

Study on the Sustainable Development of Macau's Tourism Industry

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Abstract: Macau, which is rich in tourism resources and has a single industrial structure, is paid more attention by local governments and local people. This paper introduces the present situation of the development of the four pillar industries of Macau tourism industry, studies it by using SWOT analysis method, and finally puts forward strategies in order to provide implications for the diversified and sustainable development of Macau tourism industry.

1. Introduction

Located on the west coast of the Pearl River Delta, Macau is a small but crucial port in the economy and tourism. In recent years, with the strong support and promotion of the central government and the government of Macau Special Administrative Region, gaming tourism of Macau has developed well and occupies a paramount position in the economy of Macau. However, it cannot be ignored that with the continuous and vast expansion of gaming tourism in Macau, its negative impacts on Macau society are increasingly obvious. At the same time, gambling has been held or planned in neighboring countries and regions, especially Hainan, China, which means that mainland Chinese tourists will not need to apply for visas to experience gambling games. It will pose a great threat to the single-structured Macau economy. Therefore, in order to avoid the potential harm caused by the excessive and single development of gambling tourism, the Macau government can focus on developing cultural heritage tourism, because Macau was a Portuguese colony, it gathers 25 cultural heritage sites with Chinese and Western cultures and has rich in cultural heritage tourism resources. This paper analyzes the SWOT of Macau tourism industry to explore the advantages disadvantages, opportunities and threats of Macau tourism industry and put forward the future development direction and strategy of Macau tourism industry, in order to promote the upgrading of Macau tourism industry.

2. Four Pillars of the Tourism Industry in Macau Manuscript

2.1. Gambling Tourism

2.1.1. Present Situation of Gambling Industry in Macau

The gambling tourism has made great achievements over the last decade after opening gambling power, which has both improved the living standards of Macau residents and promoted economic development. In terms of income, the total Macau gambling gross income in 2018 was 3018.46 billion Macau Pataca, which increased by 14% compared with the total of 2657.43 billion Macau Pataca in the whole year of 2017 and gambling turned over more than 80 per cent of the tax revenue in Macau. This demonstrates that the gambling industry occupies a crucial position in Macau economy. At present, Macau gambling industry has six licenses and the number of licenses is stable. The licenses have established the highest barrier, so there is no new entrant and forms the monopoly competition pattern. In respect of the tourist sources, most of the tourists to Macau are from Hong Kong and the mainland of China, resulting in a single tourist structure. However, with the development of gambling industry globalization, the regions around Macau, such as Japan, Vietnam, Singapore and Hainan, are already opening gambling power or ready to open it, which will give rise to a huge negative impact on Macau with a single source structure and single economic structure. In addition, the prosperity and development of the gambling industry in Macau also bring a series of problems for the social life of Macau residents, such as: community of gambling, pathological gamblers, adolescent education, ecology environmental carrying capacity and the rise of crime rate.

2.1.2. Motivation of Gambling Tourists in Macau

By summarizing the previous studies, the gambling tourism motivation in Macau is diversified, which can be concluded as follows. To experience the service facilities, environment and image of casinos, that is “functional attraction motivation”; to earning money, that is “money-winning motivation”; to escape the pressure and relax themselves, that is “leisure motivation”; to enjoy novelty and excitement, that is “hedonic motivation”; to attempt the control of luck and result, that is “control motivation”; to experience food and entertainment activities in a casino, that is “Food and entertainment motivation”; to understand new knowledge and widen horizons, that is “learning motivation”; to manifest experience, increase interactions, or make friends, that is “social and reputational motivation”. Above motivation can be separate or cross effect of different visitors, driving tourists willing to travel and bring more tourists to Macau tourism, thereby creating prosperity and development of the tourism industry in Macau.

2.2. Cultural Heritage Tourism

Cultural heritage can be divided into tangible cultural heritage and intangible cultural heritage. Tangible cultural heritage refers to cultural relics of artistic, historical and scientific value and intangible cultural heritage refers to the traditional culture which exists in various immaterial forms and is related to the life of the inhabitants and inherited from generation to generation. The cultural heritage tourism discussed in this paper refers to tangible cultural heritage tourism. Cultural heritage tourism is a kind of tourism based on cultural heritage and a form of tourism in which tourists experience the past or present culture, history, natural resources or the way of life and thinking of the local people at that time.

