it was a very fresh experience to see something like that.”

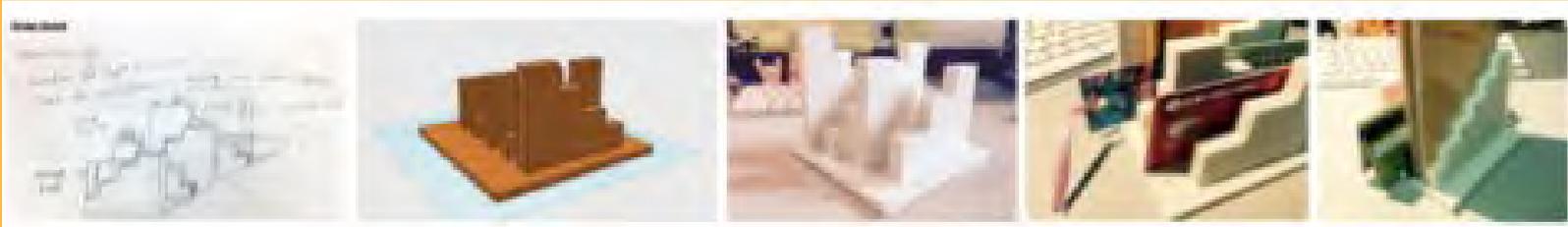
Mr. Sayers returned to New Zealand, but in 1992 he headed overseas once more. After teaching English language in Chinese Taiwan for 5 months, he returned to Guiyang and stayed there for 5 years.

It was in Macao in 1989 that Mr Sayers met his future spouse. They kept in touch for 5 years before marrying in 1994 and moving to Guiyang together. In 1997 they returned to Macao to live and work. Mr. Sayers has been here ever since, joining IFT in 2008 as a lecturer.

Despite the changes the city has undergone over the past 2 decades Mr. Sayers has no doubt: it has become home to him.

學院導師Stephen Sayers發現社會的幸福指數與社會進步有正面關係，而由他發起和帶領的旅遊學院青年卓越服務團正致力發揮其服務社會的作用。

Blending 3D creativity and business



Technology becomes meaningful when it has a 'real-world' application: but how to make use of 3D printing technology in business? IFT Year 1 students sought to answer that question

Can 3D printing technology be used to help launch a business? IFT Year 1 bachelor degree programme students attending the course on 'Computer Application – E-Commerce' tried to answer the question with a hands-on project. During the second semester of academic year 2015/16, they designed various products that could be produced using 3D printers, and marketed them on campus through tailor-made e-commerce websites.

The project led to the setting up of 44 temporary online stores, which operated for 5 days in April. A wide range of products was produced – from mug coasters to Braille readers – with students involved in the design process displaying generally a high degree of creativity. The students said the amount of orders placed was an encouraging sign, with the final proceeds of the initiative donated to a local charity, Caritas Macau.

One of the most popular items produced by the students was a Macao-themed jewellery organiser. It was thought up by 5 students from the Bachelor Degree Programme in Tourism Retail and Marketing Management.

Each group participating in the course had to think creatively in order to come up with the concept and design for the new product: each group was allowed to choose the software tools it felt was needed to complete the project.

Some students began the process using freehand sketches. Drafts were then modelled digitally using the free software Autodesk 123D Design. The easy-to-learn 3D modelling tool can be used to create sophisticated models.

Once the models were ready, they were 'printed' using 3D printers. For that, students made use of the 2 MakerBot Replicator 3D printers available at IFT.

Right tools

Mr. Wilhelm instead went into sports journalism, working The 3D printing was just part of the overall process: students then needed to promote their products online. They did so by using web content management systems. The latter are computer applications that support the creation and modification of digital content via a user-friendly interface, and which emphasise content and reduce the amount of programming work needed.

Students showcased their web management skills with the assistance of different software programs. Some groups made use of open-source platforms – such as the WooCommerce plug-in on the WordPress software platform; other undergraduates resorted to subscription-based digital services, including Ecwid's Wix shopping cart product. The aim was to give students experience in choosing an appropriate e-commerce tool for their respective project.

Through this initiative, Year 1 students were able to acquire additional computer-related skills and express their creativity. Meanwhile, the use at IFT of 3D printing is encouraging IFT undergraduates from earlier intakes to make a return to the computer lab, in order to learn more about this new technology. It has been available at the Institute since the academic year 2015/16.

IFT plans to continue bringing the latest computer-related technologies to students. The goal is to allow the students to become familiar with these technologies and to experiment with them, increasing their skills prior to entering the labour force.

