

RGC Ref. No.: <u>UGC/FDS16/B01/18</u> (please insert ref. above)
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**RESEARCH GRANTS COUNCIL
COMPETITIVE RESEARCH FUNDING SCHEMES FOR
THE LOCAL SELF-FINANCING DEGREE SECTOR**

FACULTY DEVELOPMENT SCHEME (FDS)

Completion Report

(for completed projects only)

<p><u>Submission Deadlines:</u></p> <ol style="list-style-type: none"> 1. Auditor's report with unspent balance, if any: within six months of the approved project completion date. 2. Completion report: within 12 months of the approved project completion date.
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Part A: The Project and Investigator(s)

1. Project Title

Are city tourism destinations prepared for the touristification of their intangible cultural heritage?

2. Investigator(s) and Academic Department(s) / Unit(s) Involved

Research Team	Name / Post	Unit / Department / Institution
Principal Investigator	Dr. LEE Yee Sum/ Associate Professor	Lee Shau Kee School of Business and Administration, Hong Kong Metropolitan University
Co-Investigator(s)	N/A	N/A
Others	N/A	N/A

3. Project Duration

	Original	Revised	Date of RGC / Institution Approval <i>(must be quoted)</i>
Project Start Date	1 January 2019	-	
Project Completion Date	31 December 2020	30 June 2021	3 April 2020
Duration <i>(in month)</i>	24	30	3 April 2020
Deadline for Submission of Completion Report	31 December 2021	30 June 2022	3 April 2020

Part B: The Final Report

5. Project Objectives

5.1 Objectives as per original application

1. *To understand the strategic goals of developing Cantonese opera in Hong Kong;*
2. *To investigate the use of tacit and explicit knowledge in attaining the strategic goals of developing Cantonese opera in Hong Kong;*
3. *To examine the roles of internal and external knowledge suppliers in capturing the knowledge of Cantonese opera;*
4. *To establish a conceptual framework for applying knowledge management schemes to the touristification of intangible cultural heritage; and*
5. *To suggest viable mechanisms for storing and transferring the knowledge of Cantonese opera.*

5.2 Revised objectives

Date of approval from the RGC: N/A

Reasons for the change:

5.3 Realisation of the objectives

(Maximum 1 page; please state how and to what extent the project objectives have been achieved; give reasons for under-achievements and outline attempts to overcome problems, if any)

The five objectives stated in 5.1 were fully achieved. Two journal publications, three conference papers, and one magazine article are the research output of this FDS project. Please see the below for details:

1. To understand the strategic goals of developing Cantonese opera in Hong Kong: This objective was partly attained during the literature review and preparation of data collection. A manuscript for journal publication consideration (see Appendix B) and a conference paper (see Appendix C) were published in addressing this objective.
2. To investigate the use of tacit and explicit knowledge in attaining the strategic goals of developing Cantonese opera in Hong Kong: Semi-structured in-depth interviews were

conducted with key informants (known as community of practice) from September 2019 to May 2020. They included academics, government advisor, practitioners, site managers, researcher and industry association representative. Two journal publications (see Appendix A and B) and one conference paper (see Appendix D) were produced to address this objective.

3. To examine the roles of internal and external knowledge suppliers in capturing the knowledge of Cantonese opera: 30 community members, including the community of practice and local residents with varying interests in Cantonese opera, were interviewed from September 2019 to August 2020. Their views were captured in one conference paper (see Appendix E).
4. To establish a conceptual framework for applying knowledge management schemes to the touristification of intangible cultural heritage: Based on the interviews with community of practice, a manuscript accepted for publication (see Appendix A) was composed in addressing this objective.
5. To suggest viable mechanisms for storing and transferring the knowledge of Cantonese opera: Based on the interviews with community of practice, a manuscript accepted for publication (see Appendix A) and a magazine article were composed in addressing this objective.