Macau is rich in world cultural heritage tourism resources, including temples, churches, streets, private gardens of former wealthy businessmen, and even government offices, a total of 25 world cultural heritage tourist attractions. Each of the two adjacent cultural heritage sites is exceedingly close, with a maximum walking distance of no more than 500 meters and a minimum walking distance of 11 meters from one cultural heritage site to another. The Historic Centre of Macau has been listed in the <World Heritage List> for more than 10 years, but world cultural heritage tourism development

in Macau is still stranded in sightseeing, education and scientific research, lack of helping tourists get a deeper understanding and interacting with tourists. However, the cultural heritage of Macau is still intensely attractive to tourists, because according to the data from Macau Statistics and Census Service, during the period, there is significant growth in the number of tourists to Macau, from 4466301 in the second quarter of 2005 to 16814000 in the first half of 2018. Thus, Macau cultural heritage tourism has development value.

2.3. MICE Tourism

Macau MICE activities are mainly divided into conferences, exhibitions and incentive activities. Therefore, the main tourist groups are exhibitors and audiences of the above three types of MICE activities.

According to data from the Macau Statistics and Census Service, there were 734 convention and exhibition activities in the first half of 2019, and the number of MICE activities increased. However, with the exception of the 7.5 percent increase in the audience rate of the exhibition, the number of participants in the conference and reward activities decreased by 19.4 percent and 24.9 percent respectively.

Festival activities are also an indispensable part of Macau MICE tourism. As a culturally diverse city, Macau festival activities cover all kinds of religious, artistic and sports celebration activities. After the Government of Macau Special Administrative Region proposed to hold all kinds of large-scale international festivals and sports events in Macau in its 2010 policy address, social was paying more attention on Macau festivals.

Not only are there more and more festivals organized by the government and civil society organizations, but also the tourism department and some civil society organizations have also set up special events on their web pages to introduce Macau to strengthen publicity and promotion.

In conclusion, the Macau government is developing and supporting convention and exhibition tourism, and some non-governmental organizations are also aware of its significance and importance and spontaneously promote, but there are still many shortcomings in Macau MICE tourism, it is necessary to analyze the problems and put forward corresponding measures to improve the current situation.

2.4. Cuisine Tourism

Similar to multiculturalism, food of Macau also is diversified for historical reasons, so tourists can taste Chinese cuisine in Macau which come from different countries around the world.

In recent years, the Macau government is building Macau into the ‘word gourmet capital’. According to figures from the Macau Statistics and Census Service, the annual revenue of Macau catering industry was 11.22 billion yuan in 2017, an annual increase of 5.5 percent, a profit of 210 million yuan, an increase of 23.2 percent over the same period last year, and the number of places operating in the catering industry increased by 44 to 2309 in this year. By the beginning of 2019, there were 19 Michelin restaurants in Macau. Therefore, the development trend of Macau catering tourism is good. However, it is not to be ignored that Macau cuisine tourism still has some problems, such as it does not have high popularity and it is not conducive to tourists find because of its scattered distribution.

3. SWOT Analysis of Macau's Tourism Development

3.1. Strength

Macau gambling industry is mature, the internal environment and equipment are in the leading position in the world, there are effective market competitions between casinos, and the whole market forms good industrial clusters. As far as the internal environment is concerned, the interior environment and equipment of the Macau casinos are in a leading position around the world and they are extremely attractive to the tourists. Development of Macau gambling industry promoted the construction of the city environment and infrastructure in Macau. The rapid development of Macau gambling industry has greatly increased Macau government revenue and provided economic support for the development of tourism. As far as casinos are concerned, after the opening of gambling rights in Macau, foreign-funded enterprises have been introduced, which can not only make huge investment in the development of Macau's tourism industry, but also have advanced and professional gaming management ability and innovative and diversified management methods. Nowadays, there are more than 40 casinos in Macau. The fierce market competition has made Macau casinos upgrade rapidly and innovate in the aspects of technical equipment, management system, staff training, business mode, marketing, service quality and brand effect. In terms of the whole industry, both Macau peninsula and Tapia have formed a gambling industry cluster centered on casino Lisboa and the Golden Road respectively. The various casinos compete with each other and complement each other, providing convenience for Macau gambling tourists and it has promoted the development of gaming tourism in Macau.

