

**WE** MAKE IT INNOVATIVE

**UNLEASHING RETAIL  
INNOVATION:**

**DISCOVERING THE  
NEW EDGES FOR  
HONG KONG**

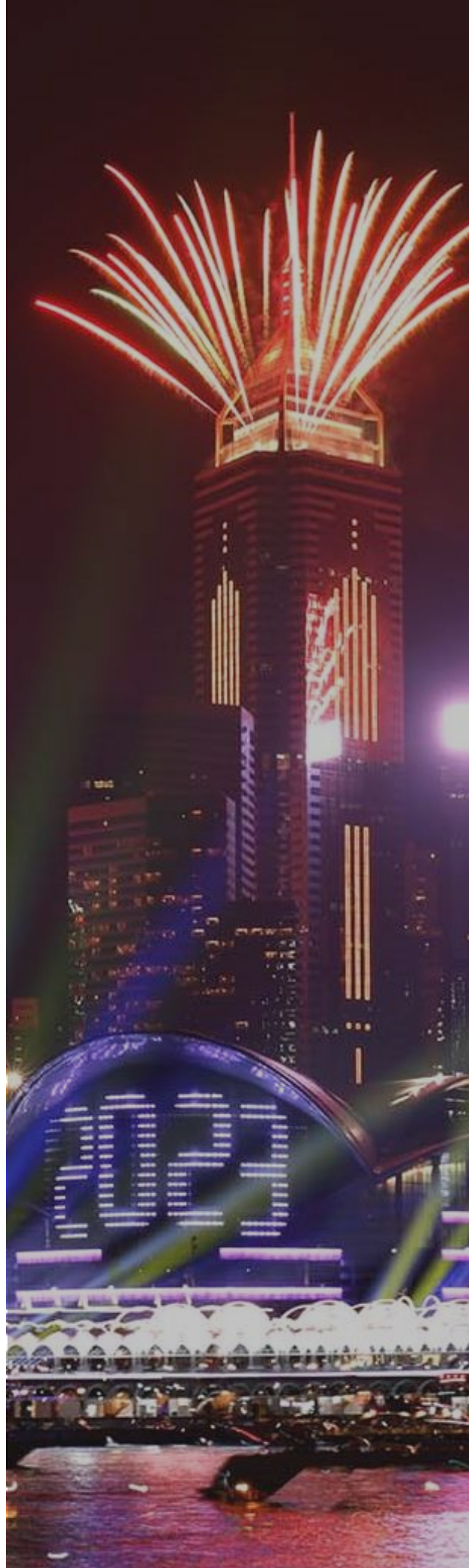
Nov 2023



**CUSHMAN &  
WAKEFIELD**

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# 01

## Introduction

Since Hong Kong's border reopening and the gradual return of mainland China and international travelers, the city's retail landscape has undergone a transformation. The preferences of inbound tourists have shifted from a sole focus on shopping towards a greater emphasis on experiential retail and social media-driven activities. At the same time, the spending habits of Hong Kong locals have also been changing, with a recent reverse trend of Hongkongers heading north to neighboring GBA cities for leisure and shopping.

In this report, we examine the trends and statistics surrounding the evolving retail preferences of both tourists and locals, including the growth of e-commerce and the rise of wellness-focused offerings. We also explore the outbound spending habits of Hong Kong people and draw insights from mainland China and overseas retail malls to identify growth prospects.

As we navigate this changing retail landscape, our report looks at the opportunities that lie ahead for the Hong Kong retail market, especially around the experiential retail segment, and including cultural and sports elements. We also identify and illustrate successful case studies for market stakeholders to consider. We believe it will require a collaborative effort from retailers, landlords and the government to introduce new retail experiences and to enhance Hong Kong's competitiveness as "Asia's World City."



**Kevin Lam**

Executive Director,  
Head of Retail Services,  
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02

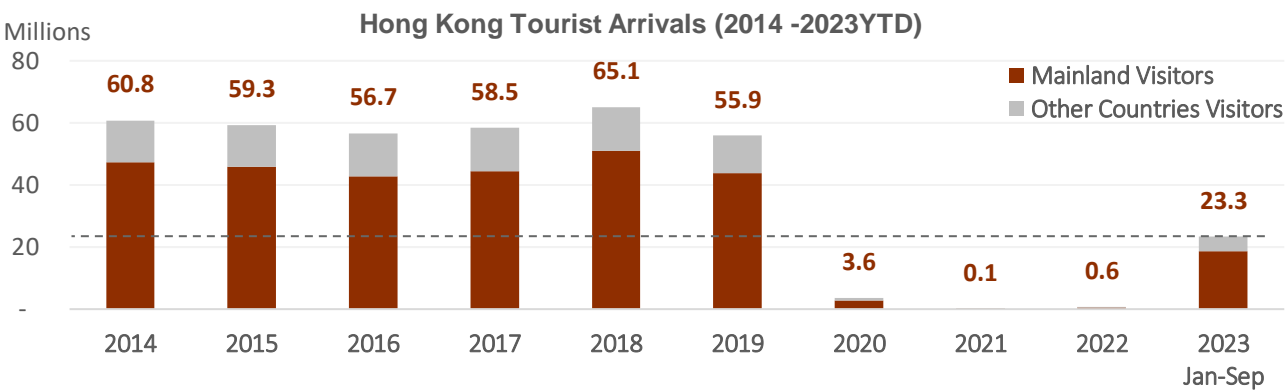
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**THE EVOLVING  
TOURIST  
ACTIVITY  
LANDSCAPE**

