The Hong Kong Maritime Museum (‘Museum’ or ‘HKMM’) is a vibrant cultural institution dedicated to preserving, collecting and displaying objects that tell the stories of maritime history and trade in Hong Kong and the Pearl River Delta. For 10 years—open nearly continuously since 2005—HKMM has welcomed, delighted and educated more than half a million residents and tourists from all over the world.

The purpose of this Strategic Plan (‘Plan’) is to articulate a clear vision for the future, one that is grounded on a rigorous analysis of our past performance. As the future of HKMM will be shaped by our ability to build upon our current capacity and structure and our ability to anticipate and meet challenges ahead, we are mindful of the financial and administrative limitations placed on nonprofit organisations with the dual objectives of public education and heritage preservation. Nevertheless, the strength and support of the local government, the maritime industry and the community of Hong Kong for our mission, encourages us to be optimistic about our ability to both seize and create opportunities.

This Plan is available to all those interested in how one of Hong Kong’s leading cultural institutions will expand over the next five years in concert with the broader growth in public use of Hong Kong’s unique waterfront space. A working document, this Plan is intended to have a clear purpose of initiating and sustaining focused actions and generate measurable results.

The future of HKMM will be shaped by our ability to build upon our current capacity and structure and our ability to anticipate and meet challenges ahead.
TO THE VISITORS AND SUPPORTERS OF THE HONG KONG MARITIME MUSEUM

Ten years in the making, the creation of the Hong Kong Maritime Museum at Pier 8 by the maritime community and the Hong Kong Government represented a deep desire to share with the people of Hong Kong the port’s rich history and highlight its central role in underpinning the future prosperity of all those that call this city home.

The core of every museum is a desire to inform, educate and inspire visitors. At the Hong Kong Maritime Museum our purpose is not only focused on the heritage of this great port city, but also the technology, logistics and vast oceans that link Hong Kong with the rest of the world.

The first two and a half years of operating in a newly revitalised facility overlooking Victoria Harbour has been a great success. We have increased visitation, raised our community profile and matured our operational and financial position. That said, the future of the Museum cannot be assured without carefully crafted and publicly appealing detailed plan and vision for the future, one that is embraced by our key financial and institutional supporters, including the Hong Kong Government, Hong Kong shipping companies and the maritime cluster, and local nonprofit organisations with a focus on marine issues.

Without the generous and tangible support of these organisations, HKMM cannot achieve its overriding organisational objectives and financial sustainability. On behalf of HKMM’s board, trustees and directors, we thank you for your continued support and look forward to a bright future ahead.

Ian Shiu
Chairman, Hong Kong Maritime Museum Limited

Richard Wesley
Museum Director
MISSION, VISION AND VALUES

MISSION

Our mission is to promote a greater knowledge of Hong Kong, China and Asia’s maritime history and the vital role that ships and the sea play in our past, present and future. We do this by providing the community and visitors to Hong Kong with an exceptional museum experience and opportunities to learn about Hong Kong’s heritage and how it links with the rest of the world.

VISION

Our vision is to be the Hong Kong-based centre of excellence for exploring local and regional maritime interests.

ORGANISATIONAL VALUES

We are committed to the following values in managing and growing ourselves.

Respect
Show respect in the delivery of Museum services at all times and with all stakeholders.

Stewardship
Present the importance of Victoria Harbour and the role of maritime in Hong Kong and China through the collection, research and preservation of artefacts and objects within our galleries for the public.

Learning
Provide new and continuing opportunities for adults, students, scholars, families and the community to gain new knowledge.

Innovation
Continually evolve and improve how we display objects and engage visitors and the community of Hong Kong.

Service
Ensure an exceptional visitor experience with high quality displays, contextual storylines and thoughtful interactions with our staff.
The Hong Kong Maritime Museum is committed to helping the community of and visitors to Hong Kong explore this city’s unique maritime heritage. It is through collections and displays, exhibitions, research, public and education programming and preservation that the Museum unpacks more than 3,000 years of maritime history and culture about Hong Kong, the South China Sea and the Pearl River Delta. On the following pages five key strategies, goals and actions are outlined that the Hong Kong Maritime Museum will advance in our commitment to excellence.

