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THE USE OF DYNAMIC MARKETING STRATEGIES AND
PASSENGER-ORIENTED INTERCHANGE ARRANGEMENTS IN
SUPPORT OF A DISTRESSED CABLE CAR SYSTEM –
THE CASE OF THE NGONG PING 360, HONG KONG

CHAN CHI HIM

MASTER OF ARTS IN TRANSPORT POLICY AND PLANNING
DISSERTATION

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2010
Abstract of dissertation entitled

**The Use of Dynamic Marketing Strategies and Passenger-Oriented Interchange Arrangements in Support of a Distressed Cable Car System – The Case Of The Ngong Ping 360, Hong Kong.**

Submitted by

**Chan Chi Him**

for the degree of Master of Arts in Transport Policy and Planning

at The University of Hong Kong

in August 2010

Ngong Ping 360 Limited, formerly known as the Ngong Ping Skyrail-ITM (Hong Kong) Limited, experienced a difficult time after an empty, off duty cable car cabin fell off from the suspended cable line. Passengers lost their confidence in the cable car system. The company was told to stop the cable car services for investigation by the Government. After six months of investigation, repair and consolidation of management, the cable car was reopened to provide service in December 2007. Soon after the reopening, the cable car business has recovered in a short time.

It is believed that this is the first case study of the recovery of a cable car business after a serious accident. The aim of this study is to study the reasons for the quick recovery of the cable car business from the transport service perspective. There might be many reasons for the recovery of the business, but some elements such as in-vehicle time, safety reliability are constant which could not affect the business in short term. Both marketing strategies and interchange facilities can be modified in short term to enhance transport services hence customer acceptance, so this study focuses on reviewing the marketing strategies of Ngong Ping 360 Limited and the
interchange facilities between the Tung Chung cable car terminal and the MTR station from different points of view: operator, passenger and the shopkeeper in Ngong Ping Village.

The research findings support that the dynamic enhanced marketing strategies and passenger-oriented interchange facilities are part of the reasons of the recovery of the business after reopening. The dynamic marketing strategies and the provision of passenger-oriented interchange facilities have efficiently been used to regain passengers’ confidences. The successful experience of the recovery of the cable car business can be taken up by the other public transport service providers as a role model in risk management.
The Use of Dynamic Marketing Strategies and Passenger-Oriented Interchange Arrangements in Support of a Distressed Cable Car System – The Case Of The Ngong Ping 360, Hong Kong

by

Chan Chi Him

A dissertation submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Transport Policy and Planning at The University of Hong Kong

August 2010
Declaration

I declare that this dissertation represents my own work, except where due acknowledgement is made, and that it has not been previously included in a thesis, dissertation or report submitted to this University or to any other institution for a degree, diploma or other qualifications.

Signed…………………………………………

Chan Chi Him
Acknowledgements

All praise and glory be to God in the highest!

“The fear of the Lord is the start of wisdom, and the knowledge of the Holy One gives a wise mind.” (Proverbs 9:10)

I would like to express my immense gratitude to my dissertation supervisor, Honorary Associate Professor Ernest Lee, for his good guidance, encouragement and professional advice. Without his guidance, I could not finish this dissertation. Besides, I have learnt a lot of life experience from him which is fruitful to my life.

I am grateful to my beloved family (Leung, Jeou, Danny, Janette, Jevo, Molly and Ryan) in supporting me to further study. I am happy that I have you all to share my ups and downs. I love you all!

I would like to thank the support of Poon’s family (Catherine, Amos and Esther). They always give me support and encouragement. Especially, I would like to thank Esther for her endless support. I regret that I could not share my happiness with Mr. Poon Yan Chi and Mr. Poon Yee Hon as they passed away during my study in HKU. May they rest in peace in God’s loving arms.

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<tr>
<td>NP360</td>
<td>Ngong Ping 360 Limited</td>
</tr>
<tr>
<td>MTRC</td>
<td>Mass Transit Railway Corporation Limited</td>
</tr>
<tr>
<td>MTR</td>
<td>Mass Transit Railway</td>
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<td>EMSD</td>
<td>Electrical and Mechanical Services Department</td>
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CHAPTER 1
INTRODUCTION

This chapter gives an overview of the dissertation. The first section introduces the background information of the case of Ngong Ping 360 Limited cable car accident and followed by aims and objectives and scopes of the study. Finally, methodology adopted in the study is introduced and followed by structure of the dissertation.

1.1 Background

On 11 June, 2007, an empty cable car operated by the Ngong Ping Skyrail-ITM (Hong Kong) Limited, a contractor company of Mass Transit Railway Corporation Limited (Hereafter referred to as the MTRC) which managed the Ngong Ping cable car system, fell off the cable line. No one was on board and hence there was no casualties.

After the incident, the media reported with headings like “Ngong Ping 360 shut after plunge” (Lee, So & Lau, 2007) and “Hong Kong probes cable car plunge” (Hong Kong probes cable car, 2007). The image of the cable car system was damaged. Passengers were concerned about the safety of the system and lost their confidence in travelling by cable cars.

The Ngong Ping Skyrail-ITM Limited was told to stop providing cable car services for investigation by the Government Electrical and Mechanical Services Department (Hereafter referred to as the EMSD). After the investigation, a staff of Skyrail-ITM who appeared to have breached the Aerial Ropeways (Safety) Ordinance, was prosecuted by the Department of Justice (Legislative Council, 2007). An expert panel said that the falling of the cable car cabin was caused by an improper service brakes
operation (Information Services Department, Hong Kong, 2009). EMSD suggested 47 measures for the MTRC to improve its cable car system.

After 6 months of investigation, repair and consolidation of management, the cable car was reopened for service on 31 December, 2007. During this period, the management, logo and name of the cable car company were changed from Ngong Ping Skyrail-ITM (Hong Kong) Limited to Ngong Ping 360 Limited (Hereafter referred to as NP360).

More than 60,000 passengers have travelled on the cable car after the reopening from January to April 2008. This may show that consumers have restored their confidence in the system. The then Secretary for Commerce & Economic Development, Frederick Ma, told the Legislative Council that more than 5,000 people used the system daily during the period. This was similar to the figure before the incident (Information Services Department Hong Kong, 2008). NP360 formulated new marketing strategies to help rebuild customer confidence. It invited public groups, staffs and their families, celebrities and senior government officials to ride on the cable car before the reopening.

This is the first cable car accident in Hong Kong and the operator has restored its reputation in a short time through introduction of new services, change of management, company name and logo as well as overhauling the system, etc. The reasons behind the recovery are worth studying.
1.2 Aim and Objective

Through literature review, field surveys, site observation and in-depth interviews with the senior management of the NP360, this dissertation attempts to find out how dynamic marketing strategies and passenger-oriented transport interchange (PTI) arrangements may help a distressed major recreational cable car system to resume normal operations and regain the trust and use of local and international tourists.

It is assumed that there are many supporting reasons to help the system to rejuvenate, but dynamic marketing strategies and overhauled interchange facilities, assisted by community engagement, have greatly contributed to the quick recovery of the NP360 cable car business from the trough.

1.3 Scope of Study

The scope of the study mainly covers available public information from 11 June 2007 to February 2010 after the Ngong Ping Skyrail-ITM (Hong Kong) Limited’s cable car fell down. The study area covers passenger transport interchange facilities and marketing activities of NP360 and its business partners.

Some passenger interchange elements such as in-vehicle time, safety and reliability are assumed to be constant which cannot affect the cable car business in the short term. Therefore, they are excluded in this study.

1.4 Methodology

In this research paper, both qualitative and quantitative methods were adopted to collect the data for analysis. Data and information were collected by interviews, reviews of marketing software, site observations and surveys.
Data and information were collected by the following methods:

(1) Literature Review

Books, journals, news and other materials were reviewed to understand the theories of marketing, community engagement, interchange and transport planning.

(2) In-depth Interviews with Senior Management of NP360

An in-depth interview with the NP360 was proposed to collect information on improvements to interchange facilities, marketing strategies and community engagement.

(3) Site Observations

The passenger transport interchange facilities within and between the Tung Chung MTR Station and the Tung Chung Cable Car Terminal were observed and critically assessed by the researcher from a user’s point of view, so as to appreciate the relationship with travel convenience, ease of interchange etc.

(4) Marketing Software Reviews

The marketing software used by NP360 was reviewed and commented. Data and information were collected through internet search, newspapers, advertisement on board the NP360, MTR, and buses etc.

(5) Surveys

A survey was conducted to collect data on the views of NP360 passengers and shopkeepers at the Ngong Ping Village, their views towards the marketing
strategies, and interchange facilities.

(6) Community Engagement Reviews

Community engagement is important in project planning and evaluation. Stakeholders of NP360 including shopkeepers at the Ngong Ping Village and the cable car passengers play an important role in the planning and service arrangement of the NP360 by providing opinions and feedback. Data and information of the community engagement works of NP360 were collected by survey and internet search.

1.5 Structure of the Dissertation

Chapter 1 Introduction: This chapter introduces an overview of the dissertation. The background of NP360 and the cable car accident are introduced firstly. Aims and objectives and scopes are highlighted after the background. Finally, the methodology used is introduced.

Chapter 2 Literature Review: This chapter reviews the approaches of transport planning, followed by a review of passenger-oriented transport interchange and marketing theories. Finally the importance of community engagement in promoting transport services after an incident is discussed.

Chapter 3 Result of In-depth Interview & Site Observation: This chapter discusses the results of an in-depth interview survey conducted by the researcher. Besides, it reviews and comments on the passenger interchange facilities based on site observation. The facilities within and between the Tung Chung Cable Car Terminal and the Tung Chung MTR Station are critically assessed from a user’s angle.
Chapter 4 Marketing Software Review Findings and Analysis: This chapter reviews and analyzes the marketing software of NP360 used. The foci are the marketing mix and rebranding strategies.

Chapter 5 Cable Car Passenger Survey Findings and Analysis: This chapter presents and analyzes the findings of passenger surveys which include not only the relation between passengers’ attributes and the marketing strategies, but also the interchange facilities, passengers’ attitudes towards these two elements.

Chapter 6 Ngong Ping Village Shop Survey Findings and Analysis: This chapter presents and analyzes the findings of the Ngong Ping Village Shop survey. It includes the attitudes of the shop representatives towards NP360’s marketing strategies and the usefulness of interchange facilities.

Chapter 7 Community Engagement Findings and Analysis: This chapter presents and analyzes the findings of community engagement work, if any, by NP360 including communication channels, level of community engagement and the company’s attitude towards engaging the public.

Chapter 8 Conclusion and Recommendations: This chapter concludes the results of the study and suggests some recommendation for NP360 to improve the marketing strategies, interchange facilities and community engagement.
CHAPTER 2
LITERATURE REVIEW

This chapter reviews the theories of transport planning, passenger interchange, marketing strategy and community engagement.

2.1 Transport Planning

There are many different kinds of models in transport planning. Aggregated and disaggregated models are often used. The aggregated model is used to estimate travel needs of a group of people while the disaggregated model is more concerned about travel needs of an individual including individual travel behaviours. The dependent variables of these two types of models have different representations. In the aggregated model, it represents a set of observations which the data are grouped by geographic units. In a disaggregated model, the dependent variable is observations of an individual (Bruton, 1985). In Hong Kong, transport planning is based on transport modes, demand and service. In the hierarchical approach, the priority of transport development is based on the position of the transport mode in the hierarchy of the transport system. Their positions depend on their characters, which include operational performance and capacity etc. (Lee & Meakin, 1998).

In the demand-based approach, the focus of planning is to provide appropriate transport services to fulfil the estimated traffic demand at the right place and at right time (Lee & Meakin, 1998).

In the service-based approach, the choices and travel preferences of passengers are highlighted. The “standard of service, comfort, choice of route and mode,
“interchange needs and interchange locations” have become parameters for consideration after a transport service study (Vaughan and Lee’s study as cited in Lee & Meakin, 1998).

Transport planning can be viewed at the macro or micro levels. At the macro level, travel demand between locations and roles of different modes are considered. At the micro level, the elements which attract passenger trips are studied in detail as supporting parameters in trip assignment by separating transport modes.

Transport planning affects the level of transport service that passengers enjoy. It can alter the number of choices of transport mode, speed, level of comfort, safety level as well as fare level (Litman, Victoria Transport Policy Institute & Steele, 2010). In passenger transport services, the level of service affects passengers in choosing transport modes. The level of service attributes include travel cost, waiting time, walking time, in-vehicle travel time, safety, reliability, transfer penalty, and comfort level (Ortúzar, Ivelic and Candia 1997).

In this study, the performance of NP360 is studied at the micro level, in a disaggregates approach. The transport service elements of NP360 are studied. The elements of transport service are presented in the form of marketing elements and passenger interchange in the questionnaires which are used to survey cable car passengers, shopkeepers and shop assistants. Besides, a list of questions is prepared to interview the senior management of NP360.

Elements such as in-vehicle travel time, safety, reliability, walking time, waiting time, transfer penalty, travel cost have also been considered. It is found that some of
these elements had not been adjusted or changed during the study period. Hence they are treated as constant.

The in–vehicle travel time between Tung Chung and Ngong Ping by NP360 cable car is 25 minutes (Ngong Ping 360 Limited, 2009a) and the line limit of the cable car is 7 m/s (Lam, 2009). The in-vehicle travel time therefore may not be shortened by adjusting the speed.

Cable car service of the NP360 is operated in an outdoor environment. The operation of the service is largely affected by weather. There is a wind speed limit in the design of the cable car system for safety reasons. The cable car service is required to be suspended if a warning signal of bad weather or that the wind speed has approached the limit is received (Hong Kong Government, 2006). The safety of the cable car system is therefore subjected to external factors which include weather and human control. There are rules and regulations for staff to follow. The falling down of the cable car cabin was caused by human mistake during a regular check. That incident was an exceptional case. Any upgrade or redesign of the cable car system to improve the level of safety would not be necessary.