# 2.0 The Evolving Tourist Activity Landscape

## 2.1 Mainland China and overseas visitor numbers into Hong Kong are still recovering

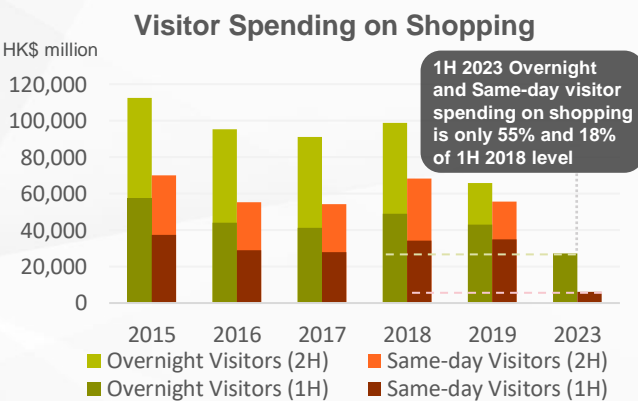
Following the reopening of the border between mainland China and Hong Kong in February 2023, the flow of mainland visitors into Hong Kong is still in the process of recovery and has not yet reached pre-COVID-19 levels. The latest Hong Kong Tourism Board data shows that total visitor arrivals from January to September 2023 stood at 23.3 million. This figure is only 42% of the total visitor count recorded in 2019, which was 55.9 million visitors for the full year.



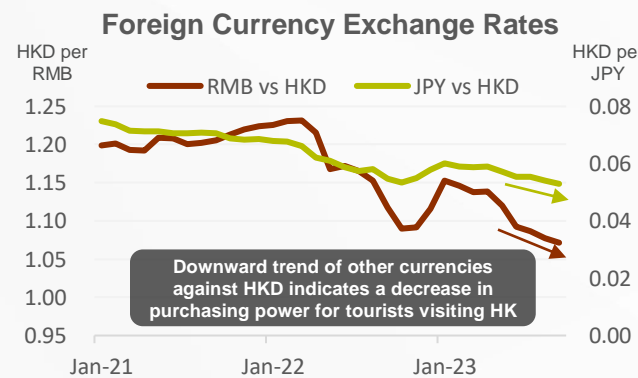
## 2.2 Visitors are spending less due to a strong Hong Kong dollar combined with inflation

As indicated in our recently published [China Cross-Border Consumption Recovery Trends Report](#), mainlanders' consumption patterns have been evolving since the onset of COVID, and mainland shopping mall landlords have been actively adjusting their strategies to stimulate footfall and enhance competitiveness. As a result, the consumption behavior of mainland visitors in Hong Kong — which make up around 80% of the city's total visitor arrivals — have also changed, with “shop till you drop” intentions giving way to a desire for local culture and experience-based touring.

Meanwhile, the strengthening performance of the HK\$ against other currencies, including the RMB, has eroded the purchasing power of incoming tourists. This currency impact, coupled with rising prices from retail brands due to global inflation, has diminished the city's traditional competitiveness in attracting high-end product consumption.



