

# HONG KONG MARITIME MUSEUM

Annual Report 2013 - 2014





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## HIGHLIGHTS

- Museum re-opens at Pier 8 in the heart of Hong Kong's Central Harbour Waterfront overlooking Victoria Harbour
- Four temporary exhibitions held, including Through the Lens of John Thomson and Mapping Ming China's Maritime World: The Selden Map
- Published 5 academic articles
- Attracted 85,248 visitors
- Hosted our first international symposium
- Engaged 3,386 students from 62 schools
- Expanded public programmes with Saturday Talks and Sunday Family Corner
- Launched Friends of HKMM programme
- Expanded volunteer participation to 20
- Co-developed pop exhibit featuring Hong Kong's response to a local pollution spill
- Acquired 57 artefacts for the Museum's collection
- Publicity resulted in 300 articles and mentions
- Opened social enterprise venture Café 8
- Hosted nearly 60 events



## FROM THE DIRECTOR

The Hong Kong Maritime Museum Ltd is delighted to produce its first Annual Report for the 12-month period ended 31 March 2014. It has been an exciting year of accomplishments – from moving to a dramatic new facility to capitalizing on what our expanded premises and a team of professionals can offer – bringing the past, present and future of maritime to the community of, and visitors to, Hong Kong. By far the most significant event of the year was the Museum's re-opening at our new location at Pier 8.

On 25 February 2013, the Chief Executive of the Hong Kong Special Administrative Region, Mr. C. Y. Leung, declared the Museum open in the presence of over 200 guests including Mr. CC Tung, Chairman of the Hong Kong Maritime Museum Trust and Mr. Anthony Hardy, Chairman of the Hong Kong Maritime Museum Limited.

The relocation was made possible by the contributions of many, including HK\$113.8 million from the Hong Kong Government to cover planning and conversion costs of the pier and HK\$29.6 million from the Hong Kong Maritime Museum Endowment Trust to cover staff and operational costs, equipment and

collections. The latter contribution was funded through donations provided by the Hong Kong shipping industry, private donors and charitable foundations. As part of the agreement with government, a five-year recurrent funding package was negotiated valued at HK\$4.4 million.

The planning and physical reconstruction of the Museum at Pier 8 involved five main entities:

- A project control group representing HKMM Ltd and P&T Architects and Engineers, with day-to-day executive authority provided by the Museum Director;
- P&T Architects and Engineers (design and technical consultants);
- Hsin Chong Construction Group Limited (principal building contractor);
- Haley Sharpe Design (exhibition designers); and
- Kingsmen (exhibition fabricators).

In addition, HKMM Ltd reported to the Home Affairs Bureau which represented the interests of the Hong Kong Government.

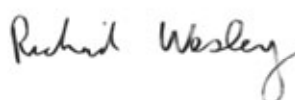
Over the 13-month period 25 February 2013 to 31 March 2014, HKMM attracted a total of 85,248 visitors of which 70% were Hong Kong residents with the balance being drawn from overseas (24%) and Mainland China (6%). Our expanded and centrally located facility enabled some 16,198 elderly or socially disadvantaged patrons to visit the Museum, equating to one-fifth of total visitors this past year. In addition, some 9,135 visitors were attracted to the Museum by its community and commercial events, including three temporary exhibitions: A Tale of Two Ventures – Photographs by Basil Pao, Around the World in 8000 Days – Travels with Michael Palin, and Through the Lens of John Thomson – Hong Kong and Coastal China, 1868 – 1872.

In the 2013 – 2014 financial year the cost of operating HKMM Ltd was HK\$16.3 million. Funds were drawn from the Hong Kong Government (HK\$4.4 million), the Hong Kong Maritime Museum Endowment Trust (HK\$5.2 million) and commercial activities, including entrance fees and events, of HK\$6.6 million. During the first year of operation Museum management were able to obtain a clear picture of operational costs and revenue opportunities that will assist in long-term planning.