5.4 Summary of objectives addressed to date

Objectives <i>(as per 5.1/5.2 above)</i>	Addressed <i>(please tick)</i>	Percentage Achieved <i>(please estimate)</i>
1. To understand the strategic goals of developing Cantonese opera in Hong Kong	✓	100%
2. To investigate the use of tacit and explicit knowledge in attaining the strategic goals of developing Cantonese opera in Hong Kong	✓	100%
3. To examine the roles of internal and external knowledge suppliers in capturing the knowledge of Cantonese opera	✓	100%
4. To establish a conceptual framework for applying knowledge management schemes to the touristification of intangible cultural heritage	✓	100%
5. To suggest viable mechanisms for storing and transferring the knowledge of Cantonese opera.	✓	100%

6. Research Outcome

6.1 Major findings and research outcome

(Maximum 1 page; please make reference to Part C where necessary)

The intangible cultural heritage of an area can uniquely position it as a tourism destination and fuel a lucrative tourism industry. However, because the literature on heritage management is primarily place-focused, a limited theoretical understanding of the relationship between intangible cultural heritage and tourism development is noted. The proposed project adopted a knowledge management approach to understand the process of touristifying intangible cultural heritage sites in city destinations and examine how intangible cultural heritage can be leveraged to enhance tourism planning and development. A case study of Cantonese opera will be conducted using a qualitative methodology.

The project findings were published/ are in progress of publishing in two manuscripts for journal publications, three conference papers and one magazine article. As for the theoretical contribution, this FDS project sheds lights on the literature gap pertaining to knowledge creative and intangible culture heritage especially in the Asian setting. While most relevant study adopted a case study approach hindering the generalization of the results to wider population, the study (see Appendix B) affirms and extends an established strategic management theory into the intangible cultural heritage context. Such approach would uncover differing layers of dynamics in the current tourism system. Besides, to the best of the principal investigator's understanding, this FDS project (see Appendix A) is one of the pioneer in adopting the knowledge spiral model to understand knowledge creation in the context of touristifying intangible cultural heritage.

This FDS project also exhibits practical significance. Tourism knowledge systems are considered too academic for industry practitioners, leading to inefficient use of scholarly research. The two manuscripts prepared for journal publication (see Appendix A and B) presents conceptual schemes integrating the insights from key informants and relevant theories. The conceptual schemes translate research findings into reader-friendly visuals, containing of building blocks and workable actions for the development and planning of tourism destinations.

6.2 Potential for further development of the research and the proposed course of action

(Maximum half a page)

There are issues/ limitations raised from the research design and data collection period. The data collection took place in the third and fourth quarters in 2019, as well as the first-three quarters of 2020. Hong Kong was experiencing social unrest and the outbreak of COVID-19 pandemic. These events posed negative impact on data collection, especially for pursuing street-intercept survey. The current FDS project is more an exploratory study. Based on the identified findings, future research is proposed to adopt a quantitative approach for hypothesis testing and generalization of findings to wider contexts.

7. Layman's Summary

(Describe in layman's language the nature, significance and value of the research project, in no more than 200 words)

Despite the rise of tourists' interest in intangible cultural heritage (ICH), scholarly endeavor in this domain is still at an infancy stage especially in an Asian context. Unplanned tourism can harm tourism destinations by promoting inauthentic tourist encounters and cultural commodification. Thus, tourism planners need to develop strategies for preserving the intangible qualities of the cultural heritage sites they develop for tourism consumption. These strategies will require several threads of investigation, including how to develop effective strategies for capitalising on the use of ICH for tourism development, how to present ICH as a tourism product and identifying the roles of different stakeholders in the touristification process. Given limited literature on this area of study, a qualitative approach was employed for attaining the objectives. Two journal publications, three conference papers, and one magazine article are the research output of this FDS project. Key findings include understanding how community of practice drives the knowledge spiral of ICH in tourism destinations, and how ICH could be leveraged as a sustainable tourism resource. The value of the research project is one of the pioneer in integrating knowledge management and strategic management theories in the context of touristifying ICH in tourism scholarly literature.

Part C: Research Output**8. Peer-Reviewed Journal Publication(s) Arising Directly From This Research Project**

(Please attach a copy of the publication and/or the letter of acceptance if not yet submitted in the previous progress report(s). All listed publications must acknowledge RGC's funding support by quoting the specific grant reference.)