The reliability of the cable car service is mainly subjected to weather. As there is a line limit in the cable car system, the journey time is fixed. Speed therefore is not the reason of any delay of cable car service. After reopening, NP360 only stops the cable car service for regular checks, maintenance and repair, or under adverse weather. The reliability of the cable car system is therefore beyond doubt.

Walking Time, waiting time and transfer penalty can be summarized as part of the
costs of a transport interchange for passengers. Interchange facilities and arrangement affects walking time, waiting time and transfer penalty. Improvement to the passenger interchange facilities can help passengers transferring between cable car and MTR more conveniently. Walking time, waiting time and transfer penalty can be adjusted through better infrastructure planning and facilities provision.

Cost-wise, travel cost means ticket fare and can be adjusted relatively easily. The adjustment appears in the form of pricing strategy which includes discount, package, deals etc.

The level of comfort of the cable car service can be improved by product development or service arrangement. Passengers are able to enjoy a higher level of comfort if the service is improved. Improvement may appear in tangible or intangible forms. Comfort may be improved in the short term.

As explained above, in-vehicle travel time, safety and reliability are treated as constant during the study period, hence they are not examined in detail. Transport cost and passenger transport interchange are the attributes that may be changed in short term through marketing, infrastructure planning and service coordination. Improving the service elements of transport by making improvements to passenger interchange facilities and using dynamic marketing strategies may help the quick recovery of the NP360 cable car business.
2.2 Passenger-Oriented Interchange

This section reviews the literature on passenger transport interchange planning and concludes the elements of passenger interchange between modes. The elements would be used as the assessment criteria to examine the passenger interchange facilities between Tung Chung MTR Station and the Tung Chung Cable Car Terminal.

“An interchange is a place where trip-makers change modes before reaching their final destinations. It is also a process in which passengers transfer between modes and/ or routes while making a trip” (Lee, 1996, p.45). Commuters dislike transferring between transport modes as it is inconvenient and requires extra time (Hansen, 2005). The “perceived penalties associated with interchange” of passengers can be minimized by improving the interchange facilities (Hine, Wardman & Stradling, 2003, p.129).

Integration in the transport system helps provide a smooth journey to commuters. Transport integration requires coordination between transport service providers in providing a convenient transport interconnection (Goodman, 1992). Interconnection between transport modes involves provision of interchange facilities and service arrangement.

Interchange facilities can help passengers minimize the time and effort spent on transferring from one service to another (Shaw, 1993). A good interchange should be within a manageable walking distance and provide passengers with clear direction signs, information boards and service points to streamline the interchange process. The environment should be clean, safe and comfort. Besides, provision of shops and
some entertainment can increase the quality of interchange (Regional Transport Committee of International Association of Public Transport, 2002). Schedule coordination, through ticketing, and real time travel information can facilitate passenger interchange. Schedule coordination between transport services helps passengers to save waiting time during transfer. Buying ticket and transaction are time consuming, a through ticket can help passengers to save time in interchange. Besides, passengers need information in making a trip. By obtaining real time information of the traffic condition and the transport service, passengers are able to select the most appropriate transport for interchange (Grava, 2003). In the case of the development of proposed Myrtle-Wyckoff intermodal facility, the importance of provision of a weather-proof interchange environment to protect passengers from adverse weather is highlighted (Perales, 1997). Passengers may feel comfortable if staff of the transport provider are available at the interchange point (Hine et al., 2003). According to these theories, common elements for the provision of a passenger oriented transport interchange are introduced below:

2.2.1 Common Payment Method
Simplifying the fare payment system of different transport service providers by using a common payment system or through ticket can improve the level of convenience of interchange (Shaw, 1993). It saves the time spent on queuing for ticket and waiting time can be shortened.

2.2.2 Time Table Coordination
Time table coordination of different transport services can reduce the waiting time of transfer between modes in a journey (Shaw, 1993). Passengers can transfer between modes on a timely basis.
2.2.3 Public Address System and Customer Information

Public address system provides passengers real time travel information and other important information for better planning of their trips (Perales, 1997). The information should be real time, accurate and accessible on demand. Service schedules and seat information should be included (Shaw, 1993). It helps passengers reduce uncertainty and the cost of trip making.

2.2.4 Signage

Accurate and easy-to-read signage can facilitate efficient passenger flow between different transport modes. It helps passengers to locate the transport modes easily and minimize the time spent on searching the boarding location.

2.2.5 Weather Proof Shelter

Shelter provides a comfortable environment to passengers during interchange, especially during bad weather. A sheltered walkway protects passengers from bad weather and falling objects. It also ensures safety and comfort during an interchange.

2.3 Marketing Strategies

This study attempts to review the marketing strategies used by NP360 to recover its business after the incident.

Marketing is defined as “a social and managerial process by which individuals and groups obtain what they want and need through creating, offering and exchanging products of value with others” (Kotler, Ang, Leong, & Tan, 1999, p.8). It is also “the process of planning and executing the conception, pricing, promotion, and distribution
of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives” (American Marketing Association 1988, p. 115). According to these definitions, marketing can be understood as the process to satisfy customer needs and achieve company goal by strategy. Marketing is a broad term. To facilitate exchange process, marketing strategy is needed.

“Marketing strategy is a plan of action for developing, distributing, promoting, and pricing products to meet the needs of specific customer” (Pride & Ferrell, 1997, p.11). The strategy is formed by marketing mix.

2.3.1 Marketing Mix
Marketing mix is defined as “the set of marketing tools that the form uses to pursue its marketing objective in the target market” (Kotler, et al., 1999, p.101). The four tools of marketing mix are price, place (distribution), product and promotion (Lamb, Hair, & McDaniel 2009). Price is the money that customer pay for a product or service to the seller. Sellers may use price as a tool to increase sales by price discrimination and offering different discounts. Place is the location or channel that a seller uses to sell and provide customers the product information. A seller uses different channels like agency and internet to increase the accessibility of products to customers. Products can be a tangible goods or intangible services. As customers have different requirements on products, sellers offer products which vary in quality levels or features to satisfy different customer needs. Promotion is the activities that a company uses to promote its products or services to target groups. It includes advertising, direct selling, public relation or sales promotion (Kotler, et al., 1999). Different customers are sensitive to different elements of marketing mix. Sellers use marketing mix to formulate marketing strategies to achieve their goals and satisfy
customer needs in the target market.

2.3.1.1 Promotion Tools

Sellers use promotion tools to promote products and services to target customers. Different promotion tools have different functions and appear in different forms. Advertising promotes products through medium which includes newspapers, TV, internet etc. Personal selling promotes products through person to person direct contact which the sale representatives persuade customers on-street or by telemarketing. Sales promotion provides incentives to boost sales in the short term by providing coupons, product samples, rebates etc to customers. Public relations boost sales by publishing company news to the public through different media (Boyd, Walker, Mullins, & Larreche, 2002).

2.3.2 Brand Reposition

A brand is an identification of a company or a product. It helps consumers to recognise or differentiate a specific product from the others. It not only appears in the forms of mark, logo and name, but also in the forms of packing, sign and design. A brand includes attributes, benefits, values and cultures of the product and the company (Kotler, et al., 1999). As a brand establishes a unique image and attribute of the product or service to the customers, customers simplify their purchasing process by choosing the brand. It reduces customers’ purchase risk as the brand assures the quality of the product or service is same to their last purchase (Czinkota et al., 2000).

An example in rebranding is the case of China Airlines. It used rebranding to help the company create a new image which changed customers’ perceptions of the company. China Airlines had a bad safety record. After several fatal accidents, the
management of China Airlines spent $50 millions and $12 millions on improving safety and rebranding respectively. The rebranding programme included changing the company logo, colours, livery etc, which created China Airlines an international image with good safety and high service quality (Kotler, et al., 1999).

2.4 Community Engagement
In the planning of public projects, community engagement which means public participation is now widely adopted to engage the public (Lee, 2010). Community engagement is “a broad term used to describe the different ways we communicate, consult, involve and encourage participation from community” (Leeds City Council, 2006, p.2). It is a way that the organization uses to involve the community in carrying out a project which includes informing, consultation, deciding together, acting together and supporting local initiatives. Informing means notifying the public of the project information but does not require any response from them. Consultation means providing several options for public to choose. Deciding together means the decision making body involves the public in the decision making process which shares opinions, initiates possible options and makes final decision. Acting together means making decision and implementing the agreement together. Supporting local initiate means giving support to the public in initiating ideas and executing their decisions (London Councils, 2010). Government and public related organizations should notify stakeholders of the proposed project and encourage them to give opinions and propose options before making decision. The process should be open and accountable (Lee, 2010). It shows that community engagement is important in policy formulation and scheme planning. According to these theories, government and providers of public services or facilities should engage stakeholders in projects
to collect their opinions, so as to decide and act together.

In many city redevelopment and transportation cases, public involvement plays an important role in transport planning and policy making.

In the case of Rosslyn-Ballston Corridor, the importance of public participation is highlighted. In introducing the revised land-use plan and transport policies, public participation had helped the government of Arlington County to collect feedbacks from citizens and minimize conflicts between them. The government engaged the public in the redevelopment programme of the corridor by holding public meetings and workshops to collect residents’ opinions (Leach, 2004). Education and the participation of public were key factors to approving the project. It is important that all stakeholders come to a compromise on the planning principle before redevelopment. Besides, engaging the public in the development process should be a continuous process to collect feedback for future improvement (Leach, 2004). This case shows community engagement or public participation should be conducted on a continuous basis to keep the public involved to provide valuable collective opinions for future improvement.

Community engagement is important to the success of a transport system. After the incident, NP360 has launched new services and offered discounts to the public, but it does not mean that NP360 has engaged passengers in the service development. NP360 should obtain opinions of cable car riders and Ngong Ping Village shopkeepers regarding cable car services development in order to meet customer expectations. In this study, questionnaires are used to involve passengers and the Ngong Ping Village Shopkeepers to collect their opinions on the marketing strategies.
used and passenger interchange facilities provided by NP360.
CHAPTER 3
RESULT OF IN-DEPTH INTERVIEW & SITE OBSERVATION

3.1 In-depth interview with senior management of NP360
An in-depth interview enables a researcher to study a case which cannot be observed. Informants answer questions pursuant to their experiences and perception. A study can gain greater detail (Burns, 1997). The management of NP360 has rich knowledge of the company’s operation and experience in handling accidents. Hence, an in-depth interview was proposed to the senior management of NP360 to collect detailed information of the change in marketing strategies and passenger transport interchange facilities. A list of questions was prepared to interview the senior management with focuses on marketing strategies and passenger interchange facilities. The conversation would be recorded as data.

3.1.1 Results
A request for interview letter was sent to NP360 via email on 4th February, 2010 emphasising that it was an academic research project and results would be solely for research use only. Unfortunately, NP360 replied that they were unable to schedule an interview. Another invitation letter attaching interview questions was sent to them on 9th February, 2010, requesting for answers to questions in the written form. The request was again rejected by NP360. As both requests were rejected, no information from the company management was collected for analysis. (A questionnaire is attached in Appendix I)
3.2 Passenger Transport Interchange Facilities- Site Observation

As visitors are users of the Tung Chung MTR Station and the Tung Chung Cable Car Terminal, the researcher will assess the quality of these passenger transport interchange facilities from the user’s point of view. Particular attention was paid to all passenger-oriented elements of the interchange designs and layouts during the site observation. The assessment criteria were based on the review of passenger-oriented interchange in the literature review chapter.

3.2.1 Findings and analysis

3.2.1.1 Walking Time

Walking time between two transport modes is a part of the total time of interchange. Walking time between the Tung Chung MTR Station and the Tung Chung Cable Car Terminal is about one to two minutes, depending on the individual. A short time means that the walking distance is manageable.

3.2.1.2 Direction Signs

Between the Tung Chung MTR Station and the Tung Chung Cable Car Terminal are five direction signs, as shown in Figure 1. Three of them show the direction of the cable car terminal and two of them show both the directions of cable car terminal and MTR station. Figure 2 shows one of the direction sign is outside the cable car terminal.
Figure 1 Tung Chung map and the indication of the direction sign and interchange facilities


Edited by Chan Chi Him, 2010

Figure 2 Direction sign outside Tung Chung Cable Car Terminal
At the concourse inside the Tung Chung MTR Station are ten direction signs and two maps to guide and direct passengers to the Tung Chung Cable Car Terminal. Figure 3 shows the location of the direction signs inside the Tung Chung MTR Station.

Two maps are provided next to the Exit B of Tung Chung MTR Station. One map shows all the estates, facilities and buildings near to the station, as shown in Figure 4. The other map illustrates the walking direction from the Tung Chung MTR Station to the Tung Chung Cable Car Terminal, as shown in Figure 5.
Inside the Tung Chung Cable Car Terminal, there is only one direction sign to direct passengers to the Tung Chung MTR Station which is located next to the elevator. The size of the direction sign is too small, as illustrated in Figure 6.
Overall, the direction signs inside the Tung Chung MTR are sufficient for visitors. The two maps provided in the station give a clear walking direction and location of the Tung Chung Cable Car Terminal. On the other hand, the direction signs on the way from the MTR station to the cable car terminal, and the signs in the cable car terminal are insufficient.

3.2.1.3 Announcement

MTR announces the waiting time of the arrival of the next train and other important news by broadcasting in both Chinese and English. Besides, it also displays the information on overhead electronic information boards.

The NP360 makes announcements by broadcasting in Cantonese, Mandarin and English if there was a delay of the cable car service. However, there is no electronic information board to display the important information. People who are hearing impaired will not be able to notice the delay. This causes inconvenience to some
passengers interchanging between the cable car and MTR.

3.2.1.4 Passenger Assistant

In the Tung Chung MTR Station, there is a customer service centre to provide enquiry services to passengers.

![Passenger Assistant](image)

**Figure 7 Passenger assistant of NP360**

Passenger assistants of the NP360 are on duty at each escalator. As shown in Figure 7, passengers can ask the passenger assistant for help. There are passenger assistants to give help at both Tung Chung MTR Station and Tung Chung Cable Car Terminal. This kind of service is more interactive and passengers feel more secure as they are able to get information from the presented staff.

