

**Consultancy Study on Market Analysis  
of the Performing Arts Venues  
of the West Kowloon Cultural District**

**OBJECTIVES AND SCOPE OF CONSULTANCY STUDY**

**1. OBJECTIVES OF THE CONSULTANCY STUDY**

1.1 The Consultancy aims to ascertain, through market researches, the existing and potential audienceship/ clientele of the performing arts (PA) venues locally, regionally and internationally with a projection of 20 years up to year 2030. The Consultancy also aims to provide a SWOT analysis, identifying the strengths and weaknesses, opportunities and threats, for the PA venues with comparable PA venue clusters and their programming in the Pearl River Delta, major cities in the Mainland and overseas.

**2. SCOPE OF THE CONSULTANCY STUDY**

2.1 Specifically, the scope of the Consultancy shall cover the following two main areas -

(a) Market data collection:

- (i) To collect market information on existing market including market size and its characteristics including but not limited to demographic details, travel patterns, behavioral patterns, lifestyle, special interests, etc. both locally and outside Hong Kong. For countries outside Hong Kong, the Consultant will have to include the top 10 countries that, on average, contribute the most visiting tourists to Hong Kong.
- (ii) To collect information on services provided (including programmes/activities and facilities), operating budget (including expenses, revenues and sponsorships) and marketing strategies (including branding and public relations (PR) strategies) of local performing arts venues (both government and non-government run venues); and of at least 15 comparable performing arts venues with a balanced mix of comparable performing arts venues from USA, Europe and Asia Pacific.
- (iii) To conduct qualitative and quantitative market researches on

the public appeal of the different art forms of the PA venues as proposed by the Consultative Committee on the Core Arts and Cultural Facilities of the West Kowloon Cultural District (CC) for local audience and for audience in the Mainland, Asia and other regions.

(b) Market Data Analysis:

On the basis of the data collected under Clause 2.1(a),

- (i) To provide a SWOT analysis indicating the strengths and weaknesses of each of the 15 performing venues, and the opportunities and threats faced by them locally, regionally and internationally.
- (ii) To identify the existing and potential target market segments for the performing arts venues both locally and outside Hong Kong having regard to the vision and guiding principles of the PA venues of West Kowloon Cultural District (WKCD).
- (iii) To assess the size of the potential target market segments including a projection to year 2030 at every 5-year intervals.
- (iv) To assess the implications of the findings of clauses 2.1(b)(i)-(iii) for the PA venues' strategic positioning locally, regionally and internationally and overall direction of the programming activities of each of the 15 PA venues.
- (v) To assess the implications of the findings in clause 2.1(b)(i)-(iii) on the spatial and facilities requirements, site parameters and locations of the 15 PA venues and their inter-connection, for input to the preparation of the Development Plan.
- (vi) In the light of the findings in clause 2.1(b)(i)-(iii), to review the phasing of development of the PA venues, based on projected growth rate of the target market segments for input to the Development Plan; and
- (vii) To propose marketing strategies that would appeal to the suggested target markets and meet the needs of the potential audienceship/ clientele with reference to the good marketing strategies (including branding and PR strategies) adopted by overseas performing arts venues. The marketing strategies proposed shall take into account the performing arts venues as part of arts and cultural facilities in the WKCD as a whole.

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