修讀“電腦應用 - 電子商務”課程的學院學生於學院內聯網建立了電子商貿網站。網站除介紹自行創作的立體打印產品外，亦接受顧客的網上訂單。網站合共營運5天，其收益已全數捐贈澳門明愛。

Dynamic summer

Many IFT students join international programmes held during the summer. By participating in this type of activity, undergraduates get a unique opportunity to broaden their horizons, to learn about a new culture, and to enhance their employment prospects after graduation.

Here is a list of 2016 international summer programmes with IFT students as participants:

Dates 日期	Location 地點	Programme 課程或活動	Theme 主題	Main organisers 主辦及協辦單位
6 - 21 June 6月6 - 21日	Tianjin, PRC 中國天津	Tianjin Cultural Exchange Programme for Macao University Students 2016 2016澳門大學生天津學習交流計劃	Culture and Tourism 文化及旅遊	<ul style="list-style-type: none"> •Tianjin Provincial Committee of the National Committee of the Chinese People's Political Consultative Conference, PRC 天津市政協 •Macao Foundation 澳門基金會 •IFT 澳門旅遊學院 •College of Tourism and Service Management, Nankai University, PRC 中國南開大學旅遊與服務學院
26 June - 2 July 6月26日 - 7月2日	Xinjiang Uyghur Autonomous Region, PRC 中國新疆維吾爾自治區	Summer Exchange Programme 2016 2016夏季交流課程	Xinjiang Ethnic Cultures 新疆民族文化研修之旅	<ul style="list-style-type: none"> •Xinjiang Normal University, PRC 中國新疆師範大學 •Urumqi Vocational University, PRC 中國烏魯木齊職業大學 •IFT澳門旅遊學院
26 June - 9 July 6月26日 - 7月9日	Chicago, Illinois, U.S. 美國芝加哥	Summer International Exchange Programme 2016 2016夏季國際交流課程	Eco-awareness and Tourism Sustainability 環保與旅遊業之可持續發展	<ul style="list-style-type: none"> •Kendall College, U.S. 美國康奈爾大學 •IFT 澳門旅遊學院
4 - 14 July 7月4 - 14日	Breda, the Netherlands 荷蘭布列達	Summer International Exchange Programme 2016 2016夏季國際交流課程	Destination Shaping and Experience Design 旅遊目的地規劃與旅客體驗	<ul style="list-style-type: none"> •NHTV Breda University of Applied Sciences, the Netherlands 荷蘭布列達科技應用大學 •IFT 澳門旅遊學院
10 - 23 July 7月10 - 23日	Peniche, Portugal 葡萄牙佩尼謝	Summer International Exchange Programme 2016 2016夏季國際交流課程	Portugal Tourism: Heritage and Creativity 葡萄牙旅遊之傳承與啟思	<ul style="list-style-type: none"> •School of Tourism and Maritime Technology, Polytechnic Institute of Leiria, Portugal 葡萄牙萊里亞理工學院旅遊及海洋科技高等學校 •IFT 澳門旅遊學院
4 - 22 July 7月4 - 22日	Douro Region, Portugal 葡萄牙杜羅地區	Wine and Gastronomy Summer School 2016 2016紅酒佳饌暑期研習班	Wine and gastronomy 紅酒佳饌	<ul style="list-style-type: none"> •Turismo de Portugal, I.P., Portugal 葡萄牙旅遊局

學院學生將於2016年夏季前往世界各地參加夏季交流活動及課程，擴闊視野。



Photo Wall



Students and faculty members of the Culinary Arts Management Bachelor Degree Programme joined in March a festival and demonstration of culinary skills held in Guangzhou, PRC



An IFT student delegation, led by Invited Assistant Professor Dr. Choi Suh Hee, conducted in March a field trip to Chinese Taiwan



A group of IFT representatives visited in March several higher education institutions in Seoul – namely Hanyang University, Seoul Women's University and Kyung Hee University – to explore partnership opportunities



The IFT Badminton Team was 2nd runner-up at the Macao Inter-varsity Badminton Championship 2016, held on 20 March



A group of representatives of tourism-related government bodies from Portuguese-speaking countries visited IFT on 18 April



The men's and women's volleyball teams from IFT were, respectively, 1st and 2nd runner-ups at the Macao University Volleyball Championships 2015-2016, concluded in early April



The IFT Chamber Music Club held on 21 May a concert, titled "My Dreams of a Mid-summer", at the IFT Grand Hall