Macau cultural heritages are rich and concentrated. Macau used to be a Portuguese colony, so it brings together Chinese and Western cultures. The historic center of Macau has retained the historical quintessence of the cultural exchange between China and the West for more than 400 years. It is the furthest and largest existing city in China, mainly western-style architecture, and reflects each other. It is very attractive to tourists. The buildings in the historic center of Macau are mainly western-style buildings, but they are also integrated with Chinese-style buildings. This is extraordinarily attractive to tourists. Macau covers an area of only 32.8 square kilometers, but it owns 25 world cultural heritage sites. In terms of quantity, it can be seen that Macau is rich in world cultural heritage tourism resources. The furthest consecutive distance between the 25 cultural heritage sites in Macau is not more than 500m so tourists can visit different heritage sites in the same area on foot, which is extremely convenient for tourists to carry out cultural heritage tourism. Macau world cultural heritage includes temples, churches, alleys, private gardens of former wealthy businessmen, and even government offices, which can include tourists with different religious beliefs or interests, with a wide audience and inclusiveness. These advantages can bring more tourists to Macau tourism industry and play a positive role in its development.

Time span of Macau cuisine activities and festivals are long and these activities have multicultural integration so that whenever tourists travel to Macau, there are various kinds of activities to participate in. Macau is a region that combines traditional Chinese culture and western culture. Therefore, both festival and cuisine activities are truly diverse, which are more suitable for tourists from different countries, different religious beliefs, different cultural and diet preferences. At the same time, the Macau festivals are held in long time span. Macau has festivals held almost every month of the year, which helps to attract tourists to visit Macau in different months. In conclusion, the diversity of Macau cuisine and festival activities, as well as the time span of Macau festival activities, has made the Macau tourism industry have a broader target group of tourists.

Macau is superior in geographical location and has a large number of exhibition places and perfect equipment. There are flights to Macau in most countries and regions of the world. Moreover, Hong

Kong, Shenzhen and other places can also arrive in Macau by sea. In addition, the opening of the Hong Kong-Zhuhai-Macau Bridge has enhanced the accessibility of Macau. At the same time, there are a large number of convention and exhibition venues in Macau, including, but not limited to, the Macau Tower Convention, Exhibition and Entertainment Center, Macau Fisheries Wharf and tourist activity Center, as far as conference hotels are concerned, including, but not limited to, Grand Emperor Hotel, Grand Hyatt Hotel, Hotel Lisboa and Venetian Macau Hotel. Furthermore, each hotel can provide accommodation and food for participants. Bring more convenience to the participants.

3.2. Weakness

Macau is small and lacks tourism diversified development professionals. Macau has an area of only 32.8 square kilometers, less than one third of the land area of Hong Kong, which is restricted to the holding of a number of major exhibitions at the same time. According to data from the Macau Statistics and Census Bureau, 707 conference activities were held in the first half of 2019, and only 97 conference activities with an area of more than or equal to 1000 square meters decreased by 13 in this year. At the same time, except gambling tourism, the lack of other tourism professionals also is a paramount problem in the diversified development of tourism in Macau. The rapid development of Macau gaming industry has led to a great demand for the number of employees in Macau gaming industry. In addition, the general salary of Macau gaming employees is higher than that of other industries, so that many Macau locals drop out of school to enter the gaming industry. Therefore, Macau lacks local senior technical and management personnel, which limits the positive development of Macau tourism industry. According to the Employment Survey of the Macau Statistics and Census Bureau, there were 87100 employees in the gaming industry in the second quarter of 2019, accounting for 39.3 percent of the total number of employees in major industries in Macau.

Macau is covered by the image of “gambling city”, resulting in a single structure of tourists, easy to be affected by policy. Since the legalization of gambling in Macau, it has been attracting tourists with famous gambling tourism, causing some tourists ignore that Macau also is a destination for exhibition, food and cultural tourism. Therefore, although the Macau government has begun to promote the development of diversified tourism, because of the low popularity of festival and cuisine tourism, so there has not been a group of tourists for this purpose. As far as Macau gaming tourism itself is concerned, there are two problems: single tourist source structure and strong policy dependence. According to the Macau Statistics and Census Bureau, 69.2 percent of inbound visitors came from mainland China and 19.2 percent from Hong Kong in the second quarter of 2019. It can be seen that the main tourists of Macau tourism are from mainland China and Hong Kong. The single tourist structure also results in Macau tourism industry to be easily affected by policies, such as the opening of the free travel policy in the mainland and gambling in the surrounding areas.

