

**Consultancy Study on Market Analysis of
the Museum and the Exhibition Centre 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 Museum and the Exhibition Centre (EC) locally, regionally and internationally with a projection of 20 years up to 2030. The Consultancy also aims to provide a SWOT analysis, identifying the strengths and weaknesses, opportunities and threats, for the Museum and the EC with comparable facilities 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, behavioural patterns, lifestyle, special interests, etc. both locally and outside Hong Kong. For countries outside Hong Kong, the Consultant shall include the top 10 countries that, on average, contribute the most visiting tourists to Hong Kong.
- (ii) To collect information on service provision (including programmes/activities and facilities), operating budget (including expenses, revenues and sponsorships) and marketing strategies (including branding and public relations (PR) strategies) of local museums/exhibition centres; and those of at least 10 comparable museums and 10 comparable exhibition centres with a balanced mix of comparable institutions from USA, Europe and Asia Pacific.
- (iii) To conduct qualitative and quantitative market research on the public's specific interest within the four broad themes of the Museum, namely visual arts (including ink art), design, moving image (such as video, films, etc.) and popular culture

(such as comics, canton pop, toys/games, food culture, etc.) 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 the Museum and EC, and the opportunities and threats faced by them locally, regionally and internationally
- (ii) To identify the existing and potential target market segments for the Museum and the EC both locally and outside Hong Kong having regard to the vision, mission and objectives of the Museum and the EC.
- (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 Clause 2.1(b) (i)-(iii) for the Museum and the EC's strategic positioning locally, regionally and internationally and overall direction of the programming activities of the two facilities.
- (v) To assess the implications of the findings in Clause 2.1(b) (i)-(iii) for the spatial and facilities requirements, site parameters and site location of the Museum and the EC, 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), review the phasing of development of the Museum based on the 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 expected audienceship/clientele with reference to the good marketing strategies (including branding and PR strategies) adopted by overseas museums and exhibition centres. The marketing strategies proposed shall take into account the Museum and the EC as part of the WKCD as a whole.

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