STRATEGIC AREAS OF FOCUS 2015-2020

01 Strengthen the visitor experience

02 Activate our collection
Deepen engagement with our constituents

Build our human capital and culture of continual improvement

Develop a long-term financially sustainable business model
Over the next five years the Museum expects to reach and sustain visitation of 150,000 patrons per year, an increase of 10,000 visitors annually from current levels. To achieve this outcome—assuming the level of activity for general tourist visitors is maintained—new opportunities to encourage repeat visitation by local residents must increase. Return visits will be predicated on regular and new types of programming with an objective to encourage 25 percent of Hong Kong residents to visit twice a year and 75 percent at least once a year resulting in local visitation growing by 10 percent or 6,000 patrons per year.
DEVELOP AND EXECUTE A TRIPARTITE SPECIAL EXHIBITION SCHEDULE

- Host one large scale special exhibition annually that features engaging storylines and material not previously available to Hong Kong audiences.
- Mount two smaller scale exhibitions annually, allowing for a promotable activity to occur every four months.

AUDIENCE DEVELOPMENT

Further develop alternative programming to attract new and encourage repeat visitors.

- Increase local school visitation.
- Develop speaker programming linked to internationally and regionally renowned subject matter experts.
- Expand visual arts activities.
- Develop youth leadership programmes.
- Expand performing arts for families and children.
- Expand music programming.

ENHANCE PREVISIT AND MULTILINGUAL VISITOR EXPERIENCES

- Maintain digital, online and interactive communications to the highest standard with a view toward engaging returning visitors, broadening our appeal to new visitors and improve how we represent our scholarly activities.
- Explore adding audio guides or apps in simplified Chinese and other languages to enhance the experience of tourists.

REGULARLY SURVEY AND RESPOND TO VISITOR FEEDBACK

Conduct regular visitor surveys, information that is used to help us play up our strengths and improve our weaknesses.
Knowledge presented and generated by the Hong Kong Maritime Museum should ultimately result in a meaningful attitudinal change among visitors. To flourish, we will develop additional knowledge areas whereby audiences are personally engaged through human stories and subjects relevant to everyday life.
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<th>Priority</th>
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<tr>
<td>REGULARLY REFRESH PERMANENT EXHIBITS AND DISPLAYS</td>
<td>• Rotate and highlight select collections or topics and where necessary, improve displays.</td>
<td>• Produce and install new multimedia content.</td>
<td>• Ensure each deck and associated galleries have a cohesive storyline, one that facilitates interaction and understanding by visitors.</td>
<td>• Add linkages between displays and galleries to local school curricula.</td>
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<td>LOCAL MARITIME TRADITIONS, LIVING MEMORY AND THE ENVIRONMENT</td>
<td>Add new content on subjects such as fishing in the Pearl River Delta, the movement of Hong Kong communities from ship to shore in the 1980s, traditional port employment and the impact of containerisation from the late 1970s. Local and global marine environment issues, plastics in the ocean and the destruction of marine life, and new ways to harness ocean resources in a sustainable manner will also be explored.</td>
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<td>TRANSFORMATIVE TECHNOLOGIES AND PRACTICES IN THE MARITIME INDUSTRY</td>
<td>Technical innovation and high levels of productivity are major factors in the success of the maritime industry. HKMM will play a role in documenting and communicating the importance of maritime logistics in a city that is built on marine trade.</td>
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<td>FRAGRANT HARBOUR AND THE OPERATION OF THE PORT OF HONG KONG</td>
<td>We will improve the cohesion and overall narrative of the transformation of Victoria Harbour and the creation of the modern port of Hong Kong since World War II. Specific topics with broad relevance include the relocation of port facilities, land reclamation, the expansion of ship size and port responses, and logistics. Running parallel with these physical developments is the need to highlight how the local shipping industry has grown and expanded over the last 50 years.</td>
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<td>REORIENT SUBJECTS TO ALIGN WITH LOCAL SCHOOL CURRICULA</td>
<td>Enhance collaboration amongst HKMM’s curatorial and education and public programming teams and cover topics such as the Opium Wars, migration and immigration and current maritime environmental and conservation issues.</td>
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<td>PRESERVE THE LEGACY OF LOCAL SHIPOWNERS</td>
<td>A unique access to Hong Kong ship and port owners sets HKMM apart from other maritime museums. This legacy will be preserved and nurtured.</td>
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Public and education programming is an important driver of visits to the Museum. Future resources and efforts will focus on both maintaining and broadening our appeal to increase repeat visits for adult and family audiences and improve programming to attract community groups. Equally important is our ability to attract new and repeat visits by local schools and ensure Museum displays are adapted to primary and secondary school curricula.
ATTRACTION LARGER NUMBER OF LOCAL SCHOOLS
We will nurture our relationships with the Hong Kong Education Bureau in order to increase school visits.
To attract new and returning schools, permanent displays and smaller temporary exhibitions will be continually renewed and adapted to school curricula.