3.2.1.5 Wide Gate

As shown in Figure 8, the Tung Chung MTR Station has a wide gate located next to the elevators at the ground level. This is convenient for passengers to interchange, especially for the handicapped, and people who carry perambulator or luggage.
3.2.1.6 Elevator

In the Tung Chung MTR Station, an elevator is provided for passengers to travel between floors, as shown in Figure 8. It is located in the middle of the station, so passengers can find it easily. It facilitates passengers who are physically handicapped, and these are carrying luggage to travel between platform and concourse.

At the Tung Chung Cable Car Terminal are two elevators. Both are located underneath the escalators, as shown in Figure 9. As there is no direction sign of the elevators, passengers may have to spend more time to find them.
3.2.1.7 Escalator

As shown in Figure 3 and 9, there are escalators for passengers to travel between floors at both the Tung Chung Cable Car Terminal and the Tung Chung MTR Station. It is more convenient for passengers to travel by using an escalator than using stairs.

3.2.1.8 Interchange Walking Condition

The walkway between the Tung Chung MTR Station and the Tung Chung Cable Car Terminal is uncovered. Passengers transferring between the MTR and cable car have to expose themselves to weather conditions. This is not a passenger-oriented design as they have to suffer from rain and heat in summer, cold wind in winter and bad weather. In peak seasons, passengers have to queue for a long time in front of the escalator before they will reach the covered corridor to the NP360 ticketing office.

3.2.2 Discussion

On the physical side, the provision of interchange facilities (escalators, wide gate, elevators etc) is sufficient. Physically handicapped passengers and those carrying perambulators or luggage can travel between floors easily. The time spent on interchanging between the Tung Chung MTR Station and the Tung Chung Cable Car Terminal is short.

On the information side, both transport service providers make announcements in Cantonese, English and Mandarin. Besides, they provide a customer service centre, passenger assistants and direction signs to facilitate passengers interchange. The level of information provision can be improved but it is basically satisfactory.

The condition of the interchange walkway between the Tung Chung Cable Car
Terminal and the Tung Chung MTR Station is unsatisfactory. Passengers are exposed to the weather on the uncovered walkway. The interchange walkway should be improved.
CHAPTER 4
MARKETING SOFTWARE REVIEW FINDINGS AND ANALYSIS

Marketing mix (price, place, product and promotion), (Lamb et al., 2009) is often used by business entities to form marketing strategies. Marketing information of a company can be collected by reviewing its marketing software, including advertisement, coupon, promotion etc. This chapter reviews the marketing software that NP360 has used to develop the cable car business. The marketing software was collected from the internet and newspaper etc.

4.1 Price
NP360 makes use of price to form its marketing strategy. It offers different kinds of discounts to attract passengers. The discounts offered include discounts on certain days, occasions, as well as discount co-offered with strategic partners. It could attract individual and group travellers.

4.1.1 Discounts on cable car ticket
NP360 offers discounts on round trip tickets to attract single trip users to shift to round trips. The bus fare between Ngong Ping Village and Tung Chung Cable Car Terminal is $27 each way on Sundays and public holidays (Transport Department, 2009). The price of a single trip (standard cabin) on NP360 is $74 while the round trip is only $107 (Ngong Ping 360 Limited, 2009b). A passenger only has to pay $33 more to enjoy a return trip by cable cars which is just $6 higher than the bus fare. This may attract the cable car single trip passengers to buy round trip tickets on Sundays and public holidays.
Besides, NP360 offers bulk purchase discounts to attract passengers travelling in groups. On Mother’s Day in 2010, the company launched the “Buy 3 Get 1 Free Guided Tour Packages”. A group of four passengers could enjoy a guided tour by only paying for the price of three (Ngong Ping 360 Limited, 2009c). This package would attract passengers travelling with their family members.

NP360 also partners with Hong Kong Airport Authority by offering the “Cable Car and 4D movie” package to tourists at a discounted price. The package includes a round trip cable car ticket, 4D movie ticket, a free SkyDeck visit at the Aviation Discovery Centre, a shopping coupons and selected meal at the Sky Plaza in Hong Kong International Airport (Ngong Ping 360 Limited, 2009c). Passengers can enjoy several activities at a cheaper price.

Besides, NP360 offers “25% off for Visa Platinum Cardholder” for bulk purchases. Cardholders can buy four tickets of the “Journey of Enlightenment Package” by paying the price of three. Passengers can enjoy a free admission to the theme attraction in Ngong Ping Village by purchasing a round trip cable car (standard cabin/ crystal cabin) ticket for adult (Ngong Ping 360 Limited, 2009c). This discount would attract passengers travelling in groups or individually because of lower fare and more activities.

4.1.2 Offers discount with strategic alliance

Other than offering discounts on cable car service, NP360 has formed strategic alliance with its business partners to offer discounts on other items. It cooperates with its business partners to promote the business. For example, it cooperates with the Ngong Ping Garden Restaurant to offer discounts on catering. A passenger who
purchases a cable car ticket could enjoy a Vegetarian Poon Choi at the Ngong Ping Garden Restaurant at a cheaper price than shown on the menu (Ngong Ping 360 Limited, 2009c). This would attract tourists who would otherwise travel to Ngong Ping Village by bus and enjoy Poon Choi.

It also offers a 10% discount on cable car tickets and other packages to passengers who have purchased the MTR Tourist Value Pack including Tourist Day Pass, Tourist Cross-Boundary Travel Pass or Airport Express Travel Pass (Ngong Ping 360 Limited, 2009c). It could attract MTR passengers to use the cable car service.

NP360 has formed strategic alliance with its competitors, such as Ocean Park, Hong Kong Wetland Park and Madame Tussauds Hong Kong to launch a “10% Discount on Hong Kong Attractions Fun Deals”. It offers customers a 10% discount on NP360 tickets upon presentation of a ticket, a semi-annual pass, or an annual pass of these three companies (Ngong Ping 360 Limited, 2009c). Besides, it also cooperates with Harbour Cruise- Bauhinia and The Big Bus Company to offer “Experience Dynamic Hong Kong with the Sea, Land, Sky Ride Savers”. Passengers can enjoy a 10% discount on NP360 tickets with the presentation of a boarding pass or a tour ticket of these two companies (Ngong Ping 360 Limited, 2009c). It makes competition become cooperation.

Discounts offered are used to attract customers and increase ridership. It is especially effective in attracting customers who are price-sensitive.

4.2 Place

NP360 sells cable car tickets by different channels in order to enable customers to buy
tickets more easily. It sells tickets through ticketing counters, the internet, travel agencies and other associations.

The cable car tickets and related packages are available at the Tung Chung Cable Car Terminal and the Ngong Ping Cable Car Terminal. But passengers have to queue in order to purchase tickets at the ticketing selling counters.

It also provides on-line booking service for passengers to book the cable car tickets and packages. Passengers are able to make their bookings through the NP360 official website. They are not bound to purchase tickets at the Cable Car Terminal. The internet provides an easier channel for passengers to book their tickets at anytime and anywhere.

NP360 also sells tickets through travel agencies and different associations such as the Hong Kong Professional Teacher’s Union. Passengers can buy cable car tickets at any branch offices of China Travel Service (Hong Kong) Limited while members of Hong Kong Professional Teacher’s Union can purchase their cable car tickets and packages in the union’s supermarket. These increase the channels of selling tickets. The extensive forms of ticket selling channels allow passengers to purchase tickets easily.

4.3 Products

NP360 utilizes its products in forming its business strategies by offering different kinds of services to passengers. It provides more choices to fulfil different kinds of customer needs and wants to absorb more passengers.
Other than the standard cabin, it started to provide crystal cabin since 4th April 2009. Compared to the standard cabin, passengers riding on the crystal cabin can enjoy a wider view through the transparent glass-made cabin floor. The crystal cabin is a unique product of the cable car.

Passengers with tickets of a standard cabin or a crystal cabin have to share the cabin with other passengers. However, for those passengers who want to enjoy the trip alone, NP360 also provides private cabin service for a premium fare. This private cabin service provides more than the normal cable car service. The private cabin service users can enjoy queue-free, priority boarding, round trip cable car ride and free entry to the theme attractions. This is a form of product development.

NP360 also offers the “360 Sky Lounge” to attract customers who are looking for premium services. The cabin of 360 Sky Lounge is decorated with crystal and different from the standard and crystal cabins. Passengers can enjoy a round trip ride in a private cabin, queue-free ticketing service, and free entry to theme attractions at the Ngong Ping Village (Ngong Ping 360 Limited, 2009c). This package aims to attract customers with a higher purchasing power.

Besides providing different types of cable cars, NP360 also offers the New Lantau Guided Tour services to passengers. The package includes round-trip cable car tickets and tour guide service which would guide tourists to visit the Ngong Ping Village, Po Lin Monastery, Giant Buddha and Tai O Fishing Village. Tourists may choose from either English or Putonghua speaking tour guides (Ngong Ping 360 Limited, 2009c). This package mainly focuses on attracting tourists from the Mainland and overseas.
4.4 Promotion

NP360 promotes its business by advertising on the internet, newspapers, television and MTR stations to reach out to different kinds of customers.

Before the re-opening of the cable car service in December 2007, NP360 invited the then Secretary for Commerce & Economic Development, Frederick Ma and other celebrities to try the cable car service. Besides, it opened to the public for a free trial to build up the confidence of people in the cable car system. It attracted many media to report this news and helped NP360 to improve its damaged image and promote the business.

The NP360 official website provides customers with the most updated information, discounts and news of services. The internet is popular in Hong Kong and overseas and many people like surfing the Internet. It enables NP360 to break the geographic barrier to reach potential customers outside of Hong Kong. It is an effective way to promote its business as customers can access on demand the website for further information.

NP360 also advertises through traditional media channels such as newspaper and television. Newspaper advertisement enables NP360 to reach a broad range of local customers easily. For example, seniors who may not use computers are more likely to learn about NP360 through advertisement on newspaper. In addition, television advertisement allows NP360 to reach most households in HK and to promote its business in a dynamic way. For example, the company ran advertisement of “It's blue. It's green. It's love naturally” on television to promote the experience of enjoying the
nature through the cable car ride. NP360 also promotes its business by advertising on MTR trains and in MTR stations. Figures 10 and 11 show some of the advertisements as seen on MTR trains and inside the stations.

Figure 10 NP360 advertisement inside MTR train compartment

Figure 11 Ngong Ping 360 Cable Car advertisement at MTR Station
NP360 does not only promote its cable car service to tourists, it also promotes the scenic spots, the programmes held at Ngong Ping Village and places nearby.

![Banner stand of the International Cable Car Gallery](image)

*Figure 12 Banner stand of the International Cable Car Gallery*

As shown in Figure 12, NP360 started to host an International Cable Car Gallery at the Ngong Ping Village since mid-October 2009 to attract tourists. The gallery displays different kinds of cable car cabins of different countries. It attracts people who would like to see the gallery to go to Ngong Ping Village by riding the cable car.

In May 2010, the Po Lin Monastery held a public Buddha bathing, acrobatic show, face changing performance and Shaolin martial arts performance at the Front Court of the Hall of Great Hero. NP360 promoted those performances as attractions to attract tourists to visit Ngong Ping and use the cable car service.

4.5 Marketing Software Review Discussion

NP360 has made use of a mix of marketing strategies that include offering bulk purchase discounts to increase passenger ridership. It also developed new products to keep the cable cars attractive to both existing and potential customers. Furthermore, it
forms strategic alliance with business partners and competitors to offer discounts to avoid competition.

4.5.1 Price
In “price”, the marketing strategy of offering discount is comprehensive. NP360 provides bulk purchase discounts, cheaper fares on return tickets and other discounts co-offered with its business partners and competitors.

4.5.2 Place
In “place”, the distribution channel of selling ticket by NP360 is limited. Tickets are only available at ticketing counter at cable car terminals, online booking and some travel agencies and association. It is expected the passenger volume would be increased if the sale channel is increased.

4.5.3 Product
In “product”, the product development of NP360 is comprehensive. It offers different types of cabins (standard, crystal and private) and packages to suit different customers’ wants and needs. The guided tour package helps attract more foreign customers by overcoming the language barrier.

4.5.4 Promotion
Also, in “promotions”, NP360 mainly promotes cable car business and scenic spots nearby by advertising on internet, newspaper, television and MTR stations to reach out to the local and overseas customers. There are still a lot of potential customers can be approached.
CHAPTER 5
CABLE CAR PASSENGER SURVEY FINDINGS AND ANALYSIS

5.1 Questionnaire Survey

The questionnaire survey method is suitable for collecting data when the population size is big, as it is less expensive than conducting face-to-face interview. As questions and answers are standardized in a questionnaire survey, the chance of having errors in recording responses can be minimized. Also, as each respondent receives the same set of questions, the reliability of responses is higher than other survey methods (Burns, 1997). Since the population size of cable car passenger is huge, it is impossible to conduct face-to-face interview due to limited time and resources. Therefore, questionnaire survey was used to collect the opinions of Ngong Ping cable car passengers on the marketing strategies of NP360 and the provisions of interchange facilities between NP360 cable car and MTR.

5.1.1 Aim

The aim of this survey was to collect data and information of the cable car passengers, and their comments and attitudes towards the marketing strategies and interchange facilities of NP360.

5.1.2 Population size

Mr. Cheung Siu Wah, ex-Managing Director of NP360, mentioned that the daily patronage was about 4,000 on weekday and about 8,000 on public holiday (昂坪 360 露底水晶纜車下月有得搭, 2009). It was considered that the patronage should be stable 15 months after the reopening. The population size was estimated to be 12,000 including both weekday and holiday passengers.
5.1.3 Sampling Size and Method

Systematic sampling is a method used to draw the samples from a fixed interval of a population (Burns, 1997). As the estimated population size was over 10,000 and under 15,000, the targeted sample size was 100 (±10%). Systematic sampling was used to avoid bias and subjective target selection. The 1st of every 90 passengers was surveyed.