Source: Hong Kong Tourism Board



Source: Moody's



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03

CHANGES IN  
HONG KONG  
RESIDENTS'  
SPENDING  
HABITS

# 3.0 Changes in Hong Kong Residents' Spending Habits

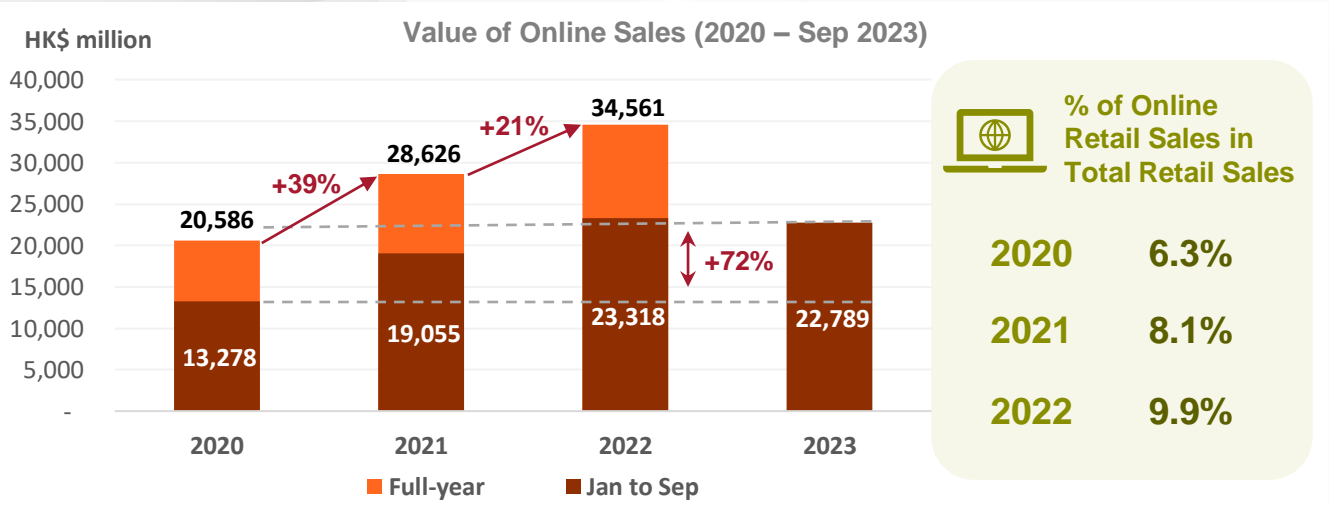
## 3.1 Shopping online as the “new normal” during the COVID-19 period

Prior to the onset of COVID, online purchasing by Hong Kong consumers was relatively limited when compared with other developed economies. According to an issue of [Statistical Highlights](#) published by the Legislative Council, only 36% of persons aged 15 or above had used online purchasing services in 2018, although this still represents notable growth from the 16% recorded in 2009.

However, the outbreak of COVID undoubtedly accelerated the expansion and penetration of e-commerce in the city. From 2020 to 2022, the HKSAR Government imposed several rounds of social distancing measures to help limit the spread of the virus. Consequently, Hongkongers were encouraged or mandated to work from home and consumers reduced their outdoor activities, in turn triggering more frequent use of online shopping and e-commerce platforms. Even after the social distancing rules were relaxed and all physical retail businesses resumed normal operations, some consumers have yet to return to their former shopping habits. While consumers still desire the physical touch or try-on of products and the personalized services only available in-store, the easier price comparison online, the discounts offered at e-stores, the 24/7 nature of online shopping and home delivery services are well-suited to busy Hongkongers. Consumers, especially younger generations, have been adopting a “hybrid shopping” approach, involving a seamless integration of online and offline experiences.

The value of online retail sales in Hong Kong has seen significant growth from 2020 to 2023 YTD. For the January to September 2023 period, the city’s online retail sales recorded a notable increase of 72% from the 2020 level, although this performance was down 2.3% from 2022, as Hongkongers have resumed travel and spending activities out of the city.

For the full-year period, online retail sales year-on-year growth in 2021 was at 39%, and in 2022 at 21%, illustrating the greater adoption of online shopping by Hong Kong residents over the last three years. Online shopping is expected to continue to take a notable share of overall retail sales in the city, which will inevitably pose new challenges to the ability of traditional physical stores to attract footfall and sales.

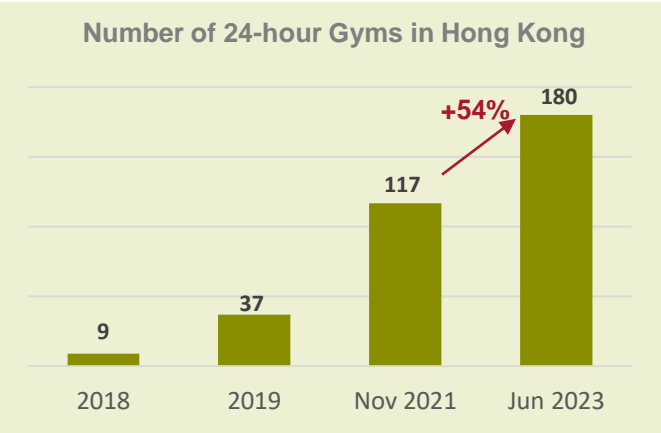


Source: Cushman & Wakefield, Census & Statistics Department

### 3.2 Wellness as a top priority

Hongkongers have been pursuing healthier lifestyles after living through the pandemic, paying more attention to their mental and physical wellness, exercising more regularly, and spending more time outdoors. According to the [Stepping Up Consumption – International Consumption Centre City Retailing in China](#) report published by Cushman & Wakefield in June, the 2023 Health Consumption Survey Report from JD Health stated that 89% of respondents in China consider “keeping healthy” as the most important aspect in life. Consequently, “health” consumption has become a new growth point in Chinese consumption. In Hong Kong, in addition to “products,” consumers are now more willing to pay for “wellness” and “health,” such as gym memberships, yoga workshops, massage sessions and goods that are beneficial to health.