The Museum's first year of operation has demonstrated its high potential to become a significant Hong Kong community and tourist asset, based on firm foundations and strong public programmes. The organisation is grateful to the ongoing support it has received during the year in review from individuals and other

organisations and looks forward to a dynamic second year of operation.

Finally, in April 2014, Mr. Anthony Hardy announced his retirement as Chairman after ten years of dedicated service. On behalf of the Directors, Trustees and Museum staff, his support and devotion to the Museum and its endeavours is sincerely appreciated.



Richard Wesley  
Museum Director



Richard Wesley  
Museum Director



**Anthony J. Hardy**

Founder of the Hong Kong Maritime Museum and Chairman from 2003 to 2014. Mr. Hardy's vision, dedication and passion helped grow HKMM from a two-gallery site in Stanley to its present location at Pier 8 in the heart of Hong Kong's Central Waterfront.



Successful formal and informal education programmes are the key to all thriving museums and from the opening of the Museum the organisation has deployed three staff to manage a variety of educational initiatives focused on the needs of adult learners, school groups and families.

During the first 12 months of operation the Museum managed four core activities:

- A schools programme that encourages informal Museum learning while also catering for specific school curriculum topics was launched. A downloadable Teacher's Guide and a variety of student worksheets were developed during the year and information concerning programmes on offer was sent to the 2,000 schools in Hong Kong. A total of 3,386 students participated in these activities.
- A Saturdays Talks programme targeted at both the general public and Museum supporters was commenced. Initial topics covered a wide range of maritime, academic and travel subjects that included piracy, photography in early Hong Kong and classic yachts. This programme was run in parallel to the Museum's temporary exhibitions, providing the opportunity for curatorial floor talks.
- To encourage intergenerational learning and enjoyment, the education team also devised a Sunday Family programme to encourage the joint exploration of the Museum by parents and young children. In addition to maritime based play activities, family guided tours and Museum theatre activities were created and tested using successful learning strategies devised by overseas museums and the expertise of the Museum's professional staff.



## EDUCATION AND PUBLIC PROGRAMMING

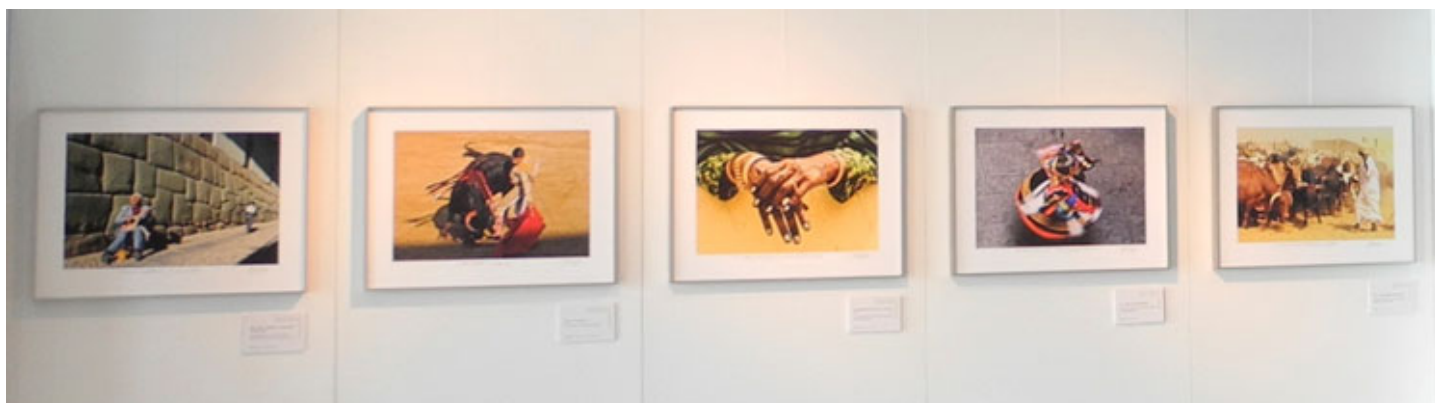
- A guided tour service was introduced to Museum exhibitions to cater to the general public, specialists and VIPs. This activity has proved particularly popular on weekends and with organised special interest groups associated with the maritime industry.