5.1.4 Questionnaire Design

To facilitate the survey, questionnaires were prepared in both English and Chinese. A pilot survey was conducted to evaluate the questionnaire wordings and to estimate the time required to complete one questionnaire. The pilot survey revealed some problems in the draft questionnaire which were subsequently revised. (Sample questionnaire of the pilot survey and the revised questionnaire are attached in Appendix II and IV respectively)

5.1.5 Survey Method

The survey was conducted at Tung Chung Cable Car Terminal on both Weekdays and Sundays.

5.1.6 Method of Analysis

Correlation is defined as “the mutual relation of two or more things, the act or process of showing the existence of a relationship between things”, (Burns, 1997). The data collected was analyzed by coefficient correlation to find out the relationship between attributes (e.g. the relationship between age and satisfaction on passenger interchange facilities etc).
5.1.7 Data Collection

A total of 162 passengers at the Tung Chung Cable Car Terminal were approached to conduct the questionnaire survey, however only 100 passengers were interviewed successfully. The survey’s response rate was 61.7%.

5.2 Passengers’ responses to marketing strategies

5.2.1 Attractions to Passengers

Spearman’s binary correlation was used to identify the correlation between passenger demographic data and the factors which attract them to ride the cable car. The codes and the correlation of the variables are shown in Tables 1 and 2 respectively.

<table>
<thead>
<tr>
<th>Code</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGE</td>
<td>Age groups</td>
</tr>
<tr>
<td>GENDER</td>
<td>Gender</td>
</tr>
<tr>
<td>VIS</td>
<td>Local or overseas visitor</td>
</tr>
<tr>
<td>INC</td>
<td>Income groups</td>
</tr>
<tr>
<td>CABLE</td>
<td>Choosing cable car as the main attraction</td>
</tr>
<tr>
<td>TRAVEL</td>
<td>Choosing travel package as the main attraction</td>
</tr>
<tr>
<td>DIS</td>
<td>Choosing discount as the main attraction</td>
</tr>
<tr>
<td>SCENIC</td>
<td>Choosing scenic spot as the main attraction</td>
</tr>
<tr>
<td>ADVER1</td>
<td>Choosing advertisement as the main attraction</td>
</tr>
</tbody>
</table>
Table 2 Correlation between demographic data and the channel respondents heard of NP360

<table>
<thead>
<tr>
<th></th>
<th>AGE</th>
<th>GENDER</th>
<th>VIS</th>
<th>INC</th>
<th>CABLE</th>
<th>TRAVEL</th>
<th>DIS</th>
<th>SCENIC</th>
<th>ADVER</th>
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</thead>
<tbody>
<tr>
<td>AGE</td>
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<td>-0.032</td>
<td>-0.024</td>
<td>-0.390**</td>
<td>0.044</td>
<td>0.08</td>
<td>.280**</td>
<td>-0.011</td>
</tr>
<tr>
<td>GENDER</td>
<td>0.118</td>
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<td>0.069</td>
<td>0.057</td>
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<td>-0.118</td>
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<tr>
<td>VIS</td>
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<td>0.069</td>
<td>1</td>
<td>0.15</td>
<td>-0.16</td>
<td>.408**</td>
<td>-0.129</td>
<td>-0.016</td>
<td>-0.193</td>
</tr>
<tr>
<td>INC</td>
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<td>0.057</td>
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<td>0.01</td>
<td>0.086</td>
<td>-0.022</td>
<td>0.047</td>
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<tr>
<td>CABLE</td>
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<td>0.028</td>
<td>-0.16</td>
<td>-0.041</td>
<td>1</td>
<td>-.230*</td>
<td>-0.078</td>
<td>-0.569**</td>
<td>-0.161</td>
</tr>
<tr>
<td>TRAVEL</td>
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<td>.408**</td>
<td>0.01</td>
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<td>-0.06</td>
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<td>-0.06</td>
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<tr>
<td>SCENIC</td>
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<td>-0.016</td>
<td>-0.022</td>
<td>-0.569**</td>
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<tr>
<td>ADVER1</td>
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<td>0.047</td>
<td>-0.161</td>
<td>-0.124</td>
<td>-0.042</td>
<td>-.307**</td>
<td>1</td>
</tr>
</tbody>
</table>

Notes: * represents 95% confidence level
** represents 99% confidence level

In studying the relationship of passenger demographic data and attracting factors of riding on cable car, AGE and CABLE have a medium negative correlation at 99% confidence level. It means this correlation is very significant. This correlation suggests an increase in one’s age group, the chance of being attracted by the NP360 cable car is lowered by 0.39. It may suggest that the NP360 cable car is less attractive to the elderly. It is only a transportation mean to take them to the destination. In other words, the cable car is more attractive to young passengers. The product development (e.g. crystal cable car cabin) is successful in attracting young age group passengers.

The statistics also shows a medium low positive correlation between AGE and SCENIC at a 99% confidence level. This correlation is very significant. It indicates an increase in the passenger’s age, the chance of the passenger being attracted by scenic spot to use the cable car is increased by 0.28. It may indicates that the older is the passenger, the more is his interest in going to see the scenic spots, such as Ngong Ping Village, Buddha, Wisdom Path etc.
VIS and TRAVEL have a positive correlation. At a 99% confidence level, this correlation is very significant. It means overseas visitors have 0.408 higher chance of choosing travel package than the local visitors. It may show that Ngong Ping, being a scenic spot, is usually included in the travel package for overseas visitors. Ngong Ping may be one of the favourite scenic spots publicised in overseas and is attractive to the visitors. It may also mean that NP360 has a good promotion channel, the travel agency.

5.2.2 Means of Knowing NP360

Spearman’s binary correlation was used to see the correlation between the demographic data and the channels that respondents used to know NP360. The codes and the correlation of the variables are shown in Tables 3 and 4 respectively.

<table>
<thead>
<tr>
<th>Code</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGE</td>
<td>Age groups</td>
</tr>
<tr>
<td>GENDER</td>
<td>Gender</td>
</tr>
<tr>
<td>VIS</td>
<td>Local or overseas visitor</td>
</tr>
<tr>
<td>INC</td>
<td>Income groups</td>
</tr>
<tr>
<td>ADVER2</td>
<td>Channel of knowing NP360 through advertisement</td>
</tr>
<tr>
<td>NEWS</td>
<td>Channel of knowing through NP360 news</td>
</tr>
<tr>
<td>AGENT</td>
<td>Channel of knowing through travel agent</td>
</tr>
<tr>
<td>FRI</td>
<td>Channel of knowing through friends</td>
</tr>
<tr>
<td>INTER</td>
<td>Channel of knowing through internet</td>
</tr>
</tbody>
</table>
Table 4 Correlation between demographic data and the channel respondents heard of NP360

<table>
<thead>
<tr>
<th></th>
<th>AGE</th>
<th>GENDER</th>
<th>VIS</th>
<th>INC</th>
<th>ADVER2</th>
<th>NEWS</th>
<th>AGENT</th>
<th>FRI</th>
<th>INTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGE</td>
<td>1.000</td>
<td>.118</td>
<td>-.032</td>
<td>-.024</td>
<td>.151</td>
<td>-.088</td>
<td>.034</td>
<td>.117</td>
<td>-.243</td>
</tr>
<tr>
<td>GENDER</td>
<td>.118</td>
<td>1.000</td>
<td>.069</td>
<td>.057</td>
<td>.185</td>
<td>.050</td>
<td>-.035</td>
<td>.010</td>
<td>-.209</td>
</tr>
<tr>
<td>VIS</td>
<td>-.032</td>
<td>.069</td>
<td>1.000</td>
<td>.150</td>
<td>-.346**</td>
<td>-.267**</td>
<td>.428**</td>
<td>.201**</td>
<td>-.012</td>
</tr>
<tr>
<td>INC</td>
<td>-.024</td>
<td>.057</td>
<td>.150</td>
<td>1.000</td>
<td>-.094</td>
<td>.005</td>
<td>.110</td>
<td>-.079</td>
<td>.077</td>
</tr>
<tr>
<td>ADVER2</td>
<td>.151</td>
<td>.185</td>
<td>-.346**</td>
<td>-.094</td>
<td>1.000</td>
<td>-.198**</td>
<td>-.293**</td>
<td>-.335**</td>
<td>-.387**</td>
</tr>
<tr>
<td>NEWS</td>
<td>-.088</td>
<td>.050</td>
<td>-.267**</td>
<td>.005</td>
<td>-.198**</td>
<td>1.000</td>
<td>-.129</td>
<td>-.147</td>
<td>-.170</td>
</tr>
<tr>
<td>AGENT</td>
<td>.034</td>
<td>-.035</td>
<td>.428**</td>
<td>.110</td>
<td>-.293**</td>
<td>-.129</td>
<td>1.000</td>
<td>-.218**</td>
<td>-.252**</td>
</tr>
<tr>
<td>FRI</td>
<td>.117</td>
<td>.010</td>
<td>.201</td>
<td>-.079</td>
<td>-.335**</td>
<td>-.147</td>
<td>-.218</td>
<td>1.000</td>
<td>-.289**</td>
</tr>
<tr>
<td>INTER</td>
<td>-.243**</td>
<td>-.209**</td>
<td>-.012</td>
<td>.077</td>
<td>-.387**</td>
<td>-.170</td>
<td>-.252</td>
<td>-.289**</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Notes: * represents 95% confidence level
** represents 99% confidence level

**AGE** and **INTER** have a low negative correlation. At 95% confidence level, this correlation is significant. It shows that, an increase in one’s age group, the chance of knowing of NP360 through internet decreases by 0.209. It may show that, the younger the passengers, the higher the chance that they may know NP360 through the internet. On the other hand, the elderly rely on other sources of information to acquire NP360 information. It shows that the promotion channel of NP360 is effective to promote the cable car service to the young age group.

**GENDER** and **INTER** have a low negative correlation. This correlation is significant at 95% confidence level. As male is represented by 1 and female is represented by 2, this negative correlation may mean that male is more likely to receive news and information of NP360 through the internet.

Local visitors and overseas visitors receive information of NP360 quite differently. There is a moderate positive correlation and a weak relationship between overseas
visitors and receive information from agents and friends respectively. This shows that overseas visitors are more likely to receive information from agents and friends. For local visitors, they have a weak relationship with ADVER2 and NEWS. This demonstrates that when compared with overseas visitors, local visitors are more likely to receive information on NP360 from advertisements and news. The reason may be due to the fact that overseas visitors are not familiar with the tourist spots in Hong Kong, so they are more reliant on information provided by travel agents and friends who have experienced the NP360 cable car. This may show that promoting the cable car business through overseas travel agents to attract customers abroad is successful.

Also, there is network marketing. People who had a good experience on the cable car are more likely to recommend their friends to try it when they are visiting Hong Kong. Locally, NP360 does a lot of marketing activities to attract visitors, and the marketing strategy is successful in attracting local visitors.

5.2.3 Passenger Attitudes toward NP360 Promotion Strategies

Pearson’s binary correlation was used to see the correlation between demographic data and the passengers’ attitudes about NP360’s marketing strategies. The codes and the correlation of the variables are shown in Tables 5 and 6 respectively.
Table 5 Code book of passenger survey: passengers’ attitudes toward NP360’s marketing strategies

<table>
<thead>
<tr>
<th>Code</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGE</td>
<td>Age groups</td>
</tr>
<tr>
<td>GENDER</td>
<td>Gender</td>
</tr>
<tr>
<td>VIS</td>
<td>Local or overseas visitor</td>
</tr>
<tr>
<td>INC</td>
<td>Income groups</td>
</tr>
<tr>
<td>APUB</td>
<td>Agree public group ride on cable car help building confidence</td>
</tr>
<tr>
<td>ACELE</td>
<td>Agree celebrity ride on cable car help building confidence</td>
</tr>
<tr>
<td>ADIS</td>
<td>Agree will increase ridership if interchange discount is provided</td>
</tr>
</tbody>
</table>

Table 6 Correlation of passengers’ demographic data and their attitudes toward marketing strategies

<table>
<thead>
<tr>
<th></th>
<th>AGE</th>
<th>GENDER</th>
<th>VIS</th>
<th>INC</th>
<th>APUB</th>
<th>ACELE</th>
<th>ADIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGE</td>
<td>1</td>
<td>0.122</td>
<td>-0.027</td>
<td>-0.012</td>
<td>0.181</td>
<td>.240*</td>
<td>-0.011</td>
</tr>
<tr>
<td>GENDER</td>
<td>0.122</td>
<td>1</td>
<td>0.069</td>
<td>0.043</td>
<td>0.01</td>
<td>-0.024</td>
<td>-0.063</td>
</tr>
<tr>
<td>VIS</td>
<td>-0.027</td>
<td>0.069</td>
<td>1</td>
<td>0.171</td>
<td>0.03</td>
<td>0.139</td>
<td>-.602**</td>
</tr>
<tr>
<td>INC</td>
<td>-0.012</td>
<td>0.043</td>
<td>0.171</td>
<td>1</td>
<td>-0.075</td>
<td>0.021</td>
<td>-.199*</td>
</tr>
<tr>
<td>APUB</td>
<td>0.181</td>
<td>0.01</td>
<td>0.03</td>
<td>-0.075</td>
<td>1</td>
<td>.777**</td>
<td>0.08</td>
</tr>
<tr>
<td>ACELE</td>
<td>.240*</td>
<td>-0.024</td>
<td>0.139</td>
<td>0.021</td>
<td>.777**</td>
<td>1</td>
<td>0.034</td>
</tr>
<tr>
<td>ADIS</td>
<td>-0.011</td>
<td>-0.063</td>
<td>-.602**</td>
<td>-.199*</td>
<td>0.08</td>
<td>0.034</td>
<td>1</td>
</tr>
</tbody>
</table>

Notes: * represents 95% confidence level  
** represents 99% confidence level

*AGE* and *ACELE* have a low positive correlation at 95% confidence level. This correlation is significant. It implies that the older is the passenger, the more they would agree on inviting celebrity to ride on cable can build up their confidence in cable car. It means that the promotion strategy of NP360 is successful in building up the confidence of elderly passengers in riding the cable car.