The Macau Hotel Association hosted an industry dinner at the IFT Educational Restaurant on 25 May; IFT students and staff were invited to join



IFT Culinary Arts Management Year 2 students prepared – at the end of the second semester – a farewell lunch for exchange students, at the IFT Pousada de Mong-Há

Upcoming Events

Date	Event	Organiser	Venue	Contact
18 August	Student Orientation	IFT	Macao Science Center	Tel: (853) 2856 1252
23 - 24 August	Executive Development Programme Topic: Strategic Resilience	IFT and Ecole hôtelière de Lausanne, Switzerland	IFT	Tel: (853) 8598 1250 Email: edp@ift.edu.mo Website: http://www.ift.edu.mo/EN/Event/Index/43/4263
7 October	Graduation Ceremony 2016	IFT	Tap Seac Sports Complex	Tel: (853) 8598 1512 / 8598 1011 Website: http://www.ift.edu.mo/EN/Graduates/Home/Index/1028

Meet the new team members

Key to IFT's success is its ability to find and recruit talented people that have a variety of experience and expertise. The Institute is pleased to welcome the following new team members:

May

Miguel Oliveira Fernandes Lança – Maitre d' of Food and Beverage Department

June

Bobo Loi Pou Leong – Administrative Assistant for the Administrative and Financial Support Division

Esther Xu Wei – Administrative Assistant for the Technical and Academic Support Division

August

Wilson Hong Cheong Hin – Lecturer at the Tourism College

Billy Im Ut Lon – Lecturer at the Tourism College

Kuo Chen-Feng – Assistant Professor at the Tourism College

Larry Leung Sau Kei – Invited Assistant Professor at the Tourism College

Jim Luo Yixin – Assistant Professor at the Tourism College

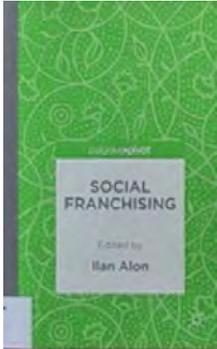
Jack Ly Tuan Phong – Visiting Assistant Professor at the Tourism College

Rebekah Ruth Bale – Lecturer at the Tourism College

以上為2016年5至9月加入旅遊學院的新同事。

Reading recommendations

Three books you shouldn't miss – available at the IFT Multimedia Library

	<p>Title: Fashion Retailing: A Multi-channel Approach</p> <p>Authors: Ellen Diamond, Jay Diamond and Sheri Litt</p> <p>Publisher: Fairchild Books (2015)</p> <p>Introduction: This comprehensive text covers the fashion segment of the retail industry. It begins with a broad overview of fashion retailing; then covers on-site and off-site environments, management and control functions, and merchandising fashion products; and ends with a discussion on communicating with and serving the clientele. This new edition has been extensively updated to feature new industry trends, including sustainable fashion, and the impact of new technology and e-commerce in fashion retailing. With many engaging photographs and examples to illustrate the concepts, "Fashion Retailing" is ideal for learning the fundamentals of global fashion retailing and the basic business concepts involved.</p>
	<p>Title: Air Transport in the Asia Pacific</p> <p>Author: David Timothy Duval (editor)</p> <p>Publisher: Ashgate Publishing (2014)</p> <p>Introduction: Air transport in the Asia Pacific region has undergone significant transformation in the last 3 decades. What was once a region in the shadow of larger and more prosperous continents such as North America and Europe is now at the forefront of expansion in commercial air-service networks, their frequency and capacity. Despite this, air transport in the Asia Pacific region represents an area that is generally under-represented in the commercial air-transport academic literature. "Air Transport in the Asia Pacific" seeks to fill this gap; this book provides timely, specific and research-based studies authored by leading academics and practitioners.</p>
	<p>Title: Social Franchising</p> <p>Author: Ilan Alon (editor)</p> <p>Publisher: Palgrave Macmillan (2014)</p> <p>Introduction: Social franchising represents a third-generation form of franchising development, after trade-name and business-format franchising. According to some experts, it has the potential to change the way we live by scaling the social benefits of enterprises through standardisation and replication. At the intersection of social enterprise and micro finance literatures, this book reviews a variety of social franchising formats across a number of developing countries. Opportunities and threats for social franchising forms are also examined. Detailed case studies featured in the book cover the healthcare, agriculture and retailing sectors.</p>

以上3本書籍可於旅遊學院多媒體圖書館查閱。



旅遊學院

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