This trend has also helped drive greater demand in Hong Kong’s health and fitness industry. The city’s footprint of 24-hour gyms rose from 117 in November 2021 to 180 as of June 2023, a jump of 54% in less than two years, according to the *Hong Kong Fitness Guide 2023* published by the Asian Academy for Sports & Fitness Professionals (AASFP).



Source: Hong Kong Fitness Guide 2021 and 2023, AASFP

Similarly, shopping mall landlords and retailers also have an eye on boosting customer traffic by offering unique wellness-focused experiences that shoppers enjoy, in turn encouraging them to revisit malls and retail outlets. Some landlords have been making use of mall common areas to create recreational amenities that incorporate wellness and green concepts, such as outdoor sport zones, indoor rock-climbing walls, and nature/ camping-themed installations.





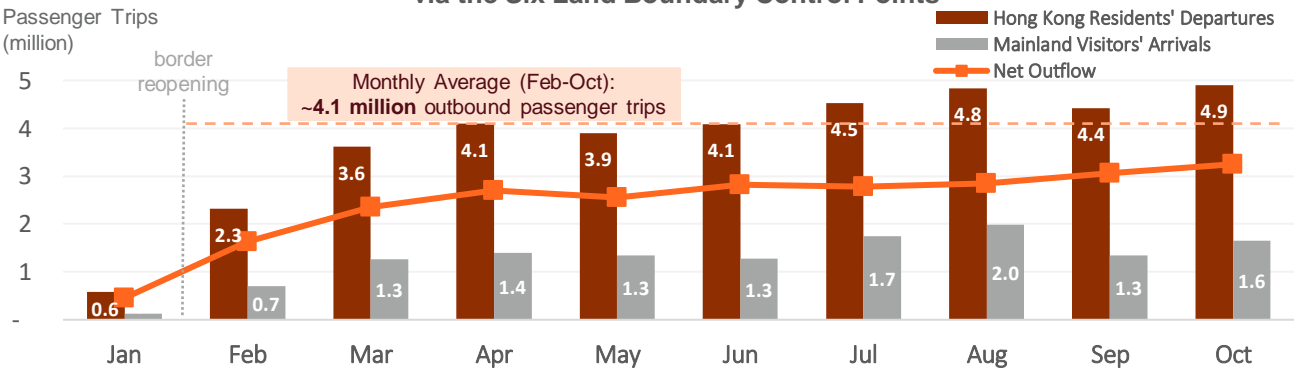


### 3.3 Hongkongers are heading north for leisure and shopping

Since the Hong Kong-mainland China border reopening, Hong Kong residents heading to nearby mainland cities have been outnumbering mainland residents visiting Hong Kong.

Looking at Hongkongers traveling to Shenzhen, Hong Kong Immigration Department data shows that, on average, Hong Kong residents completed 4.1 million passenger trips into Shenzhen per month from February to October 2023 via the six land boundary control points<sup>1</sup>, contributing to an average of 2.67 million net outflows per month. Echoing a research report published by Cushman & Wakefield in late August, Hong Kong residents' travel patterns to the mainland are exhibiting regular cyclical trends, indicating that weekend mainland travel by Hongkongers has become a new norm, reversing the predominantly one-way inbound flow of mainland residents into Hong Kong prior to the pandemic.

Passenger Trips by Hong Kong Residents and Mainland Visitors via the Six Land Boundary Control Points<sup>1</sup>



Note: <sup>1</sup> Referring to Lo Wu, Heung Yuen Wai, Man Kam To, Lok Ma Chau, Lok Ma Chau Spur Line and Shenzhen Bay  
Source: Hong Kong Immigration Department

#### Reasons for the reverse travel pattern of Hong Kong residents “crowding” Shenzhen

- 1. Pent-up demand** — resulting from the border closure over the three-year pandemic period
- 2. High-quality malls** — an upgraded and spacious mainland China retail landscape
- 3. Strong HK\$ vs. RMB** — making cross-border travel to the mainland a value-for-money weekend activities for Hong Kong couples and families
- 4. Policy support** — in September 2023 the Shenzhen government rolled out 21 Measures to facilitate Hong Kong residents to travel and spend in Shenzhen, including the provision of consumption vouchers, free shuttle transport, and extension of e-wallet usage.

### 3.4 Attractive retail offerings and experiences in mainland China



#### Value-for-money lifestyle options

- Disparity in prices between Hong Kong and the mainland
- Cost-effective personal services such as massage, beauty and dental



#### Convenience

- Government: Shuttle buses at major control points
- Landlords: Free parking offered by shopping malls



#### New and spacious retail malls

- Suitable for families
- Instagrammable

@Houhai Harbour  
@COCO Park  
@The MixC  
@OH Bay



#### Active lifestyle offerings

- Rock-climbing wall @Houhai Harbour
- Indoor ski resort @GZ Sunac Snow Park
- Camping-themed installation @MixC World



#### Popular F&B brands

- Shops promoted by influencers
- Originated brand names
- Specialty-restaurants
  - Hand-whipped lemon tea @Linxiangning
  - Bubble tea @Ah Ma Handmade
  - Chinese bakeries @Master Bao
  - Sichuan Cuisine @Taier