*INC* and *ADIS* have a slight negative correlation. This correlation is significant at 95% confidence level. It indicates that passengers in the lower income group agree that they would increase ridership if discount is given. The relationship is quite small
and may be negligible. However, it does indicate that the lower income group is more sensitive to price than other groups.

5.2.4 Passenger Attitudes toward Rebranding

![Colour Combinations of Ngong Ping 360 Limited](image)

Figure 13 Passengers' choices on the colour combination of NP360

<table>
<thead>
<tr>
<th>Logo</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Old Logo</td>
<td>41</td>
<td>41.0</td>
</tr>
<tr>
<td>New Logo</td>
<td>59</td>
<td>59.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 7 Passengers’ choices on the NP360 logo that gives them a good impression in the cable car system
Table 8 Passengers’ choices on the name that gives them a good impression in
the cable car system

<table>
<thead>
<tr>
<th>Name</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ngong Ping Skyrail</td>
<td>17</td>
<td>17.0</td>
</tr>
<tr>
<td>Ngong Ping 360 Cable Car</td>
<td>83</td>
<td>83.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As shown in Figure 13, the majority of passengers chose “Blue, Green & Cyan” as
the most suitable colour combination of NP360. Besides, Tables 7 and 8 show that
59% and 83% of passengers thought the new logo and the name “Ngong Ping 360
Cable Car” could give them a good impression to the cable car system respectively.

5.3 Passenger Attitudes toward Interchange Facilities

Pearson’s binary correlation was used to see the correlation between demographic
data and the respondents’ attitudes about the NP360’s passenger transport
interchange facilities. The codes and the correlation of variables are shown in Tables
9 and 10 respectively.

Table 9 Code book of passenger survey: passengers’ attitudes toward
interchange facilities

<table>
<thead>
<tr>
<th>Code</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGE</td>
<td>Age groups</td>
</tr>
<tr>
<td>GENDER</td>
<td>Gender</td>
</tr>
<tr>
<td>VIS</td>
<td>Local or overseas visitor</td>
</tr>
<tr>
<td>INC</td>
<td>Income groups</td>
</tr>
<tr>
<td>AINTE</td>
<td>Agree that the interchange time between MTR (TC) and NP360 is short</td>
</tr>
<tr>
<td>AOCTO</td>
<td>Agree that using Octopus Card is more convenient</td>
</tr>
<tr>
<td>AFACIL</td>
<td>Agree that the facilities are convenient for all people to interchange</td>
</tr>
<tr>
<td>AINFO</td>
<td>Agree that information provided is convenient for all people to interchange</td>
</tr>
<tr>
<td>ATAB</td>
<td>Agree that the timetable is well coordinated btw MTR and NP360</td>
</tr>
<tr>
<td>ADIS</td>
<td>Agree that if interchange discount is provided, ridership would increase</td>
</tr>
</tbody>
</table>
### Table 10 Correlation between demographic data and their attitudes toward NP360 interchange facilities

<table>
<thead>
<tr>
<th></th>
<th>AGE</th>
<th>GENDER</th>
<th>VIS</th>
<th>INC</th>
<th>AINTE</th>
<th>AOCTO</th>
<th>AFACIL</th>
<th>AINFO</th>
<th>ATAB</th>
<th>ADIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGE</td>
<td>1</td>
<td>0.122</td>
<td>-0.027</td>
<td>-0.012</td>
<td>-0.370''</td>
<td>-0.067</td>
<td>-0.133</td>
<td>-0.214'</td>
<td>-0.145</td>
<td>-0.011</td>
</tr>
<tr>
<td>GENDER</td>
<td>0.122</td>
<td>1</td>
<td>0.069</td>
<td>0.043</td>
<td>0.042</td>
<td>-0.053</td>
<td>-0.115</td>
<td>0.038</td>
<td>0.069</td>
<td>-0.063</td>
</tr>
<tr>
<td>VIS</td>
<td>-0.027</td>
<td>0.069</td>
<td>1</td>
<td>0.171</td>
<td>0.132</td>
<td>-0.538''</td>
<td>-0.035</td>
<td>0.227''</td>
<td>0.148</td>
<td>-.602''</td>
</tr>
<tr>
<td>INC</td>
<td>-0.012</td>
<td>0.043</td>
<td>0.171</td>
<td>1</td>
<td>0.006</td>
<td>-0.189</td>
<td>-0.083</td>
<td>0.031</td>
<td>-0.087</td>
<td>-0.199'</td>
</tr>
<tr>
<td>AINTE</td>
<td>-0.370''</td>
<td>0.042</td>
<td>0.132</td>
<td>0.006</td>
<td>1</td>
<td>0.154</td>
<td>.359''</td>
<td>.356''</td>
<td>0.193</td>
<td>0.109</td>
</tr>
<tr>
<td>AOCTO</td>
<td>-0.067</td>
<td>-0.053</td>
<td>-0.538''</td>
<td>-0.189</td>
<td>0.154</td>
<td>1</td>
<td>.235'</td>
<td>-0.18</td>
<td>0.023</td>
<td>.702''</td>
</tr>
<tr>
<td>AFACIL</td>
<td>-0.133</td>
<td>-0.115</td>
<td>-0.035</td>
<td>-0.083</td>
<td>.359''</td>
<td>.235'</td>
<td>1</td>
<td>.308''</td>
<td>.223'</td>
<td>.236'</td>
</tr>
<tr>
<td>AINFO</td>
<td>-0.214'</td>
<td>0.038</td>
<td>.227'</td>
<td>0.031</td>
<td>.356''</td>
<td>-0.18</td>
<td>.308''</td>
<td>1</td>
<td>.219'</td>
<td>-0.068</td>
</tr>
<tr>
<td>ATAB</td>
<td>-0.145</td>
<td>0.069</td>
<td>0.148</td>
<td>-0.087</td>
<td>0.193</td>
<td>0.023</td>
<td>.223'</td>
<td>.219'</td>
<td>1</td>
<td>0.06</td>
</tr>
<tr>
<td>ADIS</td>
<td>-0.011</td>
<td>-0.063</td>
<td>-.602''</td>
<td>-.199'</td>
<td>0.109</td>
<td>.702''</td>
<td>.236'</td>
<td>-0.068</td>
<td>0.06</td>
<td>1</td>
</tr>
</tbody>
</table>

Notes: * represents 95% confidence level  
** represents 99% confidence level

5.3.1 Age and Interchange time

*AGE* and *AINTE* have a weak negative relationship at 95% confidence level. This means the correlation is significant. It shows that the older the passengers are, the less they would feel the interchange time between Tung Chung MTR Station and NP360 is short. It may represent the interchange time between the MTR station and cable car terminal is not short among elderly passengers. This may be due to the fact that some elderly may have difficulties in walking and tend to walk less.

5.3.2 Age and Interchange Information

There is also a low negative correlation between *AGE* and *AINFO* at 95% confidence level. This correlation is significant. It shows that the elder the passengers are, the less they would think the information provided in the interchange is convenient. This may be due to the fact that some elderly have poor vision.
5.3.3 Visitors and Discount

VIS and AOCTO have a moderate negative correlation at 99% confidence level. This correlation is significant. As 1 represents local visitors and 2 represents overseas visitors, a negative correlation implies that overseas visitors are less likely to agree to the statement that using the Octopus Card is more convenient. Similar result is found in VIS and ADIS, which shows a substantial negative relationship. It indicates that overseas visitors are less likely to increase ridership even interchange discount is given. This may be due to the fact that overseas visitors are not frequent users of Octopus Cards. In addition, they would most likely to visit NP360 only once in their tours in Hong Kong.

5.3.4 Passengers’ Attitudes towards Interchange Information and Facilities

![Figure 14 Passengers’ attitudes on information provided for passenger interchange]
Figures 14 and 15 show that over 70% of the passengers thought the information and facilities provided were convenient for them to interchange between the Tung Chung MTR Station and the Tung Chung Cable Car Terminal.

5.3.5 Passengers’ Attitudes toward Payment Method and Interchange Discount

Table 11 Passengers’ view on using Octopus Card as payment method is convenient for interchange

<table>
<thead>
<tr>
<th>Attitude</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>2</td>
<td>2.0</td>
</tr>
<tr>
<td>Uncertain</td>
<td>31</td>
<td>31.0</td>
</tr>
<tr>
<td>Agree</td>
<td>43</td>
<td>43.0</td>
</tr>
<tr>
<td>Strong Agree</td>
<td>24</td>
<td>24.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
<tr>
<td>Attitude</td>
<td>Frequency</td>
<td>Percent</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
<td>---------</td>
</tr>
<tr>
<td>Disagree</td>
<td>12</td>
<td>12.0</td>
</tr>
<tr>
<td>Uncertain</td>
<td>25</td>
<td>25.0</td>
</tr>
<tr>
<td>Agree</td>
<td>40</td>
<td>40.0</td>
</tr>
<tr>
<td>Strong Agree</td>
<td>23</td>
<td>23.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 12 shows that over 60% of passengers thought that it was more convenient to pay for cable car fare by using Octopus Card. Table 12 shows that over 60% of them agreed that they will increase ridership on the cable car if interchange discount is provided.

5.4 Passenger Survey Discussion

Passengers have a positive response to the marketing strategies and interchange facilities of NP360.

5.4.1 Product

The product strategy of NP360 is successful. The products offered by NP360 are attractive to different kinds of passengers (e.g. cable car and travel package are attractive to younger passengers and overseas visitors respectively).

5.4.2 Promotion

The promotion of NP360 is comprehensive and effective. NP360 promotes different attractions to attract different kinds of customers. The promotion of scenic spots (e.g. Po Lin Monastery, Giant Buddha etc) at Ngong Ping Village and cable car has attracted the elderly and young passengers respectively. Besides, NP360’s promotion
strategy of inviting public groups and celebrities to try the cable car before the re-opening had regained the confidence of passengers in the cable car system.

5.4.3 Place (Channel)

The sale channels of NP360 are well established overseas. Overseas visitors know about the NP360 cable car service through travel agencies. Besides, advertisement on newspaper and television has helped NP360 attract elderly and local customers. NP360’s establishment of an official website on the internet is also a successful promotion channel to reach young customers.

5.4.4 Rebranding

The rebranding of NP360 is successful as majority of the passengers thought the new logo and the name “Ngong Ping 360 Cable Car” give them a good impression of the cable car system. The colour combination that the majority of passengers chose is “Blue, Green & Cyan” which is the colour of the company’s new logo. It shows that the rebranding works of NP360 suit the customer tastes.

5.4.5 Passenger transport interchange facilities

Overall, most of the passengers are satisfied with the interchange information and facilities provided. However, the older the passengers are, the less they would think the information is convenient for interchange and the walking time is short. Information and facilities should be improved to facilitate the interchange for the elderly.
6.1 Survey

6.1.1 Aim

The aim of the survey was to collect data and information of the shopkeepers in Ngong Ping Village, and their comments and attitudes towards the marketing strategies used and interchange facilities provided by NP360.

6.1.2 Sample Size

There were 25 shops in Ngong Ping Village (Ngong Ping 360 Limited, 2009d). As the population size was only 25, a census was conducted.

6.1.3 Questionnaire Design

To facilitate the survey, questionnaires were prepared in both English and Chinese. A pilot survey was conducted to evaluate the questionnaire wordings and to estimate the survey time for one questionnaire. The pilot survey revealed some problems in the draft questionnaire and the questionnaire was subsequently revised (Sample questionnaire of the pilot survey and the revised version are attached in Appendices III and V).

6.1.4 Method of Analysis and Results

The data collected was expected to be analyzed by coefficient correlation. However, the response rate was low. Out of the 25 shops in the Ngong Ping Village, only nine shops were interviewed successfully. The response rate was 36%; therefore, correlation could not be used for analysis. Instead, some common statistics like
frequency and percentage were used.

The low response rate was due to rejections by shop assistants or shopkeepers on commercial grounds. In view of the small sample, the results would have to be interpreted cautiously.

The shops interviewed included one fast food restaurant, five souvenir shops and three snack shops. Five out of the nine shops had five or less employees. The rest had six to ten employees. Seven out of the nine shops did not disclose the daily turnover. Six were individual shops and the rest were chain stores. All of them were privately operated.

6.2 Shopkeepers’ Responses to Marketing Strategies

6.2.1 Shopkeepers’ Attitudes toward Rebranding

<table>
<thead>
<tr>
<th>Branding Livery</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue, Green &amp; Cyan</td>
<td>5</td>
<td>55.6</td>
</tr>
<tr>
<td>Blue, Yellow &amp; Red</td>
<td>1</td>
<td>11.1</td>
</tr>
<tr>
<td>Orange &amp; Red</td>
<td>2</td>
<td>22.2</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>11.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>9</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Logo</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Old Logo</td>
<td>2</td>
<td>22.2</td>
</tr>
<tr>
<td>New Logo</td>
<td>7</td>
<td>77.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>9</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
According to Table 13, over half of the shopkeepers thought that the colour combination of “Blue, Green & Cyan” suited the Ngong Ping cable car the most. These three colours are currently used by NP360. Besides, Tables 14 and 15 show that about 80% and 100% of the shopkeepers thought the new logo and the name “Ngong Ping 360 Cable Car” can attract more people to ride the Ngong Ping Cable Car. The results may indicate that the rebranding is successful.

6.2.2 Shopkeepers’ Attitudes toward Promotion Strategies

Table 15 Comments on the NP360 name

<table>
<thead>
<tr>
<th>Name</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ngong Ping 360 Cable Car</td>
<td>9</td>
<td>100.0</td>
</tr>
<tr>
<td>Ngong Ping Skyrail</td>
<td>0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Table 16 Comments on inviting public group to ride on cable car can build up passenger confidence in using cable car

<table>
<thead>
<tr>
<th>Attitude</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>1</td>
<td>11.1</td>
</tr>
<tr>
<td>Uncertain</td>
<td>3</td>
<td>33.3</td>
</tr>
<tr>
<td>Agree</td>
<td>5</td>
<td>55.6</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 17 Comments on inviting celebrities to ride on cable car can build up passenger confidence in using cable car

<table>
<thead>
<tr>
<th>Attitude</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>1</td>
<td>11.1</td>
</tr>
<tr>
<td>Uncertain</td>
<td>3</td>
<td>33.3</td>
</tr>
<tr>
<td>Agree</td>
<td>5</td>
<td>55.6</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>100.0</td>
</tr>
</tbody>
</table>
As shown in Tables 16 and 17, over half of the shopkeepers thought that inviting public groups and celebrities to ride on cable car before reopening could build up the confidence of passengers in using the cable car.