The success of these programmes has been largely based on the establishment of a small team of volunteers, predominantly university students, who have both the desire and aptitude to work as educators with young people under the guidance of the Museum's education staff.

In addition to these programmes, the education team coordinated outreach programmes associated with Maritime Awareness Week and facilitated a "pop up" exhibit featuring the response of the Hong Kong community to a pollution spill in local waters as a means of increasing engagement with local issues.







## CURATORIAL ACTIVITIES

Immediately following the re-opening of the Museum, curatorial staff was fully occupied enhancing the presentation of the permanent exhibits and answering questions from the many thousands of Hong Kong residents who flocked to see the city's latest attraction. Supported by the Museum's contract conservator they were also involved in ensuring that the collection items had settled into their new environment and showed no sign of stress. Particular areas of interest were oil paintings and light / humidity sensitive paper-based collection items. In some instances the original exhibition design was slightly adjusted to protect exhibition items from a high volume of visitors.

To explore the potential of the Museum as a venue for temporary exhibitions, three photographic-based exhibitions were scheduled, two of which were sponsored by shipping company Wah Kwong. Curatorial staff gained valuable experience in the process of receiving, hanging and promoting externally generated exhibits while adding a unique Hong Kong Maritime Museum content element.

A unique collaboration with the Bodleian Library, Oxford University enabled the priceless Selden Map (circa 1650) to be exhibited outside the United Kingdom for the first time in over 350 years. This recently rediscovered example of European and Asian influenced cartography depicting Southeast Asia has shed new light on seventeenth century Chinese trade routes. Supporting material was provided by the Ashmolean Museum and local map collector Mr. K L Tam.

This project was the responsibility of the organisation's first Chief Curator, Dr. Tianlong Jiao who was appointed by the Museum in May 2013. This position was made possible through a generous, annual sponsorship

provided by Dr. Frank Tsao Wen-king of International Maritime Carriers (IMC).

A third significant curatorial activity was the organisation of the Museum store following the relocation of the entire collection from Stanley. This activity has improved ease of access to the Museum's growing reserve collection of paintings, ship models and maritime technology items. Small sensitive items have also been boxed up to improve security and access.

The Museum acquired a total of 57 items during the period valued at HK\$1.0 million. The highlights included a rare Han dynasty green glazed tower boat funeral vessel, a large Chinese porcelain vase dedicated to Lord Nelson, and a model of a Star Class yacht Treenlaur made in the Stanley prison of war camp.





## MARKETING AND VISITATION

During the 2013 – 2014 financial year the Museum attracted a total of 85,248 visitors. Seventy percent of visitors were local residents.

Media relations and marketing priorities included free coverage in daily newspaper and long life magazines ranging from the Cathay Pacific Discovery publication to Tatler with some 300 individual media references achieved by staff and our public relations agency DNA.

Public awareness of the Museum at Pier 8 was also increased by companies that hired event space and used their own internal channels to promote the venue. Organisations who helped the Museum in this manner included Alliance Francaise, Café Scientifique, Oxford University, the Nesbitt Centre and the Hong Kong Ship Owners Association.

Through liaison with Star Ferry, the Transport Department and other relevant agencies, permission was obtained to install directional signage in the vicinity of the Museum as part of a longer-term campaign to improve its visibility.

For most potential visitors the website is the primary source of information which is updated on a daily basis and serves as a portal to our associated YouTube channel, Flickr site, Facebook and Weibo listings. During

the financial year a strong effort was also made to update tourist information on Chinese travel sites and to build relationships with tour operators.

Combined, these initiatives have placed the Museum in a strong position to develop its visitor base in its second year of operation as the institution becomes better known to the Hong Kong community and tourists.





