

**Developing a Strategy for Macau Fisherman's Wharf to Become a  
Destination Attraction in Macau**

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## **Abstract**

The opening up of the Gaming Industry in Macau since 2003 has brought improved tourism developments in hotels, recreational activities, conventions and exhibitions industry and entertainment facilities in recent years. The number of tourists has increased by three millions in 2011 over the previous year. In view of the major visitors coming from China, any visa policy concerning tourists from China will affect the number of visitors to Macau. Meanwhile, the development of the gaming industry in Singapore since 2010 with an increase of 20.2 percent and 13.1 percent in total visitors in 2010 and 2011 respectively might have an impact to Macau's tourism performance (Singapore Tourism Board, 2010 and 2011). Both the internal and external factors influence the degree of competition in Macau's tourism industry.

As one of the tourism attractions in Macau, Macau Fisherman's Wharf (MFW) is currently experiencing low visitor traffic despite the increasing number of tourists visiting Macau. The targeted numbers of visitors, which was announced by the Chairman, Mr. KC Kwong in 2007, is twenty millions visitors per year while the average number of visitors from 2006 to 2009 was only around five to six millions per year. In fact, tourists' arrival in MFW has decreased by over one million since 2007 to 2011.

This is a case study for developing a strategic plan for Macau Fisherman's Wharf to become one of the tourists' destinations in Macau. The strategic management process will be used as the conceptual framework of the study utilizing tools such as the Industry-Based view, the Resource-Based View (RBV) and the Institutions-Based view of strategy. Moreover, special focus on Destination Marketing will be applied to analyze Macau Fisherman's Wharf.

Primary data will be collected using questionnaires and in-depth interviews to analyze the existing problems on both the software (existing management) and the hardware (infrastructure and facilities), as well as the facts and needs to become the destination attraction in Macau. Secondary data will also be derived from newspapers, industry reports and magazines as well as articles to further support and corroborate the information from the questionnaire reports and interview results.

Recommendations and conclusions will be conducted base on the research findings from both primary and secondary data by utilizing the mentioned models and analysis.



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