Macau cultural resources are transformed into tourism products with low ability and have different popularity. Rich cultural heritages of Macau resources have not been fully utilized because of the different importance of government propaganda. Both the selected eight scenes of Macau and the publicity on the website of the Macau Government Tourism Office website mainly emphasize the more famous cultural heritage tourist attractions, which may lead to tourists who are unfamiliar with Macau world cultural heritage to harbor the idea that Macau has only a few world cultural heritage sites, thus affecting the development of Macau world cultural heritage tourism. Excessive tourists have poured into some famous world cultural heritage sites in Macau and quite a few of them with underdeveloped environmental awareness have had a negative impact on the protection of Macau world cultural heritage, such as littering and scribbling. Their behaviors also affect the world cultural heritage tourism experience of other tourists in Macau. Although the Macau Government Tourism Office has desired Macau cultural heritage tourism routes, Macau has many small alley and forks,

which is not only easy to get lost for tourists who are not familiar with city maps and transportation routes of Macau, but also difficult to find most cultural heritage scenic spot and have a deep understanding of it.

In addition, the management of cuisine tourism in Macau is not standardized and the distribution is scattered. Macau includes most of the cuisine from China, Southeast Asia and most Western countries. However, there is no unified and standardized management of Macau food, whether they are snacks or restaurants, which is not easy for tourists who are not familiar with Macau local traffic. It is not easy to find the right food. This will affect the tourist experience in Macau, and even affect the tourists to decide whether to travel to Macau again. At the same time, Macau network technology and smart tourism combination is low. At present, with the development of Internet technology, smart tourism must be a positive trend, but Macau is not doing well enough at present.

3.3. Opportunity

Due to geography and history, Macau has always played a role as a link between China and Angola, Brazil, Portugal and other Portuguese-speaking countries, which neither Guangdong nor Hong Kong can compare with. Therefore, Macau is not only the blending place of Chinese and Western cultures, but also the place where all kinds of commercial and trade activities converge, attracting international and domestic leisure business tourists.

Taking advantage of its own characteristics and advantages, the Macau Special Administrative Region has gradually established itself as an important platform for economic and trade relations between the mainland of China and Portuguese-speaking countries. The economy of the nine provinces (territories) and the Hong Kong and Macau Special Administrative regions in the Pan-Pearl River Delta is very complementary. As a member of the Pan-Pearl River Delta Regional Cooperation Framework Agreement (also referred to as the “9 add 2”), Macau can take this unique advantage, contact the mainland and Europe, and actively integrate into the “9 add 2” economic cooperation circle. In addition, the signing of CEPA also promotes the continuous development of the exhibition tourism in Macau. Make full use of CEPA policy, create Macau leisure business, entertainment fashion, cultural heritage and other diversified tourism city image, increase marketing publicity, eliminate negative image, attract high consumption tourism groups other than gamblers. It is indispensable to strengthen cooperation with other European countries in convention and exhibition tourism, set up a new image of high quality leisure and entertainment and convention and exhibition tourism destination, attract more European tourists, expand international business conference tourists, and provide lasting impetus for convention and exhibition tourism.

In addition, a number of colleges and universities in Macau have offered exhibition courses, which could train more exhibition professionals for Macau MICE tourism industry, thus bringing more opportunities for Macau to hold more MICE activities, and thus bringing more exhibitors and participants as a source of tourists for the development of Macau tourism industry. With the opening of the Hong Kong-Zhuhai-Macau Bridge and the establishment of Guangdong-Hong Kong-Macau Greater Bay Area, tourists visit Macau more conveniently with a lower cost. This will bring more tourists to Macau tourism industry. Macau gambling licenses re-issuance, each gambling company faces the survival of the fittest, helps to stay and introduce a better gambling enterprise group. Nowadays, the Macau Special Administrative Region Government is building new islands, which will give them more land to plan for the development of Macau cultural heritage tourism.

3.4. Threat

The threat from government arranged mode. Macau MICE tourism has made some developments in recent years, but because the experience of holding modern festivals is not enough, most of the festival

activities are funded by the Macau Special Administrative Region Government, and even the relevant departments are required to undertake the planning and organization of festival activities. This is viable in the early stages of development, but in the long term development or facing financial problems, it may become a financial burden on the government and affect the local infrastructure construction, thus receiving negative social criticism. In other words, at present, the speed and process of the development of the MICE tourism in Macau may be threatened without the financial support by government.