A critical objective for the Museum is to achieve long-term financial sustainability. Event hire was identified as a key source of income and marketing. Over a 12-month period, 59 special and community events were held attracting gross revenue of HK\$2.3 million, attended by some 9,135 guests.

Spaces that have regularly been made available include the Special Exhibitions Gallery, Harbour Viewing Gallery, the Museum boardroom and the Education Room. A flexible hiring approach has allowed the Museum to cater to a diverse range of groups, ranging from fashion brands and product launches to community organisations seeking a venue for special events. Under certain circumstances involving charities, free or heavily discounted access has been provided. New partnerships have been developed with organisations that regularly organise public talks including the Royal Geographic Society and the Asiatic Society, increasing the diversity of audiences utilising the Museum.

A major initiative completed during the year was the opening of a museum café – Café 8 – in partnership with the Nesbitt Centre that provides training and work opportunities for individuals with learning disabilities.

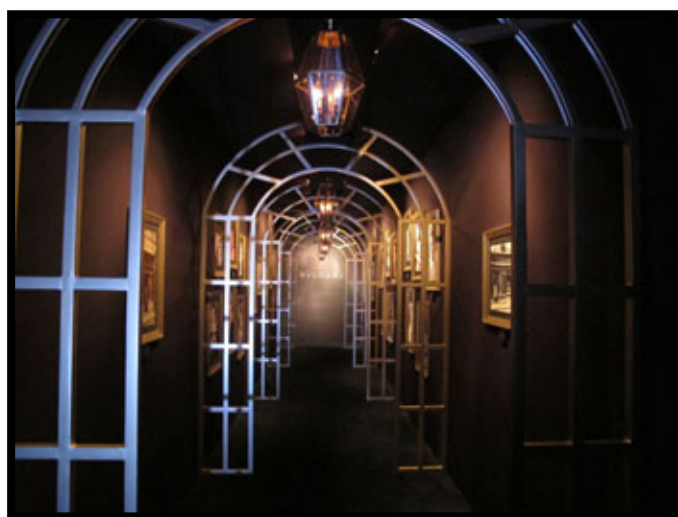


## SPECIAL EVENTS AND COMMERCIAL ACTIVITIES

This partnership, in addition to the obvious social benefits, has created a solid cash flow to the Museum that will only grow as the facility becomes better known.

The Museum has also taken out a lease on a shop adjacent to the entrance as a high-end sales point for maritime home wares, with the space also serving as a billboard highlighting the location of the Museum.

All of these commercial initiatives, combined with the Museum's fundraising program have enabled the Museum to commence a five-year strategy to build a self-sustaining business model in partnership with the Hong Kong Government.







## ADMINISTRATION

Currently the Museum operates seven days per week, closed only for the first two days of the Chinese New Year. This operational reality has required the Museum to develop an appropriate staffing profile and ensure adequate specialist contracting firms are in place to provide the necessary technical services.

During the 2013 – 2014 fiscal year the Museum established six operational sections, Directors Office, Finance, Security, Curatorial, Education and Building Maintenance (see Organisational Chart). As part of this process the Museum created the new positions of Chief Curator, Finance Manager, Accounts Clerk, Head of Web and New Media, Education Services Coordinator and Building Services Coordinator. Two new positions, Head of Development and Head of Marketing, have also been filled to increase external recognition and support.

Through a generous sponsorship by Swire, the Museum was able to benefit from a three-week internal audit process. Subjects reviewed included IT management, building security and asset management. Recommendations were implemented and reviewed by a newly formed Audit Committee supporting an ongoing program of organisational development.

During the same period, the Museum's staffing manual was reviewed and updated to reflect the growth in staff numbers and the need for full compliance with relevant government regulations, including occupational health.

International staff development opportunities were provided for three staff and local training in fire safety and first aid was provided for front line staff.