#### Innovative retail concepts and experiential offerings

- Suitable for families
- Greater value-for-money than in Hong Kong
  - Shared gaming tokens
  - Mini KTV booths
  - Go-karting
  - Indoor parent-child playground @MELAND @ROUND ONE





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NEW MARKET  
OPPORTUNITIES

04

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# 4.0 New Market Opportunities

## 4.1 Policy-driven: China's national strategic plan for the sports industry

### To boost a public-service system for sports and fitness

- To build a comprehensive public service system for fitness and physical activity
- To boost the population's participation rate — targeting that 38.5% of China's population will be taking part in regular exercise by 2025
- The per capita area of sports venues in China is expected to reach 2.6 square meters by 2025

### To stimulate sports-related consumption

- In 2019, China's central government announced guidelines to boost sports-related businesses and fuel the service sector, making the promotion of fitness one of the government's national priorities.
- A key objective is to guide the public to adopt more active lifestyles by offering accessible and affordable sports facilities, fitness services and higher-quality sports competitions
- Sports-related businesses in China generated RMB781 billion in 2017, up 20.6% from 2016 and accounting for 0.95% of national GDP

Source: The State Council of The People's Republic of China



推动40个国家体育消费试点城市通过打造体育消费新场景、培育体育消费新业态新模式、发放体育消费券、组织体育消费节等措施，更好满足群众疫情防控常态化下的体育消费需求。



到2025年，更高水平的全民健身公共服务体系基本建立，人均体育场地面积达到2.6平方米，经常参加体育锻炼人数比例达到38.5%。



中国政府网  
www.gov.cn



国务院客户端  
State Council App





Source: [2023 Policy Address](#)

## 4.2 New initiatives from the 2023 Hong Kong Policy Address

The [2023 Hong Kong Policy Address](#) emphasized “Revitalizing Tourism” as part of the city’s strategic plan, focusing on boosting the retail, hotel and catering industries. There are also aspects such as eco-tourism, arts and culture to further develop the city’s tourism industry. Key objectives include the development of:

### ***Development Blueprint for Hong Kong’s Tourism Industry 2.0***

- A government document to be published by 2024 to guide tourism development via a range of enhancement aspects

### **Characteristic Local Tourism Incentive Scheme**

- Launching in 2024 to encourage and develop thematic tours gathering a minimum of 100,000 visitors.

### **Action Plan on the Development of Cruise Tourism**

- To launch by 1H 2024 to further develop the cruise industry and leverage the existing infrastructure such as the Kai Tak cruise terminal

### **Subsidization of the MICE Industry**

- The meetings, incentive travel, conventions and exhibitions sector, will be subsidized between 2023 and 2025 to attract at least 460,000 visitors.

### **Smart Tourism Through the Inter-Departmental Working Group**

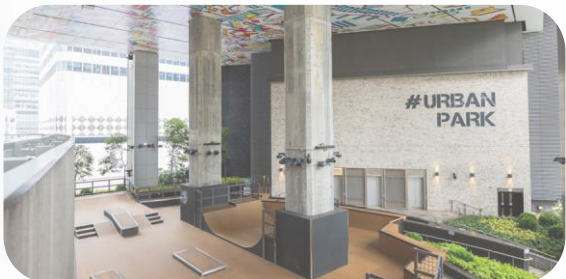
- Formulate by 2024 an I&T Development Matching Fund Scheme for travel agents, raise the ratio of subsidized travel agents to more than 20%, and implement tourism events through augmented reality technology



### 4.3 Experiential retail at the forefront of consumption

Experiential retail has emerged as a critical element in the new retail landscape, with mall operators incorporating innovative activities to attract visitors by blending physical entertainment and spending opportunities. Such entertainment options may include indoor sports events such as rock climbing and skateboarding, or musical performances, in turn actively engaging and retaining visitors in the mall. Mainland tourists are already well accustomed to experiential retail, with close to 80% of major department store operators adding experiential elements<sup>2</sup>.

Engaging with the experiential trend, retailers such as Maxim Group have launched digital initiatives such as the “[eatie](#)” gaming app powered by Web3 technology. The app combines dining and gaming to allow customers to earn points in the real world. We expect consumers will increasingly demonstrate a preference for shopping malls that offer experiential and interactive consumption, bringing them closer to retail brands and ultimately stimulating consumer spending.



### 4.4 Fitness and ESG concepts implemented into shopping malls

In the 2022 Hong Kong Policy Address, the government unveiled a plan to promote urban sports popular among young people, namely sport climbing, skateboarding and 3-on-3 basketball. Some mall landlords are supporting the government initiatives by introducing more urban sports-related offerings. For instance, the [D-Park mall](#) in Tsuen Wan has incorporated basketball, rock climbing and other kidult installations, and these facilities can help to expand footfall and boost retail sales. ESG concepts are also taking the spotlight, as mall operators leverage the “social” element to introduce sports-related activities into their mall portfolio as a way to drive traffic, improve branding and in some cases, drive diversity initiatives.