The threat from the development of adjacent areas. As far as gaming tourism is concerned, Hainan province in China is likely to legalize gambling in the future, which means mainland tourists will no longer need to apply for visa to experience gambling games in Macau, because they could experience gaming on the mainland. In terms of security or convenience, this poses a great threat to Macau gambling tourism, which has major tourists from mainland. At the same time, Japan is also discussing which city to set up legal casinos, and many Southeast countries have been gambling for many years and have stable tourists. In addition, if the problem of non-local Macau pathological gamblers is not solved and controlled, the pathological gamblers own countries and regions may reduce the number of tourists visiting Macau and the duration of their stay, which will have a negative impact on Macau tourism industry. As far as convention and exhibition tourism is concerned, Guangzhou, Zhuhai and other places adjacent to Macau not only have a wider land area, but also have festivals of traditional Chinese festivals (Spring Festival, Mid-Autumn Festival, Lantern Festival). There are also large-scale tourism events, including Guangzhou (International) Food Festival, Carnival in Guangdong, International Tourism Culture Festival and twice-yearly the Guangzhou Export Commodities Fair. These famous tourism activities not only have distinct Lingnan local characteristics, but also are international, extensive and professional. At the same time, Hong Kong also has a blend of Chinese and Western cultures, also has wonderful Chinese and Western festivals, bustling local festivals, world-class art and cultural festivals, international sports events, to create a “the events capital of Asia”, more international than Macau. In terms of cuisine tourism, compared with Macau, Hong Kong has more famous restaurants with a longer history. As a result, Hong Kong may be more attractive to tourists who travel in search of food.

Network Media has limitations on itinerary arrangement. Quite a few online media (such as Little Red Book) will have a lot of tourism strategies, punch-in strategies and so on, which will limit the itinerary arrangement of tourists to Macau, resulting in tourists may ignore some scenic spots of historical value, only pay attention to the surface, go to some scenic spots only for the purpose of taking pictures, so that the cultural tourism experience of tourists will be reduced, and it will pose a threat to the promotion and development of Macau cultural heritage tourism.

4. Strategies for the Sustainable Development of Macao's Tourism Industry

Through the above analysis of the current situation, resources and problems of Macau tourism industry, we have a comprehensive understanding of Macau tourism industry. The following three aspects of Macau tourism planning, so as to enhance popularity and increase competitiveness.

4.1. Increase the Publicity and Promotion of Tourism

The once popular film *Lord of the Rings* was taken in New Zealand, the scenery in the film attracted a large number of tourists to New Zealand, and the New Zealand National Tourism Administration grasped the opportunity. In New Zealand, they set up signs of the same name as the movies in all the scenes involved in the films, so that tourists seemed to be really in the movies. In China, the film *Red River Trilogy* has played a great role in promoting the development of tourism in Yunnan

province. Therefore, the Macau government can also actively find such new cultural resources to promote tourism.

Macau has a large number of churches, which is extremely suitable for taking wedding photos. As a result, Macau can also emulate Las Vegas to promote wedding tourism, thereby increasing the competitiveness of Macau tourism industry.

4.2. Upgrade the Construction of Facilities to Increase the Competitiveness of Tourism

4.2.1. Diversification of Non-Gaming Elements in Gambling Companies (Market Segmentation)

At present, gamblers of Macau gambling companies mainly come from mainland, Hong Kong and Taiwan, and the main source of revenue is the VIP hall. However, if Macau government wants to develop into an international leisure tourism center, they should attract more foreign tourists and the main source of income should be focus on the mass tourist with certain consumption capacity, and the income of the VIP hall is used as an auxiliary. In other words, they should take the popularization of middle and high grade and health as the development direction of gambling enterprises. Bases on this situation, gambling enterprise should divide the mass tourist according to their age, sex, income, degree of education, marital status, social class, tourism purposes (family leisure or business trip), etc. so that attract a wider range of consumers and achieve longer-term development.

In order to attract more tourists to participate in gambling games and because Macau law prohibit gambling companies to advertise gambling games, gambling companies are offering a variety of non-gambling leisure and entertainment projects as an attraction. A quintessential example should be cited tha, fountain performances and free cable cars in Macau Wynn Resort; UA Cinema and artificial beaches in Macau Galaxy; the canals in Venetian Macau and the iron tower in Parisian Macau. However, at present, the more successful company is the PBL Macau Ltd which has Kids' City and The House of Dancing Water in City of Dreams and the ferris wheel and Batman: Dark Flight in Studio City Macau. These non-gambling entertainment facilities satisfy the individualized needs of various age and tourist groups. As a result, other gaming companies can follow the example of the PBL Macau Ltd to develop non-gaming entertainment facilities with a wider target customer coverage, while also effectively reducing the negative image of "Gambling City" and promoting the development of Macau tourism industry.