## BUILDING MANAGEMENT

Responsibility for day-to-day public safety was vested in the new position of Security Coordinator supported by contractor Chubb Security. After hours coverage is provided by two Museum Assistants working a 12-hour night shift on a seven day a week basis. Teams of four Museum Assistants work with the public and ensure their safety both during and after normal opening hours.

Building maintenance is managed by a Building Maintenance Coordinator supported by cleaning, air conditioning and IT contractors. The Museum also employs a full time Technical Officer who is a qualified electrician. Additional advice is provided by P&T Architects and Engineers on an as needs basis.

The major project completed during the year was Café 8, with museum staff coordinator contractors ensuring the facility was fit for purpose and met all food and hygiene standards under the laws of Hong Kong. Major works included the installation of equipment and the upgrading of the air conditioning.

In February 2014, the Museum took full responsibility for the management of the building with the expiration of the majority of building defect liability agreements with Hsing Chong.



## FINANCIAL PERFORMANCE

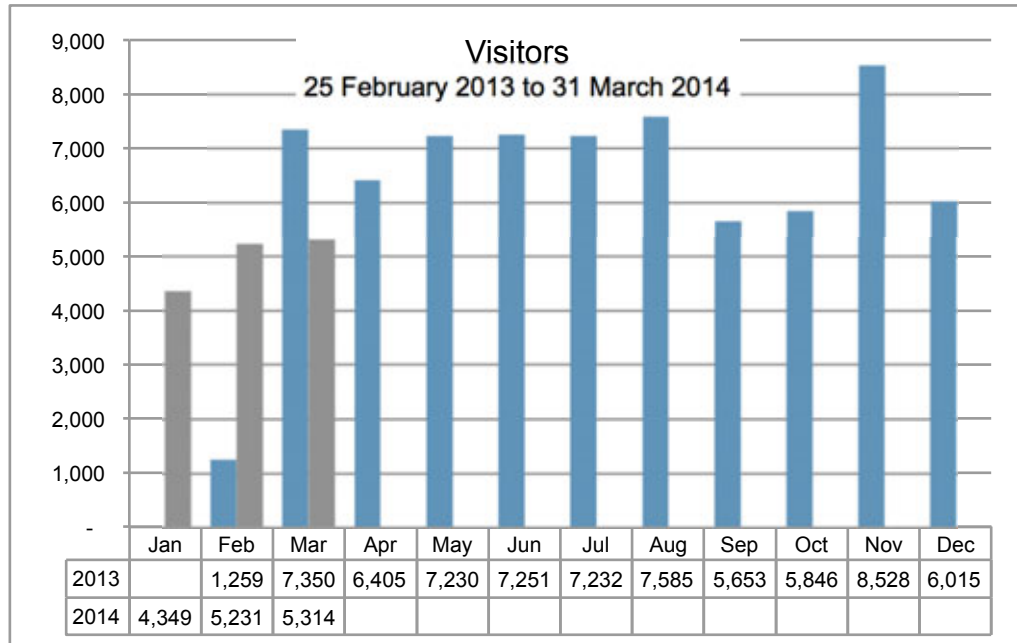
### Hong Kong Maritime Museum

Condensed Financial Statements

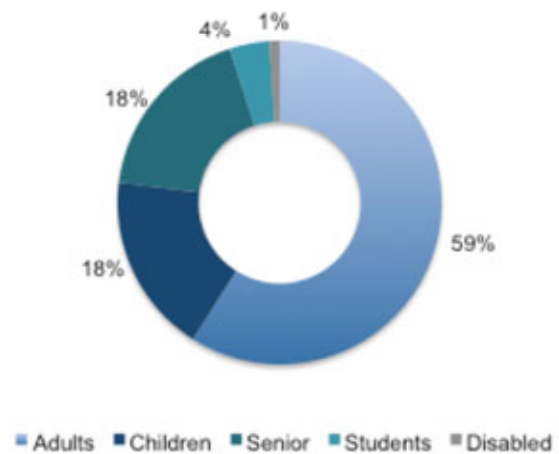
For the Period 1 April 2013 through 31 March 2014