Note: <sup>2</sup> Statista



Number of world class arts and cultural facilities in Hong Kong:

16 Government Performance Venues

14 Museums

2 Visual Arts Centres

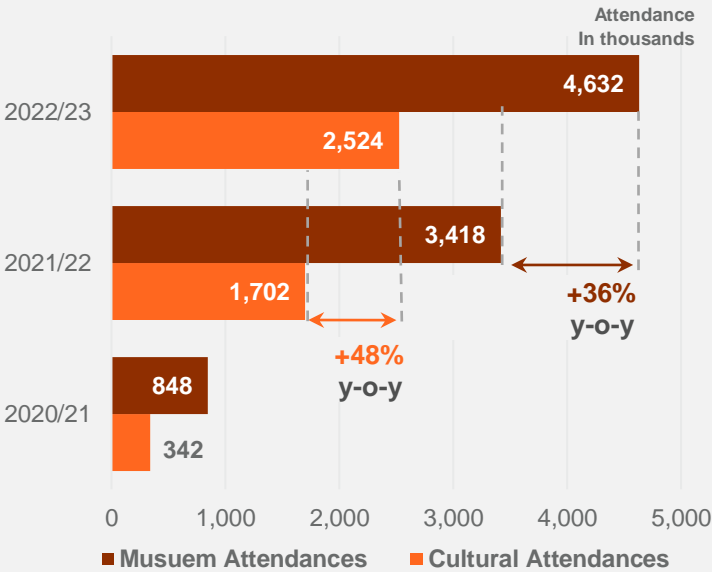
1 Film Archive

Source: 2021 Policy Address

4.5 Arts and cultural hub promoted by the national strategic plan

Hong Kong is known for its enriched arts and cultural values, with ample museums, galleries, and cultural attraction venues. In recent years we have observed rising visitor interest in arts and cultural events, particularly among younger visitors. The newly developed M+ and Xiqu Centre venues in West Kowloon are excellent examples of venues able to lure tourists to visit Hong Kong, and are also highly accessible for mainland tourists via the adjacent high-speed rail station. Government data shows that attendances at public museums and cultural performances have spiked 36% y-o-y and 48% y-o-y, respectively, in the 2022 to 2023 period, indicating strong interest from both local and foreign visitors in arts and culture activities in Hong Kong.

Museum & Cultural Performance Attendances (2020/21-2022/23)



Source: [Leisure & Cultural Services Department](#)

In addition, China's 14th Five-Year Plan demonstrates clear support for Hong Kong's development into an East-meets-West centre for international cultural exchange. A combination of contemporary art and Chinese culture will help the city serve as a cultural melting pot between the East and West. The plan aims to further develop Hong Kong's world-class cultural facilities, strengthening its relationship with art and cultural organizations from overseas and in the mainland, and to leverage international flagship events, such as music festivals and arts exhibitions. These efforts aim to attract global talent participation and enhance Hong Kong's profile as a top-choice venue for global collaboration in the creative industries.

## 4.6 Eco-tourism: Hong Kong’s unique asset

Hong Kong’s rich natural environment and suitability for eco-tourism are two of its most precious assets. Outdoor activities such as hiking and trail running, together with urban runs and walks, have emerged as popular trends. Hong Kong is in a strong position to leverage its ecological richness and diversity through promoting green tourism across its territory, while also respecting nature conservation and sustainable development principles.

Eco-tourism examples include the New World Harbour Race, which takes 4,000 swimmers across Victoria Harbour, while the Hong Kong Tourism Board (HKTB) has collaborated with the Agriculture, Fisheries and Conservation Department to implement the “[Enhancement of Hiking trails](#)” to promote hiking and scenic walking under the eco-tourism umbrella. The [Hong Kong Wetlands](#) area also provides world-class educational and eco-tourism facilities, spanning 10,000 sq m. We can expect the robust initiatives to promote these environmental attractions to be effective in attracting greater numbers of visitors to Hong Kong’s natural assets.



Hiking Trails



Victoria Harbour Swim



Tai O Village

## 4.7 Mega events and concerts to boost visitor appeal

Hong Kong is a city known for hosting “mega” events and concerts able to draw significant tourist arrivals, boasting large-sized venues such as AsiaWorld-Expo, the Hong Kong Convention and Exhibition Centre, and the Hong Kong Coliseum. As discussed in our recently published *China Cross-Border Consumption Recovery Trends* report, mainland tourists are drawn to the city by such large-scale cultural entertainment events and exhibitions. Such mega events have returned to Hong Kong following the pandemic, including the Clockenflap Music Festival, Art Basel, the Hong Kong Sevens, and concerts by the Singaporean artist JJ Lin.