The Latest Status of Publications				Author(s) (denote the corresponding author with an asterisk*)	Title and Journal / Book (with the volume, pages and other necessary publishing details specified)	Submitted to RGC (indicate the year ending of the relevant progress report)	Attached to this Report (Yes or No)	Acknowledged the Support of RGC (Yes or No)	Accessible from the Institutional Repository (Yes or No)
Year of Publication	Year of Acceptance (For paper accepted but not yet published)	Under Review	Under Preparation (optional)						
-	2022	-	-	Lee, Louisa Yee Sum	Community of practice: The making of knowledge dynamic in intangible cultural heritage/ <i>International Journal of Culture, Tourism and Hospitality Research</i> (Renamed to <i>Consumer Behavior in Tourism and Hospitality</i>).	No	Yes (Appendix A)	Yes	Yes
-	-	2022	-	Lee, Louisa Yee Sum	Developing intangible cultural heritage as sustainable tourism resource: A community perspective/ <i>Journal of Hospitality and Tourism Management</i>	No	Yes (Appendix B)	Yes	Yes

9. Recognized International Conference(s) In Which Paper(s) Related To This Research Project Was / Were Delivered

(Please attach a copy of each conference abstract)

Month / Year / Place	Title	Conference Name	Submitted to RGC (indicate the year ending of the relevant progress report)	Attached to this Report (Yes or No)	Acknowledged the Support of RGC (Yes or No)	Accessible from the Institutional Repository (Yes or No)
16-18 June 2020/ Online	Residents' perceptions on touristifying Cantonese Opera in Hong Kong	51st Annual Travel and Tourism Research Association International Conference	2021	Yes (Appendix C)	Yes	Yes
9-12 February 2021/ Online	Mapping Intangible Cultural Heritage as Tourism Product: The Case of Cantonese opera in Hong Kong	Council for Australasian Tourism and Hospitality Education (CAUTHE) 2021 Conference Online	2021	Yes (Appendix D)	Yes	Yes
7-9 February 2022/ Online	Tourism roles in safeguarding intangible cultural heritage: A community perspective	Council for Australasian Tourism and Hospitality Education (CAUTHE) 2022 Hybrid Conference	2022	Yes (Appendix E)	Yes	Yes

10. Whether Research Experience And New Knowledge Has Been Transferred / Has Contributed To Teaching And Learning

(Please elaborate)

I am the course coordinator of a higher-level undergraduate course, namely Cultural Heritage Management. While most textbook focused on tangible heritage, scholarly literature as referencing material on intangible cultural heritage is quite limited. The new knowledge generated from this research project enhances my teaching in both lectures and tutorials. Students found the content highly relevant and easy to understand since Cantonese opera is an important intangible cultural heritage, according to the course evaluation survey.

11. Student(s) Trained

(Please attach a copy of the title page of the thesis)

Name	Degree Registered for	Date of Registration	Date of Thesis Submission / Graduation
N/A			

12. Other Impact

(e.g. award of patents or prizes, collaboration with other research institutions, technology transfer, teaching enhancement, etc.)

A publication opportunity is secured at a Chinese magazine, *Hong Kong Economic Journal Monthly* (信報財經月刊). In addition to economic and finance news, the magazine has a column *Anecdote of Hong Kong* (香港掌故) featuring stories of cultural and lifestyle of Hong Kong. A 2500-word article based on the summary of this research project will be published in June or July 2022. This publication opportunity is valuable as it offers a chance to showcase academic research to non-academia/ layman.

13. Statistics on Research Outputs

	Peer-reviewed Journal Publications	Conference Papers	Scholarly Books, Monographs and Chapters	Patents Awarded	Other Research Outputs (please specify)	
No. of outputs arising directly from this research project	2	3	0	0	Type	No.
					Magazine (Secured publication opportunity)	1

14. Public Access Of Completion Report

(Please specify the information, if any, that cannot be provided for public access and give the reasons.)

Information that Cannot Be Provided for Public Access	Reasons
N/A	