6.3 Shopkeepers’ responses to Interchange Facilities

6.3.1 Shopkeepers’ Attitudes toward interchange time

Table 18 Comments on time spent on interchange is shorter than before

<table>
<thead>
<tr>
<th>Attitude</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>1</td>
<td>11.1</td>
</tr>
<tr>
<td>Uncertain</td>
<td>6</td>
<td>66.7</td>
</tr>
<tr>
<td>Agree</td>
<td>2</td>
<td>22.2</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 18 shows that most shopkeepers were uncertain if the time spent on interchange was shorter than before re-opening. It shows that there may not be a significant change in time spent on interchange between Tung Chung Cable Car Terminal and the Tung Chung MTR Station.

6.3.2 Shopkeepers’ Attitudes toward Interchange Information and Facilities

Table 19 Comment on facilities provided are convenient for interchange

<table>
<thead>
<tr>
<th>Attitude</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>2</td>
<td>22.2</td>
</tr>
<tr>
<td>Agree</td>
<td>7</td>
<td>77.8</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>100.0</td>
</tr>
</tbody>
</table>
As shown in Table 19, around 80% of the shopkeepers agreed that the interchange facilities between Tung Chung MTR Station and Tung Chung Cable Car Terminal was convenient for passengers, including the disabled, elderly, and infant on prams.

### Table 20 Information provided were convenient for passengers to interchange

<table>
<thead>
<tr>
<th>Attitude</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>22.2</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>11.1</td>
</tr>
<tr>
<td>Uncertain</td>
<td>5</td>
<td>55.6</td>
</tr>
<tr>
<td>Agree</td>
<td>1</td>
<td>11.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>9</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

As shown in Table 20, more than half of the shopkeepers were not sure if the information provided within and between Tung Chung MTR Station and Tung Chung Cable Car Terminal were convenient for passenger to interchange, while about 30% of them disagreed on the statement. This indicates that the information provided may not be clear or sufficient for passenger to interchange.

6.3.3 Shopkeepers Attitudes toward the service timetable coordination of NP360 and MTR

### Table 21 Comments that the timetable of NP360 cable car and MTR services are well coordinated

<table>
<thead>
<tr>
<th>Attitudes</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uncertain</td>
<td>8</td>
<td>88.9</td>
</tr>
<tr>
<td>Agree</td>
<td>1</td>
<td>11.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>9</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
Table 21 shows nearly all shopkeepers were not certain if the timetables of NP360 cable car and MTR were well coordinated. It shows that most shopkeepers did not pay much attention to the timetables when interchanging between NP360 and MTR.

6.3.4 Shopkeepers’ Attitudes toward Payment Method and Interchange discount

**Table 22 Comments that Octopus Cards can increase the convenience of interchange**

<table>
<thead>
<tr>
<th>Attitude</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>7</td>
<td>77.8</td>
</tr>
<tr>
<td>Strong Agree</td>
<td>2</td>
<td>22.2</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As shown in Table 22, all shopkeepers agreed that if NP360 accepts payment by Octopus Card, it could increase the convenience of interchange.

**Table 23 Attitude toward that interchange discount can increase the ridership of cable car service**

<table>
<thead>
<tr>
<th>Attitude</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>1</td>
<td>11.1</td>
</tr>
<tr>
<td>Agree</td>
<td>5</td>
<td>55.6</td>
</tr>
<tr>
<td>Strong Agree</td>
<td>3</td>
<td>33.3</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 23 shows around 90% of shopkeepers agreed that if interchange discount was provided between MTR and NP360 cable car, passengers would increase the ridership of NP360. It shows that most of the shopkeepers think price discount could attract passengers.
6.4 Discussion on Survey Results

NP360’s logo, new name, colour combination of “blue, green & cyan”, and promotion strategy of inviting celebrities and public groups to try the cable car satisfy most of the shopkeepers expectation. These imply that most of the business partners think the rebranding and promotion strategies of NP360 are successful.

Regarding passenger transport interchange, most of the shopkeepers agreed that the interchange facilities were convenient for passenger to interchange, but over half of the shopkeepers were uncertain if the information provided to passengers was sufficient. Besides, they thought that Octopus Card was a better payment method than buying tickets. This may be due to the popularity of Octopus Card as a common payment method on most transport modes. These responses show that the shopkeepers were generally satisfied with the interchange facilities but the provision of signage and information could be improved.
CHAPTER 7
COMMUNITY ENGAGEMENT FINDING AND ANALYSIS

Community engagement is important in transport planning and development. This chapter analyzes the community engagement works of NP360. The first part reviews the communication channels provided by NP360 to its stakeholders. The second part analyzes the level of community engagement and attitude of NP360.

7.1 Communication Channels
There are very few channels for passengers to contact NP360. It only provides a mailing address, telephone numbers, fax numbers and email address on its official website and some of its fliers. As shown in Figure 16, the word “contact us” is small in font size and it is located at the bottom of the front page of its website. It is difficult for people to find out the contact method. Besides, these kinds of communication channels are passive and unilateral. NP360 can only wait for stakeholders to contact them through postal mail, email, phone call and fax.

Most of the news and announcements of NP360 are made on its official website. There is no interactive channel for NP360 and stakeholders to have open discussion. Community has no chance to participate in service planning.
7.2 Level of Community Engagement & Attitude of NP360

Through marketing review, it is noticed that NP360 has cooperated with its business partners to co-offer discounts to passengers. It shows that NP360 should have engaged its partners in business planning in some circumstances before introducing any discount package. However, it may be only a commercial cooperation and profit is the only concern.

From the results of the passenger and shopkeeper survey, the majority of respondents agreed that offering interchange discount can increase ridership and using Octopus Card is a convenient payment method for NP360. Use of Octopus Card and interchange discount is common in Hong Kong’s transportation system. However, NP360 does not provide interchange discount to passengers who transfer between MTR and the cable car. It does not even accept payment by Octopus Card. This may reflect that NP360 has not engaged public and business partners in the planning of transport service arrangement.
In the research process of this study, an interview request was sent to NP360. The aim of the interview was to collect information and opinion from the operator’s point of view, but the company declined the interview request and even refused to provide any answer to the interview questions. It only advised the researcher to search the information by visiting its official website and news archive. However, the answers of those questions could not be found on its official website or in the news archive. As a public transport service provider, NP360 should be more willing to answer customer enquiry. Interview is an interaction between customers and operator. Customers can obtain information while operator can notice the public concerns through the interaction. NP360 loses a chance to engage customers for service improvement.

NP360 uses both online tools and face to face techniques to communicate with public which include the use of its official website, email, advertisement, brochure and hotline. The tools that NP360 uses have low commitment and deliberation, as shown in Figure 17. Besides, the level of public engagement of the company is low, as shown in Table 24.
Figure 17 Public engagement of NP360

Edited by Chan Chi Him (2010)
Table 24 Public participation spectrum


Edited by Chan Chi Him (2010)

7.3 Discussion

NP360 should engage its stakeholders, namely the government, public and business partners to seek their opinions in planning the development of services and facilities.

7.3.1 Limited communication channel

Community engagement is “a broad term used to describe the different ways we communicate, consult, involve and encourage participation from community” (Leeds City Council, 2006). Government and public organization should notify stakeholders of the proposed project and encourage them to give opinions and
propose options before making decision. The process should be an open and accountable (Lee, 2010). The cable car operated by NP360 is a public transport service, but the communication channels provided by the company are very limited and unilateral. There is no interactive channel for the company and its stakeholders to discuss, and plan before reaching a decision and acting together.

7.3.2 Low Level and Poor Attitude in Community Engagement

The company only engages its partners in business planning. Passengers and other stakeholders are not included in the planning process. Also, it rejects public enquiries thereby disrupting communication with the public. It shows that the company has a low level and negative attitude in community engagement. The community engagement work of NP360 is insufficient.
CHAPTER 8
CONCLUSION AND RECOMMENDATIONS

In the case of NP360 cable car, safety, in-vehicle time, speed and reliability of cable car are relatively constant and unlikely to change in the short term. Travel cost, walking time, waiting time and transfer penalty may be changed by making improvement to the passenger transport interchange facilities and arrangements, and marketing strategies.

Through marketing software review, site observation, questionnaire survey and literature review, the findings show that the marketing strategies of NP360 are comprehensive. It has used dynamic marketing strategies to attract customers by rebranding the company image, developing new product, offering discount, increasing the sale channels and promoting cable car service through different media. Results of the questionnaire survey show that the cable car passengers and shopkeepers of Ngong Ping Village were satisfied with the marketing strategies of NP360 and the rebranding had regained the passengers’ confidence in the cable car system.

The provision of interchange facilities is satisfactory in facilitating passenger to interchange. Passengers and shopkeepers agreed that the interchange facilities between Tung Chung Cable Car Terminal and Tung Chung MTR Station are convenient.

Holding other variables constant, it is concluded that NP360’s dynamic strategies and passenger-oriented interchange facilities have helped the quick recovery of its
cable car business from the trough after the incident in 2007. However, there were several limitations in this the study. The limitations included small sample size of passenger survey due to limited resources, low response rate in the Ngong Ping Village Shop questionnaire survey, and no information could be collected from the NP360. The data collected may be biased. It is expected that the reliability of the study can be improved if the scale of the survey is enlarged.

8.1 Recommendations
Based on the marketing review and survey results, this study identified various areas for improvement, including marketing, interchange and community engagement. This study has the following recommendations:

(a) The size of the direction signs between the MTR station and the cable car terminal should be increased, so it can be easily read by passengers. Also NP360 should apply some foot print stickers to show the direction from MTR station to the cable car terminal. [3.2.1.2 & 5.3.2]

(b) Electronic information board should be used to display any information on service suspension or other arrangements of the car cable service. This would help passengers who are hearing impaired to acquire the information. [3.2.1.3]

(c) Clear direction signs to show the location of the elevators should be provided. This would save the time of passengers in searching the elevators. It is especially important to the handicapped passengers and those carry perambulators and luggage. [3.2.1.6]
(d) The walkway connecting the Tung Chung MTR Station and the Tung Chung Cable Car Terminal can be upgraded to a covered walkway to protect passengers from the weather. [3.2.1.8]

(e) NP360 may consider increasing the distribution channels by selling tickets through convenience stores and MTR stations. As the networks of convenience stores and MTR stations cover most of Hong Kong, Customers can buy the tickets easily. It may help improving the cable car business. [4.5.2]

(f) NP360 may consider promoting its cable car service to primary schools, secondary schools and universities for annual school outings. Schools are a potential marketing target for NP360 to develop its business. Besides, it may consider finding a celebrity who has a good image to be a spokesperson. Celebrity has a great influence on the public which may increase the passenger volume. [4.5.4]

(g) NP360 may consider offering interchange discount to customers who travel to Tung Chung Cable Car Terminal by MTR and buses. This may increase the ridership of local customers. Also, Octopus card should be considered as one of the payment methods other than buying ticket. [5.3.5 & 6.3.4]

(h) NP360 may hold some campaigns, organize regular meetings, conduct surveys, and collect business partners’, government’s and passengers’ opinions before introduction of new services. It may set up a forum for public to have open discussion on its official website. Besides, it may arrange some customer
ambassadors at each terminal to conduct surveys to collect passengers’ opinions.

[7.3.1 & 7.3.2]
REFERENCES


73


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APPENDICES

Appendix I  In-depth Interview Question

THE UNIVERSITY OF HONG KONG
Department of Geography
Master of Arts in Transport Policy and Planning

The Use of Dynamic Marketing Strategies and Passenger-Oriented Interchange Arrangements in Support of a Distressed Cable Car System – The Case of the Ngong Ping 360, Hong Kong.

Proposed Interview Questions

1) Could you advise the reason and effect of changing company logo and name from Ngong Ping Skyrail to Ngong Ping 360?

2) What are the benefits of inviting celebrities, public group to try the NP360 before reopening?

3) Could you please advise the ratio of local and non local passenger before and after reopening? and why?

4) What are the foci of promotion before and after reopening?

<table>
<thead>
<tr>
<th></th>
<th>Leisure</th>
<th>Spiritual</th>
<th>Family</th>
<th>Lover</th>
<th>New Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5) After the felling down of the cable car, some passengers lost their confidence in the cable car system. What elements are added to training of front line staff to rebuild customer confidence?

6) How does NP360 coordinate the schedules with other transport operators? MTR? Bus?

7) How does NP360 improve the interchange facilities to facilitate all people (including disabled, elderly & infant on prams) for interchange? Increase signage, help desk, lift, escalator, etc?
8) Have NP360 increased the information board for passenger in MTR station? If so, what are the changes and effect?

9) I understand that NP360 does not accept Octopus card for ticket payment. Can you enlighten us why?

END
Appendix II Questionnaire of Passenger Pilot Survey

THE UNIVERSITY OF HONG KONG
Department of Geography

[The Use of Dynamic Marketing Strategies and Passenger-Oriented Interchange Arrangements in Support of a Distressed Cable Car System –The Case Of The Ngong Ping 360, Hong Kong.]

[Passenger]-Pilot Survey

Date:

-------------------------------------------------------------------------------------------------
Welcome to participate in the research study conducted by Mr. Chan Chi Him under the supervision of Dr. Ernest Lee in the Geography Department at the University of Hong Kong. The purpose of this survey is to collect data for the study of the use of marketing strategy and passenger interchange facilities in helping NP360 to recover the business. There is no known risk and no compensation. Your participation is voluntary and can stop at anytime without negative consequence. The information provided is valuable to the study and will be kept confidentially. If you have questions about your rights as a research participant, please feel free to contact the Human Research Ethics Committee for Non-Clinical Faculties, HKU (2241-5267).