INCOME	HKD (000s)
Admission and Fees	1,220
Rentals and Events	2,251
Public and Social Enterprise Programmes	1,007
Government Grant	4,429
Endowment Grant	5,210
Other	2,165
	16,282
EXPENDITURE	
Staff, Consultant and Office Expenditures	10,705
Building, Equipment Maintenance and Insurance	2,395
Public and Education Programmes	2,132
Communications, Marketing and Fundraising	726
Museum Shop	324
	16,282
OTHER	
Relocation Government Grant	6,737
Relocation, Expansion Expenses	(6,737)
	-

## VISITOR STATISTICS



VISITOR BY TYPE	
Adults	50,125
Children	15,539
Senior	15,370
Students	3,386
Disabled	828
Total	85,248





## KEY PERFORMANCE INDICATORS

### 1 Community Involvement and Experience

Visitors - All	85,248
Visitors - Students	3,386
School Visits to HKMM	62
Visits by HKMM to Schools	5
Unique Visitors to Website	128,318

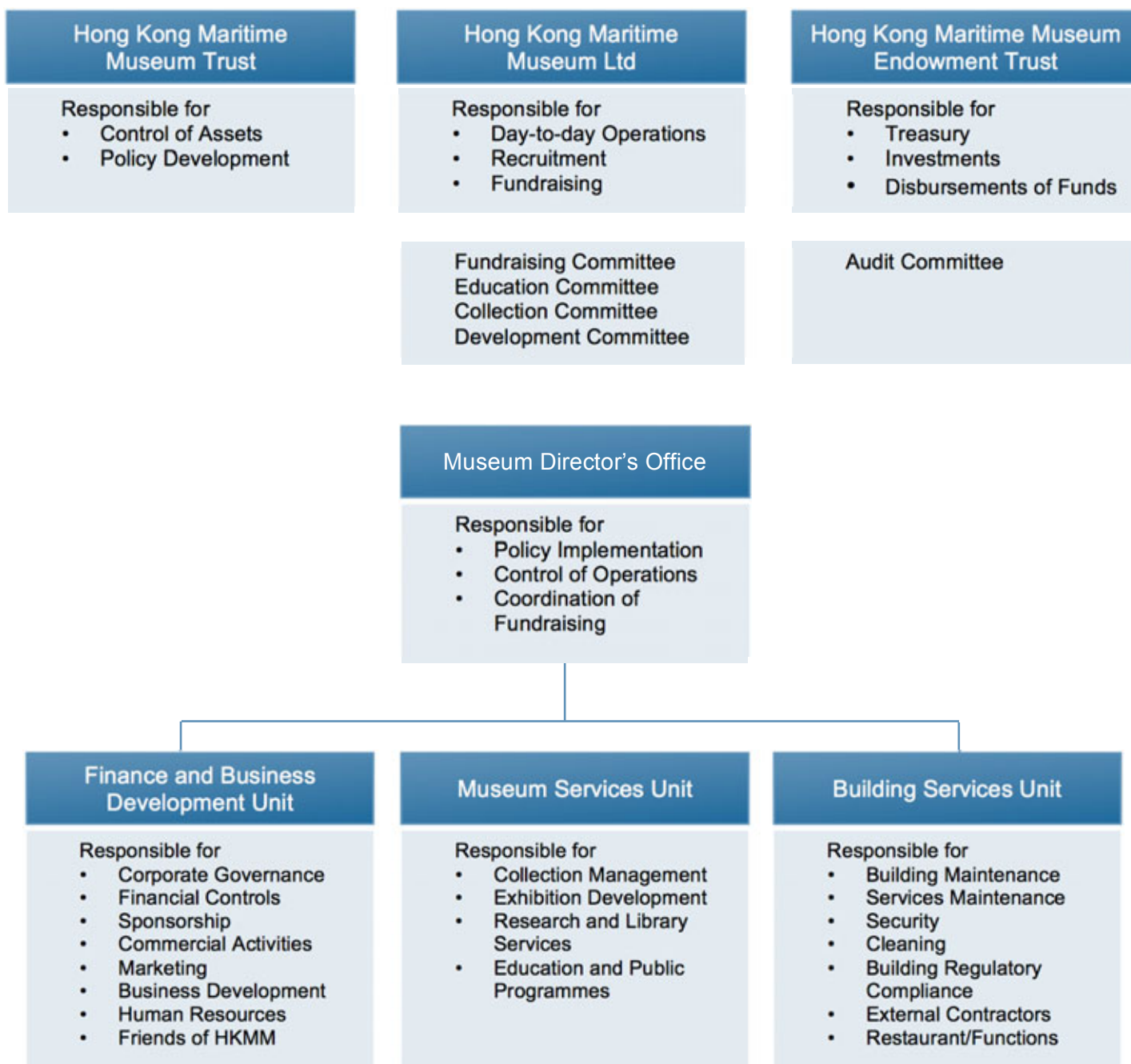
### 2 Curatorial, Academic Activity, and Exhibitions