4.2.2. Cultural Heritage Tourism

According to the problems faced by the development of Macau cultural heritage tourism, this paper puts forward the idea of establishing Macau world cultural heritage museum and combining the idea of using VR, AR, to provide tourists with a better tourism experience. A 3D map of physical or virtual Macau cultural heritage tourism can be set up in museums, so that tourists can stand in an overlooking perspective to understand Macau world cultural heritage more comprehensively, so that tourists can have a deeper understanding of the development process and historical background of Macau world cultural heritage, and provide tourists with a more in-depth tourism experience rather than stopping to eat and take picture. In addition, shuttle buses between Macau cultural heritage attractions could be set up with narrators to solve the problem that tourists are not familiar with the traffic and are unable to visit most cultural heritage attractions or understand them carefully. Finally, in order to continue to develop Macau world cultural heritage tourism, the protection of world cultural heritage is also overwhelmingly paramount. Therefore, it is (indispensable) necessary to measure the environmental capacity of Macau world cultural heritage sites and control the number of visitors per day. If there are too many tourists, managers could introduce them to visit the most adjacent world

cultural heritage site. This could not only reduce the influence of the tourists on the world cultural heritage, but also avoid to no one shows any interest in these unknown world cultural heritage.

4.2.3. Hotel Industry

Macau hotel industry is unaware of excavating its own cultural characteristics to attract more tourists. Macau hotel industry can draw on Las Vegas's experience about developing theme hotel, providing oriental style services to western tourists and showing western culture to oriental tourists at the same time. On the one hand, non-gambling hotels such as cultural heritage hotels are attractive to those who want their children to learn more local history and culture rather than gambling elements during their travel, but they are willing to participate in gambling games. On the other hand, for some tourists with the purpose of cultural retrospect, the luxury gambling hotel could satisfy their accommodation requirements, but the theme hotels, which are based on history and culture, cater to their cultural needs on the premise of providing a comfortable and safe accommodation environment. In conclusion, non-gambling hotels can be used to compete with the surrounding gambling areas. Attracting tourists travel because of characteristic hotels and cultural leisure tourism, so as to avoid the loss of tourist caused by the simplification of the gaming industry.

4.2.4. MICE Industry

Las Vegas has developed into an exhibition resort, and its "knife exhibition" has become a famous exhibition. Macau can also refer to this mode and hold exhibitions with Macau characteristics, such as "gambling facilities exhibition", "gambling culture exhibition", "Chinese and Portuguese culture exhibition" and so on. As far as publicity is concerned, relevant columns could be set up on the website of the Macau Tourism Administration, or packages could be sold with cooperative travel agencies or hotels. At the same time, because Macau is an international city but the land area is small, it can develop international business or small and medium sized professional exhibition.

In addition, the government should also encourage the establishment of professional exhibition companies, destination marketing organizations, destination management companies and other organizations, so as to promote the improvement of market operation and improve the quality of convention and exhibition brands. Meanwhile, more Macau MICE organizations could join the union of exhibitions and conferences in the Asia-Pacific area or other famous international convention and exhibition organizations to enhance the notability of the exhibition brand.

4.2.5. Wholesale, Retail and Catering Industries

Wholesale and retail industry and catering industries of Macau are lack of overall planning, failed to form cluster effects. For the wholesale and retail trade, brand goods are scattered in the shopping malls of the major resorts; souvenirs are sold in the vicinity of Ruins of St. Paul and Guanye Street; and handicrafts shops are distributed in the vicinity of the New Road Home Affairs Department. Macau catering industry is mainly based on major resorts or scattered in various streets, which can neither provide tourists with a complete framework of Macau food nor easy for tourists to find.

In view of this situation, the Macau government can scientifically plan the layout of the wholesale, retail and catering industries, set up a comprehensive shopping and catering center with souvenirs and restaurants as one, and then build various thematic areas according to the classification of commodities and various styles of cooking.

4.3. Introduction of Foreign Senior Talents and Cultivation of Local Talents

In order to deal with the shortage of human resources, the Macau government should relax its recruitment policy and introduce non-local people to work in Macau. Likewise, to mediate conflicts between the government and the local population, the government should give subsidies and encourage local people to take part in educational courses improving language and work capability.

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