-------------------------------------------------------------------------------------------------

Age: 1) [10-20]  2) [21-30]  3) [31-60]  4) [60+]  Gender: 1) Male 2) Female
Local/Oversea Visitor: 1) Local  2) Overseas
Nation: 1) China  2) Asia  3) Europe  4) America  5) Africa
First time visitor/ user of NP360? 1) Yes  2) No
Employment status: 1) Employed 2) Unemployed 3) Retired
Income (HK Dollar): 1) 0-9,999  2) 10,000-19,999  3) 20,000-29,999  4) ≥30,000

-------------------------------------------------------------------------------------------------

Q1) What attracts you to ride on NP360?
1) Cable Car   2) Advertisement   3) Discount   4) Travel Package
5) Scenic spot

Q2) Where do you hear about NP360?
1) Advertisement (medium) 2) NP360 News 3) Travel Agent 4) Sales Promotion
5) Friends

Q3) Which of the following colour combinations do you like?
1) Blue & Green 2) Black & White 3) Yellow & Purple 4) Orange & Red 5) Blue, Orange & Red
Q4) The change of name & logo of NP360 gives you a new impression (confidence) of cable car system.
1) Strongly Disagree  2) Disagree  3) Neutral  4) Agree  5) Strongly Agree

Q5) Inviting public groups, staffs and their family, celebrities (ie. Mr. Ma Si-hang, the Ex-Secretary for Commerce & Economic Development Bureau) to try the cable car before reopening helps rebuilding your confidence in NP360 cable car.
1) Strongly Disagree  2) Disagree  3) Neutral  4) Agree  5) Strongly Agree

Q6) It takes a short time to transit from other transport mode to NP360 cable car.
1) Strongly Disagree  2) Disagree  3) Neutral  4) Agree  5) Strongly Agree

Q7) It will be more convenient if NP360 accept payment by smart card (Octopus) instead of buying ticket.
1) Strongly Disagree  2) Disagree  3) Neutral  4) Agree  5) Strongly Agree

Q8) The interchange facilities are convenient to all people (including disabled, elderly & infant on prams) between MTR Tung Chung Station and NP360.
1) Strongly Disagree  2) Disagree  3) Neutral  4) Agree  5) Strongly Agree

Q9) The information provided (signage, help-desk, announcement…) between/at Tung Chung MTR station and NP360 are passenger oriented which conveniences interchange.
1) Strongly Disagree  2) Disagree  3) Neutral  4) Agree  5) Strongly Agree

Q10) The timetable of NP360 and MTR are well coordinated.
1) Strongly Disagree  2) Disagree  3) Neutral  4) Agree  5) Strongly Agree

11) You will increase ridership on NP360 cable car if interchange discount is provided between MTR & NP360.
1) Strongly Disagree  2) Disagree  3) Neutral  4) Agree  5) Strongly Agree

End
香港大學
地理學系·運輸政策及計劃碩士課程
市場策略的運用及以乘客為本的轉乘設施的安排，對境遇困難纜車系統的幫助

[遊客] 試驗問卷

誠意邀請您參加由陳志謙主理，並由李樹榮博士監督的問卷調查。這是一項關於香港《昂坪360》纜車的問卷調查，旨在探討市場策略的運用及以乘客為本的轉乘設施的安排，對境遇困難纜車系統的幫助。問卷需時約五分鐘。這項研究是在沒有已知的風險下進行，並不會為閣下提供個人利益；但閣下所提供寶貴的資料將對學術研究提供一定的作用。問卷調查純屬自願性質參與並隨時可終止，而有關決定將不會引致任何後果；所收集的資料只作研究用途，個人資料將絕對保密。如閣下對問卷調查有任何問題，歡迎致電香港大學非臨床研究操守委員會 (2241-5267)。

<table>
<thead>
<tr>
<th>年齡</th>
<th>1) [10-20]</th>
<th>2) [21-30]</th>
<th>3) [31-60]</th>
<th>4) [60+]</th>
</tr>
</thead>
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<td>性別 (男/女)</td>
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<td>2) 女</td>
<td></td>
<td></td>
</tr>
<tr>
<td>本地/外地遊客</td>
<td>1) 本地</td>
<td>2) 外地</td>
<td></td>
<td></td>
</tr>
<tr>
<td>如果選 1)本地---居住於:</td>
<td>1)香港</td>
<td>2)九龍</td>
<td>3)新界</td>
<td></td>
</tr>
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<td>2)亞洲</td>
<td>3)歐洲</td>
<td>4)美洲</td>
</tr>
<tr>
<td>非洲</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>是否第一次昂坪360的遊客/用家:</td>
<td>1)是</td>
<td>2)否</td>
<td></td>
<td></td>
</tr>
<tr>
<td>職業狀況:</td>
<td>1) 有工作</td>
<td>2)沒有工作</td>
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<tr>
<td>收入(港幣):</td>
<td>1) 0-9,999</td>
<td>2) 10,000-19,999</td>
<td>3) 20,000-29,999</td>
<td>4) ≥30,000</td>
</tr>
</tbody>
</table>

問題 1）什麼吸引你乘搭昂坪360？
1) 纜車 2) 廣告 3) 感恩 4) 旅行套裝 5) 景點

問題 2）從哪裡得知昂坪360？
1) 廣告(媒體) 2) 昂坪360動向 3) 旅遊代理 4) 銷售推廣 5) 朋友

問題 3）以下哪種顏色你最喜歡？
1) 藍、綠 2) 黑、白 3) 黃、紫 4) 紅、橙 5) 藍、橙、紅
問題 4) 昂坪 360 在改變名稱和標誌後給你對纜車有新的印象 (信心)。
1)非常不同意 2) 不同意 3)中立 4)同意 5) 非常同意

問題 5) 昂坪 360 在重開前邀請了公共團體、職員及家屬、名人(前財經事務及庫務局局長馬時亨)試坐，有重建你對昂坪 360 纜車的信心。
1)非常不同意 2) 不同意 3)中立 4)同意 5) 非常同意

問題 6) 花很短時間就可以從其他交通工具轉乘到昂坪 360 纜車。
1)非常不同意 2) 不同意 3)中立 4)同意 5) 非常同意

問題 7) 如果昂坪 360 接受用聰明卡 (八達通)付款而不用購票，這會更方便。
1)非常不同意 2) 不同意 3)中立 4)同意 5) 非常同意

問題 8) 於東涌港鐵站和昂坪 360 站內及其之間的乘設施對所有乘客(包括傷殘人士、長者及手推車內的嬰兒)都很方便。
1)非常不同意 2) 不同意 3)中立 4)同意 5) 非常同意

問題 9) 於東涌港鐵站內和昂坪 360 站內及其之間的提供的資訊(指示、服務櫃台、廣播…)是顧客為本而方便轉乘。
1)非常不同意 2) 不同意 3)中立 4)同意 5) 非常同意

問題 10) 港鐵和昂坪 360 纜車的列車班次配合得很好。
1)非常不同意 2) 不同意 3)中立 4)同意 5) 非常同意

問題 11)如果港鐵和昂坪 360 纜車之間提供轉乘優惠，你會增加乘搭昂坪 360 纜車次數。
1)非常不同意 2) 不同意 3)中立 4)同意 5) 非常同意

完
Appendix III Questionnaire of Shop Pilot Survey

THE UNIVERSITY OF HONG KONG
Department of Geography-Master of Art in Transport Policy and Planning
Survey: [The Use of Dynamic Marketing Strategies and Passenger-Oriented
Interchange Arrangements in Support of a Distressed Cable Car System –The Case of
the Ngong Ping 360, Hong Kong
[Shop]-Pilot Survey

Date:

Welcome to participate in the research study conducted by Mr. Chan Chi Him under the supervision of
Dr. Ernest Lee in the Geography Department at the University of Hong Kong. The purpose of this
survey is to collect data for the study of the use of marketing strategy and passenger interchange
facilities in helping NP360 to recover the business. There is no known risk and no compensation. Your
participation is voluntary and can stop at anytime without negative consequence. The information
provided is valuable to the study and will be kept confidentially. If you have questions about your rights
as a research participant, please feel free to contact the Human Research Ethics Committee for
Non-Clinical Faculties, HKU (2241-5267).

5) Transport Operator

Number of people employed: 1) <5 2) 6-10 3) 11-15 4) 16-20 5) >20

Daily Turnover (Hong Kong Dollar): 1) <$5,000 2) $5,001-$10,000 3) $10,001-15,000 4) $15,001-20,000
5) >20,000

Business Operation form: 1) Individual 3) Chain Store
Shop background: 1) MTRC Shops 2) Government Promotion 3) Religious
4) Private business

----------------------------------------------------------------------------------------------------------------------

Q1) Which of the followings is the most suitable color combination of Ngong Ping?
1) Blue & Green 2) Black & White 3) Yellow & Purple 4) Orange & Red
5) Blue, Orange & Red

Q2) The change of name & logo of NP360 attracts more passenger to travel to
Ngong Ping Village.
1) Strongly agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

Q3) Inviting public groups & celebrities (ie. Mr. Frederick Ma, the Ex-Secretary for
Commerce & Economic Development Bureau) to try the cable car before reopening
helps rebuilding passenger confidence in NP360.
1) Strongly agree  2) Agree  3) Neutral  4) Disagree  5) Strongly Disagree

Q4) It now takes shorter time to transit from Tung Chung MTR Station to Tung Chung NP360 station than before.
1) Strongly agree  2) Agree  3) Neutral  4) Disagree  5) Strongly Disagree

Q5) It will be more convenient if NP360 accept payment for ticket by Octopus Card instead of buying ticket.
1) Strongly agree  2) Agree  3) Neutral  4) Disagree  5) Strongly Disagree

Q6) The interchange facilities are convenient to all people (including disabled, elderly & infant on prams) transit between Tung Chung MTR station and NP360.
1) Strongly agree  2) Agree  3) Neutral  4) Disagree  5) Strongly Disagree

Q7) The information provided (signage, help-desk., announcement…) between and within Tung Chung MTR station and NP360 are passenger oriented which conveniences interchange.
1) Strongly agree  2) Agree  3) Neutral  4) Disagree  5) Strongly Disagree

Q8) The timetable of NP360 and MTR are well coordinated.
1) Strongly agree  2) Agree  3) Neutral  4) Disagree  5) Strongly Disagree

Q9) Passenger will increase if interchange discount is provided between NP360 & MTR.
1) Strongly agree  2) Agree  3) Neutral  4) Disagree  5) Strongly Disagree

END
香港大學
地理學系-運輸政策及計劃碩士課程
市場策略的運用及以乘客為本的轉乘設施的安裝，對境遇困難纜車系統的幫助

[商戶] 試驗問題
誠意邀請您參加由陳志謙主理，並由李樹榮博士監督的問卷調查。這是一項關於香港《昂坪360》纜車的問卷調查，旨在探討市場策略的運用及以乘客為本的轉乘設施的安裝，對境遇困難纜車系統的幫助。問卷需時約五分鐘。這項研究是在沒有已知的風險下進行，並不會為閣下提供個人利益；但閣下所提供寶貴的資料將對學術研究提供一定的作用。這問卷調查純屬自願性質參與並隨時可終止，而有關決定將不自引致任何後果；所收集的資料只作研究用途，個人資料將絕對保密。如閣下對問卷調查有任何問題，歡迎現在提出。如果你想知道更多有關研究參與者的權益，歡迎致電香港大學非臨床研究操守委員會(2241-5267)。

-------------------------------------------------------------------------------------------------
業務性質:  1) 飲食    2) 紀念品    3) 小吃    4) 星相命理    5) 交通營運
員工數目:  1) <5    2) 6-10    3) 11-15    4) 16-20    5) >20
每天營業額 (港幣):  1) <$5,000    2) $5001-$10,000    3) 10,001-15,000
                      4) 15001-20,000    5) >20,000
業務經營模式:  1) 獨立店舖 2)連鎖店
公司背景:       1) 港鐵商鋪 2)政府宣傳  3)宗教  4)私人公司
-------------------------------------------------------------------------------------------------
問題 1) 昂坪360最適合配合以下哪種顏色的配搭。
1)藍綠 2)黑白 3)黃紫 4)紅橙 5)藍橙紅

問題 2) NP360更改名字及商標後吸引更多乘客到昂坪市集?
1)非常同意 2)同意 3)中立 4)不同意 5)非常不同意

問題 3) 昂坪360在重開前邀請了公共團體、職員及其家屬、名人(前財經事務及庫務局局長馬時亨)試坐，有重建乘客對昂坪360纜車的信心。
1)非常同意 2)同意 3)中立 4)不同意 5)非常不同意

問題 4) 現在比以前花更短時間由東涌地鐵站到東涌昂坪360車站。
1)非常同意 2)同意 3)中立 4)不同意 5)非常不同意

問題 5) 如果昂坪360接受八達通卡付款代替購票，可以更方便旅客。
1)非常同意 2)同意 3)中立 4)不同意 5)非常不同意

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問題 6) 於東涌地鐵站內和昂坪 360 站內及其之間的乘設施對所有乘客(包括傷殘人士、長者及手推車內的嬰兒)都很方便。
1) 非常同意 2) 同意 3) 中立 4) 不同意 5) 非常不同意

問題 7) 於東涌港鐵站內和昂坪 360 站內及其之間的提供的資訊(指示牌、服務櫃台、廣播…)是顧客為本而方便轉乘。
1) 非常同意 2) 同意 3) 中立 4) 不同意 5) 非常不同意

問題 8) 港鐵和昂坪 360 搭車的班次配合得很好。
1) 非常同意 2) 同意 3) 中立 4) 不同意 5) 非常不同意

問題 9) 如果港鐵和昂坪 360 搭車之間提供轉乘優惠，乘客將會增加。
1) 非常同意 2) 同意 3) 中立 4) 不同意 5) 非常不同意

完
Appendix IV Revised Questionnaire of Passenger Survey

THE UNIVERSITY OF HONG KONG
Department of Geography

[The Use of Dynamic Marketing Strategies and Passenger-Oriented Interchange Arrangements in Support of a Distressed Cable Car System – The Case Of The Ngong Ping 360, Hong Kong.]