The potential growth prospects in the events industry will also have a positive ripple effect on the city’s retail and hotel industries, prompting tourists to spend, dine and stay when attending events such as music concerts, sporting events, and art shows. In addition, the Government has allocated funding of [HK\\$200 million](#) to the HKTB for the 2023 to 2025 period to secure further meetings, incentives, conferences, and exhibitions (MICE) events in Hong Kong, to attract more visitors, and to reinforce the city’s position as the ultimate MICE destination in Asia.





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# SUCCESSFUL CASE STUDIES

# 05



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LIFE IS WHAT **WE** MAKE IT

# 5.1 Case Study 1: H.A.N.D.S. in Tuen Mun

## Integration of Sports and Wellness With the H.A.N.D.S. Retail Experience

### Mall Description:

Location	2A Tuen Mun Heung Sze Wui Road, Tuen Mun
Landlord	Gaw Capital
Total Area	300,000+ sq ft GFA



CUSHMAN & WAKEFIELD

In partnership with Gaw Capital, Cushman & Wakefield introduced a couple of sports operators and helped them build the Run Base facility from concept to creation, consequently winning a Highly Commended recognition at the RICS 2022 Agency Team of the Year Award.



- **Reshaping the 110,000 sq ft rooftop** of the mall into the city's first "Sports Hub in the Sky" and promoting a healthy lifestyle within the community in the post-pandemic era
- **Adding sports activity elements** including basketball, football, skateboarding, roller-skating, balance bike, running and badminton
- **Attracting greater foot traffic** with athletics and wellness-concerned consumers, with the demonstration of "Wellness Real Estate" within the mall



### Run Base

- ◆ A **semi-open training ground** with a running track area of over 15,000 sq ft
- ◆ **Running classes and training programs** for the community, NGOs, local students and existing tenants
- ◆ Collaborated with New Balance to host the first running event at the Run Base facility



NOVA  
SKATE



### Leasing Activities

- ◆ **Cushman & Wakefield** was appointed as the retail arm
- ◆ Sports and wellness clients were recruited as key tenants
- ◆ Invited more retail brands to join the brand-building activity

“

*With the successful creation of H.A.N.D.S., we are building a sustainable retail lifestyle, blending a traditional shopping experience with sports and wellness which is intended to endure as a post-pandemic new norm*

”

Alvin Lo,  
Managing Director,  
Asset Management,  
GAW Capital



# 5.2 Case Study 2: MegaBox in Kowloon Bay

## A Cohesive Place for Work, Fun and Shopping

MegaBox is one of the largest shopping malls in Kowloon East, known for its capacity to host a diversified range of retail shops and facilities — including an ice skating rink and the first IMAX theatre in Hong Kong. The mall includes four distinctive zones comprising: 1) IN-Style, 2) Better HOME, 3) FAMILY Circus, and 4) EATertainment.

### Mall Description:

Location	8 Wang Chiu Road, Kowloon Bay
Developer	Kerry properties
Total Area	1.1 million sq ft GFA

### 1. IN-Style

- Focus on fashion, accessories and superstores



### 3. FAMILY Circus

- Offering books, sports, health and music stores, and electronics



### 2. Better HOME

- Showcasing home and apartment decor shops



### 4. EATertainment

- Theme restaurants, an international deli, an ice-skating rink and movie theatres

“

*MegaBox has a wide range of facilities such as an ice-skating rink, roller skating, and food hub to attract both retailers and consumers. We will further collaborate with and host the STREETATHON-FAMerry Run @MegaBox to enhance corporate branding and community engagement as a market leader in the industry*

”

**Victor Ng,  
Senior Director, MegaBox**



### HK Roller Skating School

Cushman & Wakefield helped the Hong Kong Roller Skating School enter the MegaBox retail project, at approximately 25,000 sq ft being the largest of its kind in Asia



### STREETATHON

A marathon with distinctive routes, welcoming all age groups to drive charitable causes.

### MegaBox x JUST CLIMB

An indoor climbing event, where shoppers spending designated amounts are entitled to a free indoor climbing trial.



# 5.3 Case Study 3: One North in Yuen Long

The first Hong Kong retail project to incorporate rock-climbing walls into the mall



One North is a commercial complex developed by Sino Group with Grade A office space and a retail mall completed in 2023. Cushman & Wakefield assisted the Hong Kong Climbing Park to enter an atrium and ground floor retail area. The climbing facility encompasses covers two zones, comprising the climbing wall and the bouldering facility.



## Bouldering

The 8 meter (w) x 4 meter (h) bouldering walls are installed, and facilities include the Kids' High Wall, MoonBoard, lockers, changing rooms, and free Wi-Fi.



## High Wall

The 8-meter-high indoor climbing wall in the atrium is sheltered, creating greater aesthetics and driving foot traffic, especially from visitors during weekends.

## Ninja Warrior-based Obstacle Course Racing

The obstacle gym and course, Sasuke Ninja, was installed as a pop-up in One North. The sport has made its way to other countries and is included in the Los Angeles Olympic Games in 2028.