Exhibitions	4
Published Articles	5
Acquisitions	57
% of collection items on display	25%
% of collection items viewable online	4%

### 3 Marketing and Promotion

Media Hits and Mentions	300
Value of Media Coverage	HK\$7.0 million
In-kind Sponsorships	HK\$1.8 million
Collaborative/Partner Projects	4

# ORGANIZATIONAL CHART





# BOARD, TRUSTEE AND COMMITTEE MEMBERS

## HONG KONG MARITIME MUSEUM LTD DIRECTORS

- Anthony J Hardy (Chairman)
- Chee Chow David Koo (Director)
- Yiu Kei Chan
- Yee Andrew Chen
- Kong James Chin
- Susan Ha
- Chee Kong Kenneth Koo
- K L Tam
- Lieh Sing Alan Tung
- Sik Ying William Waung

## HONG KONG MARITIME MUSEUM ENDOWMENT TRUSTEES

- Chee Chen Tung (Chairman)
- Yee Andrew Chen
- Chee Kong Kenneth Koo
- Sik Ying William Waung

## HONG KONG MARITIME MUSEUM TRUSTEES

- Chee Chen Tung (Chairman)
- Yiu Kei Chan
- Sih Ming Sabrina Chao
- Sing Chi Eric Ip
- Chee Kong Kenneth Koo
- JB Rae-Smith
- Sai Cheung Ian Shiu
- Timothy John Smith
- Sun Pao Joseph Ting
- Dr Frank Tsao Wen-king
- Roger Freeman Tupper
- Liang Zhang
- Fu Kwok David Cheng

## COMMITTEES

- Audit
- Collection
- Education
- Development
- Fundraising

## AUDIT COMMITTEE MEMBERS

- Yee Andrew Chen, HKMM Board Member
- Alan Ng, Senior Executive, PricewaterhouseCoopers
- JB Rae-Smith, HKMM Trustee
- Roger Freeman Tupper, HKMM Trustee
- Sik Ying William Waung, Former Chief Examiner on PCLL at University of Hong Kong and City University; Chief Examiner of Hong Kong Bar Association for foreign lawyers examinations

## COLLECTION COMMITTEE MEMBERS

- Kungshin Chou, PhD, Former Director, National Palace Museum, Taipei
- Anthony J Hardy, Chairman, HKMM Ltd
- Claudius Mueller, PhD, Former Director, State Museum of Ethnology, Berlin
- K L Tam, HKMM Ltd, Board of Directors
- Joseph Ting, PhD, Former Chief Curator, Hong Kong History Museum
- Sik Ying William Waung, HKMM Ltd, Board of Directors
- Richard Wesley, HKMM Museum Director
- Tianlong Jiao, PhD, Dr Frank Tsao Wen-king, Chief Curator, HKMM
- Jane Sze, Associate Curator, HKMM
- Ms. Moody Tang, Associate Register, HKMM