Passenger-Survey-Amended

Date:

Hi, could I ask you help to conduct an academic survey as part of course requirements in the Geography Department at the University of Hong Kong. The purpose of this survey is to collect data for the study of NP360 to recover the business. There is no known risk. Your participation is voluntary and can stop at anytime. The information provided is valuable to the study and will be kept confidential. If you have questions about your rights as a research participant, please feel free to contact the Human Research Ethics Committee for Non-Clinical Faculties, HKU (2241-5267).

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Age: 1) [10-20]  2) [21-30]  3) [31-60]  4) [60+] (Ask softly) Gender: 1) Male 2) Female
Local/Overseas Visitor: 1) Local  2) Overseas
If choose 1) Local --- Live at: 1) Hong Kong  2) Kowloon  3) New Territories
If choose 2) Overseas --- Come from: 1) China  2) Asia  3) Europe  4) America  5) Africa
First time visitor/user of NP360? 1) Yes  2) No
Employment status: 1) Employed  2) Unemployed  3) Retired  4) Student  5) Others
Income (HK Dollar): 1) $0-9,999  2) $10,000-19,999  3) $20,000-29,999  4) ≥$30,000

------------------------------------------------------------------------------------------------------

Q1) What attracts you to ride on NP360 cable car?
1) Cable Car  2) Advertisement  3) Discount  4) Travel Package
5) Scenic spot on route

Q2) Where do you know about the NP360 service?
1) Advertisement (medium) 2) NP360 News  3) Travel Agent  4) Friend
5) Internet  6) Others (specify: _________)

Q3) Which of the following colour combination suits NP360 most?
1) Blue, Green & Cyan  2) Black & White  3) Blue, Yellow & Red
4) Orange & Red  5) Other (Specify: ________________)

Q4) Which of the following logos gives you a good impression of the cable car
Q5) Which of the following names gives you a good impression of the cable car system?
1) Ngong Ping Skyrail 2) Ngong Ping 360 Cable Car

Q6) Inviting public groups to try the cable car helps building your confidence in NP360 cable car
1) Strongly Agree 2) Agree 3) Uncertain 4) Disagree 5) Strongly Disagree

Q7) Inviting celebrities to try the cable car helps building your confidence in NP360 cable car
1) Strongly Disagree 2) Disagree 3) Uncertain 4) Agree 5) Strongly Agree

Q8) It takes a short time to travel between Tung Chung MTR Station and Tung Chung Cable Car Terminal
1) Strongly Agree 2) Agree 3) Uncertain 4) Disagree 5) Strongly Disagree

Q9) It will be more convenient if NP360 cable car accept payment by Octopus card instead of buying ticket
1) Strongly Disagree 2) Disagree 3) Uncertain 4) Agree 5) Strongly Agree

Q10) The facilities are convenient to all the people (including disabled, elderly & infant on prams) to travel between MTR Tung Chung Station and Tung Chung Cable Car Terminal.
1) Strongly Agree 2) Agree 3) Uncertain 4) Disagree 5) Strongly Disagree

Q11) The information provided (signage, help-desk, announcement…) between/within Tung Chung MTR Station and Tung Chung Cable Car Terminal conveniences interchange.
1) Strongly Disagree 2) Disagree 3) Uncertain 4) Agree 5) Strongly Agree
Q12) The timetable of NP360 cable car and MTR are well coordinated.
1) Strongly Agree  2) Agree  3) Uncertain  4) Disagree  5) Strongly Disagree

Q13) You will increase ridership of NP360 cable car if interchange discount is provided between MTR & NP360 cable car.
1) Strongly Disagree  2) Disagree  3) Uncertain  4) Agree  5) Strongly Agree

END
你好，請問可否邀請您接受一個學術訪問，這是本人修讀香港大學地理學系課程的一部份。這問卷調查是要收集資料來研究昂坪 360 公司如何挽救業務，這項研究是在沒有已知的風險下進行，問卷調查純屬自願性質參與並隨時可終止。但閣下所提供寶貴的資料將對學術研究十分有用，所收集的資料絕對保密。如閣下對問卷調查有任何問題，歡迎現在提出。如果你想知道更多有關研究參與者的權利，歡迎致電香港大學非臨床研究操守委員會 (2241-5267)。

年齡: 1) [10-20]  2) [21-30]  3) [31-60]  4) [60+]  (請輕聲的問) 性別: 1)男  2)女
本地/外地遊客: 1)本地  2)外地
如果選 1)本地---居住於: 1)香港  2)九龍  3)新界
如果選 2)外地---來自於: 1)中國  2)亞洲  3)歐洲  4)美洲  5)非洲
是否第一次昂坪 360 的遊客/用家: 1)是  2)否
職業狀況: 1) 有工作  2) 沒有工作  3) 退休  4) 學生  5) 其他
收入(港幣): 1) 0-9,999  2) 10,000-19,999  3) 20,000-29,999  4) ≥30,000

問題 1) 什麼吸引你乘搭昂坪 360?
1) 車 2) 廣告 3) 優惠 4) 旅遊套裝 5) 沿線景點

問題 2) 從哪裡得知昂坪 360 服務?
1) 廣告(媒體) 2) 昂坪 360 動向  3) 旅遊代理  4) 朋友  5) 電子網絡
6) 其他(請註明:______)

問題 3) 以下哪種顏色配搭最適合昂坪 360?
1) 藍、綠、青 2) 黑、白 3) 藍、黃、紅 4) 橙、紅
5) 其他(請註明:______)

問題 4) 以下哪個標誌令你對纜車系統有好印象?
1) 2)
問題 5) 以下哪個名字令你對纜車系統有好印象?
1) 昂坪纜車 2) 昂坪 360 纜車

問題 6) 邀請公共團體試坐，令你增加對昂坪 360 纜車的信心。
1) 非常同意 2) 同意 3) 不確定 4) 不同意 5) 非常不同意

問題 7) 邀請名人試坐，令你增加對昂坪 360 纜車的信心。
1) 非常不同意 2) 不同意 3) 不確定 4) 同意 5) 非常同意

問題 8) 花很短時間就可以在香港鐵路東涌站和東涌纜車站之間穿梭。
1) 非常同意 2) 同意 3) 不確定 4) 不同意 5) 非常不同意

問題 9) 如果昂坪 360 接受用八達通付款代替購票，這會更方便。
1) 非常不同意 2) 不同意 3) 不確定 4) 同意 5) 非常同意

問題 10) 於香港鐵路東涌站和東涌纜車站內及其之間的乘設施對所有乘客(包括傷殘人士、長者及手推車內的嬰兒)方便轉乘。
1) 非常同意 2) 同意 3) 不確定 4) 不同意 5) 非常不同意

問題 11) 於香港鐵路東涌站內和東涌纜車站內及其之間所提供的資訊(指示、服務櫃台、廣播...)方便顧客轉乘。
1) 非常不同意 2) 不同意 3) 不確定 4) 同意 5) 非常同意

問題 12) 港鐵和昂坪 360纜車的列車班次配合得很好。
1) 非常同意 2) 同意 3) 不確定 4) 不同意 5) 非常不同意

問題 13) 如果香港鐵路和昂坪 360纜車之間提供轉乘優惠，你會增加乘搭昂坪 360纜車次數。
1) 非常不同意 2) 不同意 3) 不確定 4) 同意 5) 非常同意

完
Appendix V Revised Questionnaire of Shop Survey

THE UNIVERSITY OF HONG KONG
Department of Geography-Master of Arts in Transport Policy and Planning
The Use of Dynamic Marketing Strategies and Passenger-Oriented Interchange Arrangements in Support of a Distressed Cable Car System –The Case of the Ngong Ping 360, Hong Kong

[Shop]-Survey-Amended

Date:

Hi, could I ask you help to conduct an academic survey as part of course requirements in the Geography Department at the University of Hong Kong. The purpose of this survey is to collect data for the study of NP360 to recover the business. There is no known risk. Your participation is voluntary and can stop at anytime. The information provided is valuable to the study and will be kept confidential. If you have questions about your rights as a research participant, please feel free to contact the Human Research Ethics Committee for Non-Clinical Faculties, HKU (2241-5267).


Number of people employed: 1) <5 2) 6-10 3) 11-15 4) 16-20 5) >20

Daily Turnover (Hong Kong Dollar): 1) <$2,500 2) $2,501-$5,000 3) $5,001-$7,500 4) $7,501-$10,000 5) >$10,000

Business Operation form: 1) Individual 3) Chain Store

Shop background: 1) MTRC Shops 2) Government Promotion 3) Religious 4) Private business

Q1) Which of the following colour combinations suits Ngong Ping 360 most?
1) Blue, Green & Cyan 2) Black & White 3) Blue, Yellow & Red 4) Orange & Red 5) Other (Specify:__________________)

Q2) Which of the following logos attracts people to ride on Ngong Ping 360 Cable Car?
1) 2)
Q3) Which of the following name attracts people to ride on cable car most?
1) Ngong Ping Skyrail  2) Ngong Ping 360 Cable Car

Q4) Inviting public groups to try the cable car helps building passenger confidence in NP360 cable car.
1) Strongly Agree  2) Agree  3) Uncertain  4) Disagree  5) Strongly Disagree

Q5) Inviting celebrities to try the cable car helps building passenger confidence in NP360 cable car.
1) Strongly Disagree  2) Disagree  3) Uncertain  4) Agree  5) Strongly Agree

Q6) It now takes shorter time to travel between Tung Chung MTR Station and Tung Chung Cable Car Terminal than before.
1) Strongly Agree  2) Agree  3) Uncertain  4) Disagree  5) Strongly Disagree

Q7) It will be more convenient if NP360 accept payment for ticket by Octopus Card instead of buying ticket.
1) Strongly Disagree  2) Disagree  3) Uncertain  4) Agree  5) Strongly Agree

Q8) The facilities are convenient to all people (including disabled, elderly & infant on prams) to travel between Tung Chung MTR Station and Tung Chung Cable Car Terminal.
1) Strongly Agree  2) Agree  3) Uncertain  4) Disagree  5) Strongly Disagree

Q9) The information provided (signage, help-desk., announcement…) between and within Tung Chung MTR Station and Tung Chung Cable Car Terminal conveniences interchange.
1) Strongly Disagree  2) Disagree  3) Uncertain  4) Agree  5) Strongly Agree

Q10) The timetable of NP360 cable car and MTR are well coordinated.
1) Strongly Agree  2) Agree  3) Uncertain  4) Disagree  5) Strongly Disagree

Q11) Passenger will increase if interchange discount is provided between MTR & NP360 cable car.
1) Strongly Disagree  2) Disagree  3) Uncertain  4) Agree  5) Strongly Agree

END
你好，請問可否邀請您接受一個學術訪問，這是本人修讀香港大學地理學系課程的一部份。這問卷調查是要收集資料來研究昂坪 360 公司如何挽救業務，這項研究是在沒有已知的風險下進行，問卷調查純屬自願性質參與並隨時可終止。但閣下所提供貴重的資料將對學術研究十分有用，所收集的資料絕對保密。如閣下對問卷調查有任何問題，歡迎現在提出。如果你想知道自己對參與者的權益，歡迎致電香港大學非臨床研究操守委員會 (2241-5267)。

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業務性質:  1) 飲食  2) 紀念品  3) 小吃  4) 星相命理  5) 交通營運

員工数目:  1) <5        2) 6-10        3) 11-15    4) 16-20    5) >20

每天營業額 (港幣):  1) <$2,500  2)2,500 - $5,000  3)5001-$7,500  4) $7,501-$10,000  5)>$10,000

業務經營模式:  1)獨立店鋪  2)連鎖店

公司背景:       1) 地鐵商鋪  2)政府宣傳  3)宗教  4)私人公司

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問題 1) 昂坪 360 最適合配合以下哪種顏色的配搭？
1)藍、綠、青 2)黑、白  3)藍、黃、紅 4)橙、紅
5)其他 (請註明:__________________)

問題 2) 以下哪一個標誌能吸引乘客到昂坪乘搭昂坪 360 纜車?
1) 2)

問題 3) 以下哪一個名字最能吸引人乘搭纜車?
1) 昂坪纜車  2) 昂坪 360 纜車

問題 4) 邀請公共團體試坐纜車能增加乘客對昂坪 360 纜車的信心。
1)非常同意 2) 同意  3)不確定 4) 不同意 5) 非常不同意

問題 5) 邀請名人試坐纜車能增加乘客對昂坪 360 纜車的信心。
1)非常不同意2) 不同意  3)不確定 4) 同意 5) 非常同意
問題 6) 現在比以前花更短時間由東涌港鐵站到東涌昂坪纜車站。
1)非常同意 2) 同意 3)不確定 4) 不同意 5) 非常不同意

問題 7) 如果昂坪 360 接受八達通卡付款代替購票，可以更方便旅客。
1)非常不同意 2) 不同意 3)不確定 4) 同意 5) 非常同意

問題 8) 於東涌港鐵站內和昂坪纜車站內及其之間的乘設施對所有乘客(包括傷殘人士、長者及手推車內的嬰兒)都很方便。
1)非常同意 2) 同意 3)不確定 4) 不同意 5) 非常不同意

問題 9) 於東涌港鐵站內和昂坪纜車站內及其之間的提供的資訊(指示牌、服務櫃台、廣播...)方便乘客轉乘。
1)非常不同意 2) 不同意 3)不確定 4) 同意 5) 非常同意

問題 10) 港鐵和昂坪 360 纜車的班次配合得很好。
1)非常同意 2) 同意 3)不確定 4) 不同意 5) 非常不同意

問題 11) 如果港鐵和昂坪 360 纜車之間提供轉乘優惠，乘客將會增加。
1)非常不同意 2) 不同意 3)不確定 4) 同意 5) 非常同意

完