“

*We are proud to be the first one in Hong Kong to construct a climbing wall in the commercial atrium. The climbing wall not only engages different users to come into the venue, but also combines the architectural atmosphere and wellness to forge ahead a work-and-play concept*

”

**Bella Chhoa, Director,  
Asset Management, Sino Group**



# 5.4 Case Study 4: Hysan Development

## Happenings in Causeway Bay



### #Urban Park

- ◆ **Location:** 4/F, Hysan Place
- ◆ **The first covered skatepark** in the city's urban district
- ◆ Designed by the professional team from the **All Hong Kong Skateboards Association (AHKSA)**

### Lee Gardens Skateboard Fest 2023

- ◆ **Pak Sha Road Street Fun Challenges**
- ◆ **#UrbanPark Skateboarding Contest**
- ◆ **Skateboarding performances** by local and Japanese skaters
- ◆ DJ music performances, skateboarding trial classes, DIY finger skateboard workshop and other street art workshops



## Sponsorship on Trail Race



### Hysan Island Hike and Run

- ◆ **Hysan x Action Asia Events** since 2011
- ◆ Taking in the **iconic scenery** of Hong Kong Island
- ◆ Promoting **physical wellness**
- ◆ Encouraging the public to explore the city's **countryside**
- ◆ Building connections with **like-minded buddies**

Source: Lee Gardens [Website](#) and [Facebook](#)

# 5.5 Case Study 5: Run For Taste



## Run For Taste @ Victoria Harbour



Cushman & Wakefield  
Retail Team as the organizer

- A **virtual run event** for different age groups, genders, and even pets
- Running or walking **along the Victoria Harbour promenade** from Causeway Bay to Central
- Enjoying the **beautiful scenery of Victoria Harbour** and gourmet food while running
- With **selfie photo points** set up along the waterfront, allowing runners to check-in on social media
- Enjoying exclusive **discounts at designated restaurants and bars**, and receiving race packs with **dining and shopping vouchers**
- Contributing **charity miles** to the “F&B Run Club — Run to the Moon” project

“*Experiential retail and wellness have become megatrends for attracting consumers and bringing in greater footfall. Run for Taste is a great example that combines food tasting and running as an innovative concept to promote F&B businesses with a charity cause.*”

Kevin Lam, Head of Retail Services,  
Cushman & Wakefield

Source: [Run for Taste Facebook](#)





# 06 Recommendations

## ① Hosting of International and Mega Events

As “Asia’s World City,” Hong Kong is globally connected and well-positioned for hosting mega events such as world-class sporting events, international exhibitions, art festivals and music shows. Examples of mega events in Hong Kong include the Hong Kong Sevens, the Hong Kong Marathon, the Harbour Race, the Hong Kong Open, Clockenflap, and Art Basel, and these events are exclusive to Hong Kong. Hong Kong’s government should continue to strengthen the city’s global links, in order to attract more visitors through hosting further international events. Retail mall landlords may also align mall activities and engage with mega events to attract sports, music and arts enthusiasts to visit the mall.

## ② Reactivate Underused Spaces With Sports Concepts and Cultural Activities

There are currently ample common areas in Hong Kong retail malls that are underutilized, and these spaces can be reactivated and optimized via cultural, sports and fitness installations. The music concerts, rock-climbing wall, sports pop-up facilities and kidult concepts previously highlighted are great examples that can help further drive footfall and potentially increase retail sales. Landlords, operators and retailers should work together to innovate and create new concepts to provide new experiences for users. Hong Kong retail operators can also learn from and adopt concepts from across the border in mainland China, where many operators are now successfully optimizing underused spaces.

## ③ Leveraging ESG and Corporate Branding

While many shopping mall operators have emphasized the “E” from ESG by introducing green elements into their portfolio, the “S” for social is also an area with great development potential. The Hong Kong government is currently moving ahead with the *A livable and Vibrant City* initiative from the recent policy address for all citizens to engage with sporting activities and to help create healthy communities. Hong Kong’s mall operators should tap the potential of sporting events within their retail complexes to leverage this government policy. We believe this could further help mall operators to promote their ESG initiatives and corporate branding.



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## WE MAKE MOMENTUM

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### About Cushman & Wakefield

Cushman & Wakefield (NYSE: CWK) is a leading global real estate services firm that delivers exceptional value for real estate occupiers and owners. Cushman & Wakefield is among the largest real estate services firms with approximately 52,000 employees in over 400 offices and 60 countries. In Greater China, a network of 23 offices serves local markets across the region, earning recognition and winning multiple awards for industry-leading performance. In 2022, the firm had global revenue of US\$10.1 billion across core services including valuation, consulting, project & development services, capital markets, project & occupier services, industrial & logistics, retail and others. To learn more, visit [www.cushmanwakefield.com.hk](http://www.cushmanwakefield.com.hk) or follow us on LinkedIn (<https://www.linkedin.com/company/cushman-&-wakefield-greater-china>).