DRAW NEW AND RETURNING FAMILIES
Families and children are important audiences. We will improve marketing, advertising, promotion and programming.
We will evaluate new programming such as a young mariners club aimed at children ages 8 to 12 and a young ambassador leadership programme for local secondary students.

ENHANCE ADULT PROGRAMMING
Regular weekend speaker programming will be augmented with new formats such as workshops, walks and evening talks.
Efforts will be made to attract speakers who bring along their own followers, including NGOs. HKMM’s curatorial team will take a more active role as subject matter experts.

ACTIVATE COMMUNITY GROUPS
We will strengthen relationships with local residential and community facilities. New programming will be developed to attract youth and family community groups.

EXPAND RELATIONSHIPS WITH NGOs AND MARITIME ASSOCIATIONS
We will maintain and expand working relationships with the Hong Kong Shipowners Association, professional groups and associations, training institutes and marine environmental protection organisations. We will also:
• Continue to host Maritime Awareness Week that reaches students with a focus on employment opportunities in the maritime sector; and
• Broaden relationships with local and internationally-recognised NGOs—particularly relating to causes such as the environment and pollution in the oceans—and professional trade groups.
To achieve our mission, we will continue to identify, acquire and nurture human talent. We are committed to creating a strong multidisciplinary team and will invest and employ management practices that ensure curatorial excellence, quality engagement with the community and continual improvement of the collection and displays.

We embrace volunteerism, support risk-taking and innovation, and stay abreast of community issues and emerging concerns. This approach is in broad alignment with leading organisations that have a vested interested in the public well-being. The adoption of an innovative and comprehensive public agenda will ensure the necessary flow of expertise and financial resources create a centre of excellence in marine-based public advocacy.
ALIGN AND DEVELOP RESOURCES-AT-LARGE

The Museum will leverage and align existing resources at large: the maritime industry, university-based marine researchers, conservation organisations, media companies, local and international peer museums and counterparts, and individuals with drive and conviction to make a difference. Such a strategy will enable the Museum to exercise leadership in areas that are currently underdeveloped yet fall within our scope, specifically:

- The protection of the marine environment.
- Promote a better understanding of the maritime industry represented by the port of Hong Kong.
- Identify and protect Hong Kong’s underwater heritage.

PROVIDE ONGOING TRAINING AND MENTORSHIP

We will ensure that visitors have an enjoyable experience and that staff are both responsible and critical to this outcome.

- We will conduct more training and provide and improve materials and resources so that staff and volunteers will add value to any visitor at any point during their visit.
- We will ensure staff and volunteers aren’t just given information or taught about permanent or new displays, objects and stories, but learn them and are able to impart such knowledge to all HKMM’s constituents.

MAINTAIN A CULTURE OF SERVICE, COLLABORATION AND PROFESSIONALISM

Our organisational structure allows for focused efforts in both day-to-day and long-term endeavours. As we grow both organisationally and reputationally, we will collaborate across business units and teams and combine resources whenever required. HKMM’s staff is drawn from highly diverse backgrounds and we will work towards developing and maintaining positive, professional working relationships in every aspect of our duties.
The Hong Kong Maritime Museum is privately funded, supported by the community and subsidised by the Hong Kong Government. Financial sustainability involves commercial activities, fundraising and new business ventures.

To generate additional income and achieve economies of scale, HKMM will expand and focus commercial initiatives in areas where the organisation has a unique selling point.
OPTIMISE TRADING OPPORTUNITIES

- Expand the venue hire business by increasing bookable hours, targeting high-end clients and offering valuable add-ons.
- Increase investment in gift shop merchandise.
- Create a new cultural tourism suite of services.

FUNDRAISING

Money raised through in-house fundraising is directed to one of three types of activities: funding ongoing operations; providing project funding to enhance or augment current programming; and contributing to the Hong Kong Maritime Museum Endowment Trust. Fundraising efforts will be directed in order to:

- Diversify the donor base;
- Win grants from public and private trusts and foundations and government agencies; and
- Launch new programmes and host fundraising events that support ongoing operations and special funding requirements.

EXPAND THE MUSEUM FOOTPRINT AND MAXIMISE COMMERCIAL AND COMMUNITY-USE OPPORTUNITIES

The design of the Museum and government regulations that impact its use did not overtly deal with issues of financial sustainability, the need to adopt a green energy management strategy and address public foot traffic and visitation to the recently activated Central Harbour Waterfront. A skillful design response to these shortcomings can maximize the educational, public and commercial use of the site. A detailed master plan will be separately pursued with the goal of rebalancing the amount of public use space and maximising income-generating facilities.