## EDUCATION COMMITTEE MEMBERS

- Susan Ha, Chair, Retired Secondary School Principal, Education Consultant
- Tom Cheng, Assistant Education Officer, HKMM
- Jacqueline Harmer, Vice Principal, Primary, Renaissance College
- Tianlong Jiao, PhD, Dr Frank Tsao Wen-king, Chief Curator, HKMM
- Caroline Lang, Head of Education and Public Programmes, HKMM
- Leung Cho Nga, PhD, Former Lecturer, Hong Kong Institute of Education, Researcher and Writer on Hong Kong History
- Annette Lo, Education Programme Coordinator, HKMM
- Yuen Kit Yan, Alice, Liberal Studies Teacher, Tack Ching Girls' Secondary School
- Sik Ying William Waung, Former Chief Examiner on PCLL at University of Hong Kong and City University; Chief Examiner of Hong Kong Bar Association for foreign lawyers examinations
- Richard Wesley, Museum Director

## FUNDRAISING COMMITTEE MEMBERS

- Anthony J Hardy, Chairman, HKMM Ltd
- Chee Chow David Koo, HKMM Ltd
- Yee Andrew Chen, HKMM Ltd
- Richard Wesley, Museum Director
- Jennifer Schlueter, Head of Development

## HKMM SENIOR MANAGEMENT TEAM

- Richard Wesley, Museum Director
- Tianlong Jiao, PhD, Dr Frank Tsao Wen-king, Chief Curator
- Louisa Leung, Finance Manager
- Caroline Lang, Head of Education and Public Programmes

*The following companies and individuals have contributed financially or in a professional services capacity to the Hong Kong Maritime Museum Endowment Trust, formed in 2010 to support the development of Pier 8, Central as the new home of the Hong Kong Maritime Museum.*

*A separate list of supporting individuals, organisations, object donors and specialists can be found at [www.hkmaritimemuseum.org](http://www.hkmaritimemuseum.org).*

#### **Principal Contributor**

The Government of Hong Kong  
Special Administrative Region

#### **Diamond Donors >HK\$3 million**

Anonymous  
Mr Yee Andrew Chen  
China United Shipbuilding Co., Ltd.  
COSCO (Hong Kong) Group Ltd.  
Fairmont Shipping (H.K.) Ltd.  
Anthony J Hardy and Susan C Hardy  
Hongkong International Terminals Limited  
KC Maritime Limited  
The K.H. Koo Charitable Foundation  
Koo Family Company Limited  
Ocean Line Holdings Ltd.  
Pacific Basin Shipping (HK) Ltd.  
Parakou Shipping Limited  
Dr Helmut Sohmen  
The Swire Group Charitable Trust  
Sze Yuan Tang  
Dr Frank Tsao Wen-king  
The Tung Foundation

#### **Platinum Donors >HK\$1 million to <HK\$3 million**

China Merchants Charitable Foundation Limited  
China Shipbuilding Industry Corporation  
Chinese Maritime Transport (Hong Kong) Limited  
Ince & Co  
Mr Kenneth K.W. Lo  
Taiship Company Limited  
The T.Y. Chao Family Trust  
Unique Shipping (H.K.) Limited  
V.K. Hsu & Sons Foundation Ltd.  
Wah Kwong Shipping Holdings Ltd.

#### **Gold Donors >HK\$500,000 to <HK\$1 million**

American Bureau of Shipping (HK) Limited  
China Classification Society  
Lloyd's Register Asia  
Nippon Kaiji Kyokai

#### **Silver Donor >HK\$250,000 to <HK\$500,000**

Simon K.Y. Lee Foundation Limited

#### **Bronze Donors >HK\$100,000 to <HK\$250,000**

Mr Giuseppe Eskenazi  
Det Norske Veritas AS

#### **Crystal Donors <HK\$100,000**

The Bahamas Maritime Authority  
Xiling Group