INTRODUCE A COMPREHENSIVE ENERGY STRATEGY

Due to the building’s design and orientation there is enormous opportunity for Pier 8 to harvest solar energy on a year round basis without a significant visual impact or loss of aesthetics within the building.
KEY PERFORMANCE INDICATORS

We measure our performance across a number of quantitative metrics, or key performance indicators, that have been designed to create a culture of continual improvement so that we deliver an exceptional experience for all visitors in every interaction with us.

VISITATION

Total visitors
Students
Community groups
Families
Adults
Venue hire attendance

COMMUNITY ENGAGEMENT

Visitor satisfaction > 85%
Promotion partnerships
NGO relationships
External speaking engagements

BRAND AWARENESS

Website traffic
Social media engagement
Number of press releases issued
Media coverage with value >$100,000

COLLECTION ACTIVITIES

Digital access as a percent of the collection
Fully documented collection items
Change of collection items on display
Number of articles published and submitted
Number of hours of conservation activities

FINANCIAL AND FUNDRAISING

Exceed annual income targets
Meet expenditure targets
Total dollars raised
Number of new donors
The companies and individuals listed below contributed financially or in-kind to the Hong Kong Maritime Museum Endowment Trust, formed in 2010 to support the development of the Museum at Pier 8. The Government of Hong Kong deserves special recognition as a Principal Contributor.

A. Bilbrough & Co Ltd
American Bureau of Shipping (HK) Ltd.
Anadarko Petroleum Corporation
Ango-Eastern Ship Management Ltd.
Anonymous
Bernhard Schulte Shipmanagement
BNP Paribas Hong Kong Branch
Bureau Veritas (HK)
Calyon Asia Shipfinance Limited
China Classification Society
China International Marine Containers (Group) Co., Ltd.
China Merchants Group Ltd.
China Shipbuilding Industry Corporation
China Shipping (H.K.) Holdings Co., Ltd.
China Shipping Container Lines (Hong Kong) Co Ltd.
China State Shipbuilding Corporation (CSSC)
Chinese Maritime Transport (Hong Kong) Ltd.
Chugoku Marine Paints (HK) Ltd
CMA CGM & ANL (Hong Kong) Shipping Agencies Ltd.
Consulate General of Belgium
COSCO (Hong Kong) Group Ltd.
Cosco-Hit Terminals (Hong Kong) Limited
Det Norske Veritas AS
Eskenazi Ltd.
Fairmont Shipping (H.K.) Ltd.
Fenwick Shipping Services Ltd.
Foremost (HK) Corporation
Fortuna Navigation Co Ltd.
Gard (HK) Limited
Glaser, Gerd P.H.
Goldbeam International Ltd.
Grand Seatrade Shipping Co Ltd.
Hardy, Mr. Anthony J. and Susan Chen
Hong Kong Maritime Museum Limited
Hong Kong Shipowners Association
Hutchison Port Holdings
Ince & Co
Informa Asia Publishing Ltd.
International Maritime Carriers Ltd.
Intrepid Shipping LLC
Island Navigation Corporation International Limited
Jebson & Co., Ltd.
KC Maritime Limited
Keesal, Young & Logan, LLP
Kingstar Shipping Ltd.
Lambert Brothers Insurance Brokers (Hong Kong) Ltd
Lloyd's Register Asia
Lo, Kenneth K.W.
Maersk (Hong Kong) Ltd.
Marine Department, The Government of the HKSAR
Modern Terminals Limited
MOL (Asia) Ltd.
Nan Fung Shipping Ltd.
Nippon Kaiji Kyokai (Class Nk)
Noble Group Ltd.
North China Shipping Holdings Co Ltd.
NYK Line (HK) Ltd.
Oak Maritime (HK) Inc., Ltd.
Ocean Line Holdings Ltd.
Oriental Overseas (International) Ltd.
Pacific Basin Shipping (HK) Limited
Parakou (International) Limited
Patt Manfield & Co Ltd.
Regent Shipping Ltd.
Santana Shipping Services Ltd
Sea-Land
Sinotrans Shipping Ltd.
Sohmen, Helmut
Sun Hing Group of Companies
Swire Pacific Ltd.
Tai Chong Cheang Steamship Co. (HK) Ltd.
Taiship Development Ltd.
Teh-Hu Cargocean Management Co., Ltd.
The Hong Kong And Shanghai Banking Corporation Limited
Unique Shipping (H.K.) Ltd.
Valves Group Co Ltd.
Wah Kwong Maritime Transport Holdings Ltd.
Wallem Group Ltd.
World-Wide Shipping Agency Ltd.